

CHILDREN AND YOUNG PEOPLE COMMITTEE



Cambridgeshire
County Council

Date: Tuesday, 14 March 2017

Democratic and Members' Services

Quentin Baker

LGSS Director: Law and Governance

14:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Kreis Viersen Room

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

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

Guidance on declaring interests is available at

<http://tinyurl.com/cccd-dec-of-interests>

- 2. Minutes of the Meeting on 28 February 2017 and Action Log**

To follow.

- 3. Petitions and Public Questions**

DECISIONS

- 4. Free School Proposals**

Standing item. No business to discuss.

- 5. Cambridgeshire Culture**

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The Children and Young People Committee comprises the following members:

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

Councillor Sir Peter Brown Councillor Simon Bywater Councillor Daniel Divine Councillor Peter Downes Councillor Samantha Hoy Councillor Maurice Leeke Councillor Mervyn Loynes Councillor Zoe Moghadas Councillor Lucy Nethsingha Councillor Simone Leigh Taylor 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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Cambridgeshire Culture

To: Children and Young People Committee

Meeting Date: 14 March 2017

From: Wendi Ogle-Welbourn, Executive Director – Children Families and Adults

Electoral division(s): All

Forward Plan ref: n/a Key decision: No

Purpose: To describe and explain proposed changes to the remit and membership of Cambridgeshire Culture.

Recommendation: CYP Committee is asked to:

- a) Agree the proposed changes to the purpose, scope and structure of Cambridgeshire Culture; and**
- b) Agree the proposed membership of Cambridgeshire Culture.**

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1.0 BACKGROUND

- 1.1 Cambridgeshire Culture is the member-led committee set up to manage a fund created following the sale of a Lowry and other paintings from the Council's Art Collection (collected by adviser Nan Youngman over many years as part of support for art in schools). The fund supports cultural engagement for children and young people via schools. As the initial fund has reduced as expected over time, thought has been given to how Cambridgeshire Culture might evolve and continue to champion culture for people in the county.
- 1.2 Cambridgeshire Culture Committee discussed the benefit of a single group to oversee and guide all of the Council's cultural activity and thinking. This idea was strongly supported by key partners, for example Norfolk & Norwich Festival Bridge, Music Education Hub Board and Cambridgeshire School Improvement Board (CSIB) representatives, who saw benefits for how they engage with the Council.
- 1.3 Such a group would improve the connections between teams internal to the Council with a responsibility for cultural engagement, support wider community development around children and families including the representation of the education sector, and bring other stakeholders to the group reducing duplication, enhancing the success of joint bids or projects from teams and creating a stronger cohesive basis for investment.
- 1.4 Cambridgeshire Culture's specific fund for arts education in schools (currently £47,000) would remain ring-fenced to supporting schools as intended and would be managed by a sub-group led by CSIB (Cambridgeshire School Improvement Board) representatives. Further investment might increase this fund or other initiatives that were fulfilling the broader objectives of the cultural strategies supported by the group.

2.0 MAIN ISSUES

2.1 Purpose of Cambridgeshire Culture from April 2017

- 2.1.1 Cambridgeshire Culture should be developed as the Council's mechanism for coordinating, developing and driving the infrastructure for cultural engagement in the county, liaising with partners and monitoring access to cultural assets, within appropriate management structures.
- 2.1.2 The drivers behind this change are:
 - The benefit of having an integrated instead of a fragmented cultural mechanism both for the Council and externally.
 - The role of champion for children and young people includes culture.
 - The potential to support economic development and the growth agenda.
 - The community resilience strategy includes supporting "communities of interest" as well as geographical communities.
 - The enhanced support for arts education identified as vital by the CSIB.
 - The known benefits of a broader partnership to achieve investment.
 - The need to ensure the limited restricted fund is managed correctly.

- 2.1.3 The new purpose of Cambridgeshire Culture will be to:
- Help create and support sustainable cultural education infrastructure
 - Create beneficial resources and partnerships
 - Ensure appropriate cultural assets are available in the county e.g. County Instrument Bank
 - Lever financial investment into the overall cultural infrastructure
 - Consider investment in specific projects to advance cultural education and engagement
 - Be the lead internal governance structure for delivery of Council programmes and projects related to cultural activities
 - Manage restricted funds through agreed mechanisms
- 2.1.4 The Cambridgeshire Culture Committee will be structured to provide a mix of roles and skills required to support the engagement objectives and purpose above. The following Membership (maximum number of people = 15) is proposed:
- County Councillors, cross party x 5
 - Arts Council of England x 1
 - Cultural Education Partnerships/Bridge organisations/National Portfolio Organisations/Hubs x 3
 - New and Existing Communities Development and Environment x 1
 - Cambridgeshire School Improvement Board representing: Further and Higher Education, Early Years, secondary, primary and special phases x2
 - Internal/external cultural representation drawn from: Libraries, Music, Dance, Drama, Visual Arts, Museums, Film, Sports, Health x2
 - Service Director, CFA x 1
 - Officer support as required, e.g. Finance, Communications.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

- 3.1.1 Culture and cultural expression defines people and places, it supports 1 in 11 jobs in the creative industries, surrounds and influences our daily lives whether in careers, the workplace, education or in the home.
- 3.1.2 Access to high quality cultural provision is an essential part of supporting the attractiveness of Cambridgeshire as a place to live, work and play and is valued strategically by our businesses for their staff and by families for their children and lifestyle.
- 3.1.3 Cambridgeshire has a strong cultural identity that is reinforced by cohesive partnerships, many of which exist across natural boundaries and different organisations and which reaches into all aspects of the economy as well as health and education. Our cultural heritage, in the city, across our market

towns and villages and the associated geography, traditions and heritage are part of the economic ecology of our county and are respected both locally and abroad.

3.2 Helping people live healthy and independent lives

- 3.2.1 Strong cultural communities support a people, in their work and leisure, their health & relationships, their self-confidence and resilience and their personal and local economy. It provides a connection with place and people, society and community. It is about quality of living in our County.
- 3.2.2 In the Council strategy for building resilient communities as well as recognising geographical requirements, it is noted that: "Communities include families and wider networks and 'communities of interest'". Connecting our thinking and development across internal and external stakeholders linked to communities, education, health and growth agendas will improve the success chances of our strategies for these strong communities.

3.3 Supporting and protecting vulnerable people

- 3.3.1 Much of our cultural engagement work across partnerships is targeted towards inclusion – this attracts further investment and can have a high impact on the lives of participants. Alongside more universal offers of support, a fragmented approach to inclusion can lead to duplication of effort and resources. Creating a cohesive structure with a role to bring people together will enable a more successful strategy of building legacy into such projects using the resources available across teams and organisations.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

- 4.1.1 The following bullet points set out details of significant implications identified by officers:
- 4.1.2 The restricted fund for supporting schools' arts projects can be managed within the new structure without any loss of opportunity for schools.
- 4.1.3 Potential investment will be more attractive to potential supporters with a broader group including external stakeholders.
- 4.1.4 Best value can be monitored more effectively by removing duplication of provision and ensuring consistent quality of impact.
- 4.1.5 There are no significant human resource implications as the steering group is already managed internally and could continue in the same way.

4.2 Statutory, Legal and Risk

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

- 4.2.2 The need through the member committee process to agree the governance model and purpose and ensure there are appropriate mechanisms for any commissioning in place which would meet audit tests and scrutiny.

4.3 Equality and Diversity

- 4.3.1 The following bullet points set out details of significant implications identified by officers:
- 4.3.2 Collaborative working with external partners across a broader growth and development agenda will increase connection with all communities across the county and avoid a focus on one particular area.

4.4 Engagement and Communications

- 4.4.1 The following bullet points set out details of significant implications identified by officers:
- 4.4.2 Discussion will be required with organisations that have a stakeholder interest in elements that might come under the Council's "umbrella structure" for example Arts Council of England and the Music Education Hub.
- 4.4.3 Communication of the purpose and role of the hub to schools and other partners and internally in the Council will be important to its success in embedding cultural considerations in all community and education development. This will reinforce the work of the School Improvement Board, the Music Education Hub, Libraries and Community Resilience colleagues.
- 4.4.4 Members and colleagues involved in the current steering group, including the CSIB have been consulted and support the development.

4.5 Localism and Local Member Involvement

- 4.5.1 The following bullet points set out details of significant implications identified by officers:
- 4.5.2 The increased potential to support community resilience through cultural engagement in a coordinated way.
- 4.5.3 Local economy is supported in part by strong cultural communities.

4.6 Public Health

- 4.6.1 The following bullet points set out details of significant implications identified by officers:
- 4.6.2 Quality of life benefits individual health directly and cultural engagement therefore plays an important part in supporting social, physical and mental activity. Connecting external health partners to the umbrella organisation will improve the cohesive approach to the health and well-being agenda.
- 4.6.3 Targeted projects using cultural engagement as a medium for work with

specific groups of people (e.g. young carers, adults with long-term conditions) will help provide positive experiences for their wellbeing and ensure connection with relevant support benefiting individuals and their families.

- 4.6.4 Improvements in attainment, activity and social development for children and young people through coordinated projects will benefit long-term health.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Comments requested Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Comments requested Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	Yes. Paragraph 4.3 refers Name of Officer: Keith Grimwade CFA Service Director
Have any engagement and communication implications been cleared by Communications?	Comments requested Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	Yes. Paragraph 4.5 refers Name of Officer: Keith Grimwade CFA Service Director
Have any Public Health implications been cleared by Public Health	Comments requested Name of Officer: Tess Campbell

Source Documents	Location
None	

FUTURE EDUCATIONAL PROVISION GAMLINGAY

To: Children & Young People's Committee

Meeting Date: 14 March 2017

From: Wendi Ogle-Welbourn Interim Executive Director:
Children, Families and Adults Services

Electoral division(s): Gamlingay, Hardwick, Bourn

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

Purpose:

To:

- a) Advise the Committee of the outcome of the consultation undertaken jointly by CAM Academy Trust and Stratton Educational Trust on options for the future of educational provision in Gamlingay;
- b) Seek the Committee's agreement to bring forward in the Council's capital programme a project to expand and adapt the current Gamlingay Village College to become an all through primary school serving the 4-11 age range.

Recommendation: The Committee is recommended to:

- a) Note the outcome of the consultation on future educational provision in Gamlingay;
- b) Endorse the case for bringing forward the capital project to adapt and expand the current Gamlingay Village College site to deliver all through primary education for 4-11 year olds.

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1.0 BACKGROUND

1.1 In October and November 2016 the CAM Academy Trust which runs Gamlingay First School (GFS) and the Stratton Educational Trust (SET) which runs Gamlingay Village College (GVC), carried out a consultation regarding the future of educational provision in Gamlingay. Consequently, CAM Academy Trust has put the following proposals to the Regional Schools' Commissioner for decision:

- Gamlingay FS to become an all through primary school serving the 4-11 age range with effect from September 2017, as part of the CAM Academy Trust and a feeder school to Comberton VC
- to transfer Gamlingay VC from SET to CAM Academy Trust followed by closure of Gamlingay VC by summer 2018 after the 2017/18 Year 8 cohort have left the school
- as soon as possible after 2017, the primary school should be located on the site of the current Gamlingay VC

2.0 CAPITAL PROJECT TO SUPPORT THE EXPANSION OF SCHOOL PLACES IN GAMLINGAY ON THE GROUNDS OF BASIC NEED

2.1 Before the consultation outlined above took place, the business case had been made to expand the first school to 2 forms of entry which would increase the number of places in each year group from 48 to 60. This was in response to the demand for extra places which would be created by two approved housing developments planned for Gamlingay. The two developments are forecast to provide a combined total of approximately 280 new homes which would yield between 70 and 98 children of primary school age. A Pupil Admission Number of 60 would also allow for better class organisation and curriculum delivery.

2.2 Consequently, a four classroom extension project to address the basic need outlined in 2.1 above was included in the Council's capital programme to commence in 2020/21 and £3m identified to deliver the project.

2.3 As a result of the outcome of the consultation exercise described in section 1 above, the project which features in the capital programme is no longer appropriate in terms of scope and timing.

2.4 The capital programme now needs to reflect the fact that the project will be required to adapt the Gamlingay VC site in order to deliver education for the 4 to 11 age range with on-site early years provision, whereas to date, as a middle school it had been designed, as a middle school, to accommodate the 10 to 13 age range. The project needs to start on site in 2017/18.

2.5 Under policy changes recently approved by the Council's Assets and Investment Committee up to 50% of the profit from the sale of the First School, should this asset be realised, would be available to support the proposal in addition to the £3m already identified in the capital programme

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

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

3.2 Helping people live healthy and independent lives

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

3.3 Supporting and protecting vulnerable people

The presence of a local school ensures that services can be accessed by families in greatest need within its designated area.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

4.1.1 The report above sets out details of significant implications in paragraphs 2.4 and 2.5

4.2 Statutory, Legal and Risk

4.2.1 When the First School became an Academy the site was leased to CAM Academy Trust on an academy 125 year lease. When the Trust re-locates the school to the Gamlingay VC site and vacates the First School site, the lease will be surrendered and the site will revert to the Council however this might be subject to secretary of state approval for any uses they wish to impose on the site. If so, and it is approved, the Council will have freehold ownership of the site without any encumbrances apart from the Scout Hall and will either identify another educational use for it or apply to declare it surplus to requirements.

4.3 Equality and Diversity

4.3.1 The Council is committed to ensuring that children with special educational needs and disabilities 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.

4.3.2 Accommodation provided at the new all through primary school for delivery of early years and childcare and primary education will fully comply with the requirements of the Public Sector Equality Duty and current Council standards.

4.4 Engagement and Communications

- 4.4.1** The decision to move to delivering primary education in Gamlingay through an all through 4-11 primary school as a feeder school to Comberton Village College has been taken (subject to final approval by the Secretary of State for Education) following extensive local consultation. The Council responded to the consultation as a statutory consultee.

4.5 Localism and Local Member Involvement

- 4.5.1** The local Member has been fully involved and consulted throughout the process.
- 4.5.2** Gamlingay Parish Council has formally nominated the playing fields at the First School for inclusion on the South Cambridgeshire District Council's register of Assets of community value. The playing fields are heavily used by the community in a variety of forms. They also represent the only major area of green space within this area of the village, and as such, have been used by the surrounding land owners / developers, as reasons for not including significant informal community space as part of the housing developments. In light of these factors, it would appear reasonable to anticipate that the application is likely to be supported and the playing fields listed and that if there were to be an application or appeal against the listing by the landowner it would not be successful. Once listed, if the County Council wishes to sell or lease the site or part, there is a process that needs to be followed triggered by the County Council of its intention to sell or dispose. If the Parish Council are interested in the site, there is a six month moratorium whereby the County Council and Parish have the ability to negotiate the sale but the County Council are under no obligation to accept the bid from the Parish Council.

4.6 Public Health

- 4.6.1** Gamlingay Leisure, the community sports facilities which currently operate from the Gamlingay VC site will continue to operate when the CAM Academy Trust takes over the site and runs the proposed all through primary school there.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No response received Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	No Name of Officer: CFA Service Director
Have any engagement and communication implications been cleared by Communications?	No response received Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	Yes, as described in paragraph 4.5 Name of Officer: CFA Service Director
Have any Public Health implications been cleared by Public Health	Yes or No Name of Officer: Tess Campbell

Source Documents	Location
CAM Academy and Stratton Education Trusts' joint Consultation document of September 2016 <i>The Proposed Future for Schooling in Gamlingay</i> and outcome documents are all available to view on the school's website:	http://www.gamlingayfirst.com/consultations

**DELIVERING THE EXTENDED ENTITLEMENT TO AN ADDITIONAL 15 HOURS
FREE CHILDCARE FOR ELIGIBLE 3 AND 4 YEAR OLDS NATIONALLY FROM
SEPTEMBER 2017**

To: Children and Young People's Committee

Meeting Date: 14 March 2017

From: Interim Executive Director: Children, Families and Adults
Services

Electoral division(s): All

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

Purpose: To set out:

- The key challenges for the Council in delivering the extended early years and childcare entitlement for eligible 3 and 4 year olds; and
- The actions and approaches which have been developed to address these in order to secure implementation of the extended entitlement by 1 September 2017.

Recommendation: Members are asked to:

- (a) Approve and support the proposed approach to ensure that the Council fulfils its statutory duties with regard to the extended entitlement to early learning and childcare for eligible 3 and 4 year olds and
- (b) To confirm the adoption of the Early Years Funding Formula with effect from 2017/18.

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1.0 BACKGROUND

1.1 In April 2004, local authorities (LAs) became responsible for securing a free part-time education placement for every child from the term following their 3rd birthday whose parents want one.

1.2 Under the Childcare Act 2006, LAs have specific sufficiency duties, including to secure:

- sufficient and suitable childcare places to enable parents to work, or to undertake education or training which could lead to employment;
- sufficient and suitable early years places to meet predicted demand; and
- free early years provision for all 3 and 4 year olds (and the 40% most vulnerable 2 year olds) of 15 hours per week 38 weeks per year.

Appendix 1 shows the full list of statutory responsibilities of the local authority linked to free early learning and childcare for 2, 3 and 4 year olds.

1.3 The requirement upon LAs has increased to include implementing the government's commitment to extend the free entitlement to early years education and childcare for 3 and 4 year olds nationally from 15 to 30 hours a week for working parents from September 2017 who meet the associated qualifying criteria.

Appendix 2 sets out the eligibility criteria.

1.4 The results of the government's consultation, confirming this national policy, were published on 5 November 2016.

2.0 MAIN ISSUES

2.1.2 The major challenges identified in meeting the Council's statutory duties to deliver the extended entitlement are set out below. Work streams are focussing on these areas, plus a communications strategy, as part of the Council's plans for delivery by the national implementation date of September 2017. A steering group has been established to oversee this work.

2.1.3 Implementation of this extended entitlement is a corporate duty and not solely the reserve of the early years and places planning services within the Council. The drive behind the government's extended entitlement policy is economic regeneration and tackling poverty. Early experiences from the eight pilot authorities which include the cities of Portsmouth and York as well as Hertfordshire and Staffordshire, confirm that access to 30 hours weekly free childcare is radically changing the lives of lower income families for the better. Based on predicted funding rates Cambridgeshire families who are eligible for the extended entitlement could, on average, save £2565 per annum on childcare costs.

2.2 Funding

2.2.1 The results of the government's consultation on *Early years funding: changes to funding for 3- and 4-year-olds* which closed 22 September 2016, were published on 1 December 2016. This response confirmed the requirements of the local authority in developing its Early Years Funding Formula and the

amount of funding to be received as the Early Years Block in the Dedicated Schools Grant for 2017/18.

2.2.2 Consultation took place in Cambridgeshire between 19 December 2016 and 23 January 2017 detailing the proposed Early Years Funding Formula and rates for Cambridgeshire early years providers. A copy of the consultation document is shown at **Appendix 3**.

2.2.3 There were 122 responses received to the consultation and to the two questions asked. The number of responses to each question were as follows:

- *Do you agree with our proposal to implement the new funding rate from April 2017? The alternative, to implement from September 2017, would enable the base rate to be 2p higher.*
Yes – 60 responses
No – 44 responses
Don't know – 18 responses
- *Should we reduce the deprivation supplements at band 3 and 4 by 5p or should we keep them the same? Keeping the deprivation banding rates the same would reduce the base rate by 1p*
Yes – 85 responses
No – 15 responses
Don't know – 22 responses

Using these responses it is proposed to implement the new funding rate and to implement the changes to reduce deprivation band rates 3 and 4 by 5p from April 2017.

2.2.4 The government's consultation response also confirmed the duty of the local authority to create an SEN Inclusion Fund from April 2017. Through match funding from the High Needs and Early Years Blocks of Dedicated Schools Grant an amount of £1m has been identified for the 2017/18 financial year. This decision and agreement to the amount to be centrally retained from the Early Years Block have been recommended to and approved by the Cambridgeshire Schools Forum.

2.2.3 The proposed hourly rate to be paid to all Cambridgeshire providers for delivery of the 3 and 4 year old "universal" and "extended" entitlement will be £4.04. This rate is higher on average, than the basic hourly rate currently paid to Cambridgeshire providers for the delivery of the "universal entitlement". However, this same rate will represent a significant reduction in hourly rate for some providers from the rate they currently charge working parents who purchase hours between 15 and 30 hours, which will now become part of the "extended entitlement" from September 2017. Depending on delivery models of settings affected this will represent a loss of income and for some providers may make delivery of the "extended entitlement" financially unviable.

2.3 Capital Funding

2.3.1 The Department for Education (DfE) has made available up to £50m capital funding which local authorities have been able to bid for under a two stage process. Recognised as a county of growth at the end of the first stage, Cambridgeshire was permitted to submit up to 6 bids. Each bid could not

exceed £1m in value, could only be used for delivery of new places required to meet the extended entitlement and which could create those places by August 2017.

2.3.2 Cambridgeshire was successful with one of its bids with £714,127 being awarded for the expansion of Sawtry Pre-school

2.3.2 Unsuccessful bids not already included with the Education Capital Programme, will need to be considered for inclusion in the programme in accordance with approval given by Committee on 13th September 2016, as required.

2.4 Revenue Funding

2.4.1 There is no revenue or incentive funding to support running of new settings to meet the demand in areas where there is no provision

2.5 Sufficiency

2.5.1 Maintaining an appropriate match between current and predicted demand for early years and childcare places is much more challenging than school place planning. There are many more variables which make forecasting demand for the 0-4 age range less accurate than for 5-19 year olds. In particular:

- attendance at early years provision is not compulsory
- there is a mixed economy of 500+ providers which include maintained settings, daycare chains, private/voluntary/independent (PVI) providers
- parents/families have different needs – full daycare or just accessing their universal entitlement of 15 hours

2.5.2 We know the families who are already paying for additional childcare hours, above the universal entitlement of 15 hours per week. This means that many children will already be in a place and not require a new one. However, it is extremely difficult to predict how many more families will wish to take up the extended entitlement and thus where the need for additional places will be. There remain the risks if we get it wrong, of failing to deliver on our statutory duty. However, if we over-provide and flood an area of the market with places that are not taken up, providers will find it hard to attract sufficient children for their setting to be financially viable.

2.5.3 The Department for Education (DfE) estimates that there are 5010 children in Cambridgeshire who will be entitled to 30 hours free childcare.

2.6 Childcare sufficiency assessment

2.6.1 At its meeting in February 2016 Members approved the revised *Policy on The Provision of Early Years Education and Childcare*. It included reference to the fact that the requirement for LAs to undertake an assessment of the sufficiency of childcare provision every three years was removed in 2014. However, it had been the intention to continue to undertake an in-depth childcare sufficiency assessment (CSA) and survey of parents every three years.

- 2.6.2 The resource to carry out such an in-depth non-statutory assessment can no longer be justified given the Council's need to make significant savings but officers continue to measure capacity of provision and take up of early years places across the County via a number of different means including provider surveys, termly census questionnaire and data from providers captured by the Provider Portal; all of these approaches are being used to plan for the implementation of the extended entitlement. The Council's approach to the requirement to keep the sufficiency of places under annual review is delivered as part of the Cambridgeshire Education Organisation Plan which is reviewed and published annually in the autumn term.

2.6 PROGRESS TOWARDS IMPLEMENTATION

- 2.6.1 Over the past few months the focus of officers has been on identifying how much additional provision we are likely to need in different areas for September 2017. As outlined in 2.5.2 above, officers have been drawing on a range of sources to make forecasting as accurate as possible.

- 2.6.1 An Action Plan has been drawn up based around the following key actions:-

2.6.2 To secure sufficient places available in time for implementation in September 2017

- Information, to be gathered on an ongoing basis, using a variety of communication routes to support our understanding of the demand from parents in Cambridgeshire for the extended entitlement.
- Funding has been identified to commission an external organisation and an extension to existing contracts for the next two years with professional childcare associations working in Cambridgeshire. This will allow focused work with settings in areas of sufficiency and will include developing individual, financially sustainable models of provision, or collaborative models across a number of settings and providers to ensure that parents can access their entitlement.
- Development of a Cambridgeshire Early Years Single Funding Formula, within the constraints of the national funding formula proposals, which meets the needs of as many providers within Cambridgeshire to enable them to deliver the extended entitlement either individually, or in collaboration with other providers.

2.6.3 To secure sufficient capital funding to deliver capital projects to meet demand

- Work continues to identify capital funding requirements and to support development of projects in areas of high demand.
- DfE have suggested that further capital funding may be available later in 2017. This situation continues to be monitored.

2.6.4 To ensure parents are aware of the entitlement and provide advice and support to providers and settings to enable them to deliver the entitlement from September 2017

- A co-ordinated approach to the provision of information to parents and providers is being developed to ensure that the information received is consistent and delivered in a variety of forms to meet the needs of a variety of audiences.
- A suite of tools, support, advice and training is being developed to support settings to develop their extended offer to parents. For example, officers have devised a tool to enable providers to model various funding scenarios as part of their business planning for the delivery of the extended entitlement.

2.6.5 To ensure back office process and systems are in place for implementation

- Regular meetings are taking place with the Early Years Funding System software provider, Capita, and the Council's IT and Digital Service to ensure that the system improvements are delivered and integrated into our current systems by September 2017.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

3.1.1 Under Section 6 of the Childcare Act 2006 LAs have a duty to secure, so far as is reasonably practicable, sufficient childcare (whether or not by them) to meet the requirements of parents in order to enable them to work or undertake training leading to work. This applies to childcare for children aged 0 – 14 years, and up to 18 years for those with disabilities.

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

- up to 5010 children living in Cambridgeshire will be eligible for this extended entitlement;
- the government identified that the average annual childcare cost saving for families will be approximately £2500 per year;
- the barrier linked to the cost of childcare will be removed allowing parents to return to work sooner and for longer;
- the barrier linked to the cost of childcare will no longer prevent parents from taking up work development and training opportunities to support themselves back into work;
- more families with more disposable income will support growth of local businesses and local economies.

3.2 Helping people live healthy and independent lives

3.2.1 Accessible early years and childcare provision is a major contributor to helping people live healthy and independent lives as it provides opportunities for parents to train and/or take up employment.

3.3 Supporting and protecting vulnerable people

- 3.3.1 There are no significant implications within this category which have not already been identified in 3.1 and 3.2 above.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

- 4.1.1 The following bullet points set out details of significant implications identified by officers:
- The funding identified to enable the engagement of an external organisation and an extension to existing contracts for the next two years with professional childcare associations working in Cambridgeshire to support the preparation for and implementation of the extended entitlement, has been approved by Schools Forum from the Early Years Block.
 - The level of funding identified by central government to support the delivery of this extended entitlement has been challenged nationally and locally. The hourly rate proposed in Cambridgeshire will not, in all areas, be at a level equivalent to existing hourly rates charged by providers for these additional 15 hours, thus reducing profit margins for private providers.
 - Non-profit making providers have identified that the new hourly rate proposed is not at a level sufficient to meet the cost of the staffing and overheads required to deliver these additional hours.

4.2 Statutory, Legal and Risk

- 4.2.1 Section 1 of the report above and Appendix 1 sets out the details of significant implications.

4.3 Equality and Diversity

- 4.3.1 Sufficient good quality early years provision is essential in securing better outcomes for all disadvantaged groups. There is a commitment on the part of the Council to support resourcing disability access funding to enable those children with special educational needs and disability to access the extended entitlement. It will not be possible to confirm the exact nature and level of this funding until the outcome of the early years funding consultation referred to in section 2.2 above is known.

4.4 Engagement and Communications

- 4.4.1 There is a clear requirement upon LAs to ensure that all parents and those working with families are aware of the extended entitlement and that they update their childcare information on a termly basis. Equally important is that all providers and settings are aware of the entitlement and receive support, advice and training to enable them to deliver this entitlement from September 2017. The Council has a successful track record with regard to implementing the previous government childcare strategy relating to 15 hours of free childcare for the most vulnerable 2 year olds. Officers will continue to use a range of general and targeted promotional tools and activities to support the implementation of the extended entitlement.
- 4.4.2 Where new EY provision is proposed there is an expectation that consultation will take place with the local community and existing providers.

4.5 Localism and Local Member Involvement

- 4.5.1 The following bullet points set out details of significant implications identified by officers:
- As identified in 2.2.2 and 4.1.1 above, a number of providers of early years education and childcare have identified concerns about the financial viability for their setting in delivering this entitlement. Some providers have already been in contact with their local MP and may already be in contact with their local member. Where this is happening there is a need for local members to engage with the providers concerned and to encourage and support them to work collaboratively to ensure that parents are able to access their entitlement.
 - In addition to the provision of information to parents local members are urged to actively encourage and support low income and vulnerable working families in their area to be fully informed about this entitlement and support them in identifying their eligibility through HMRC.

4.6 Public Health

- 4.6.1 There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No response received Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	Yes. Paragraph 4.3 refers Name of Officer: CFA Service Director
Have any engagement and communication implications been cleared by Communications?	No response received Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	Yes. Paragraph 4.5 refers Name of Officer: CFA Service Director
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Raj Lakshman

Source Documents	Location
<p><i>Childcare Bill Policy Statement – December 2015</i> https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/482517/Childcare_Bill_Policy_Statement_12.03.2015.pdf</p> <p><i>30 hour free childcare entitlement: delivery model – November 2016</i> The government's response to the consultation on the key elements of the operation and delivery of the 30 hour extended free entitlement. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/565668/Government_response_-_30_hours_delivery_consultation.pdf</p> <p>Early years funding: changes to funding for 3- and 4-year-olds. The government's response to this consultation was published on 1st December 2016 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/574040/Early_years_funding_government_consultation_response.pdf</p>	<p>Second Floor, Octagon Shire Hall, Cambridge</p>

Local Authorities Statutory Duties relating to childcare

- Secure sufficient funded places offering 570 hours a year (15 hours per week) over no fewer than 38 weeks of the year for eligible two year olds and all 3 and 4 year olds in their area, “universal entitlement”;
- Secure additional funded places of up to 570 hours a year over no fewer than 38 weeks of the year for qualifying 3 and 4 year olds in their area, “extended entitlement”;
- Secure sufficient childcare, so far as is reasonably practicable, for working parents, or parents who are studying or training for employment for children aged 0-14 (or up to 18 for disabled children);
- Fund these places using a locally determined, transparent formula in accordance with statutory guidance and funding issued to the LA under the early years national funding formula;
- Provide information to parents and prospective parents on the provision of childcare in their area; and
- Secure information, advice and training for providers in their area linked to their statutory responsibilities.

Eligibility Criteria for the extended entitlement to 30 hours childcare for 3 and 4 year olds

- Both parents are working (or the sole parent is working in a lone parent family);
- Each parent has a weekly minimum income equivalent to 16 hours at National Minimum Wage or Living Wage; and
- Neither parent has an income of more than £100k per year

Government Early Years National Funding Formula Consultation

The Government consultation regarding the Early Years National Funding Formula ended in September and the results were released on 1st December 2016.

<https://www.gov.uk/government/consultations/early-years-funding-changes-to-funding-for-3-and-4-year-olds>

The significant points from the consultation are summarised below:

- The funding to local authorities is calculated on the basis of a universal base rate for all providers plus factors for additional needs, based on measures of free school meals, disability living allowance and English as an additional language. These amounts are added together and multiplied by an area cost adjustment to reflect variations in local costs.
- All providers will be paid a local universal base rate of funding by 2019-20 at the latest (i.e. no differential rates for settings of different types).
- Supplementary funding will be provided to maintained nursery schools for the duration of this parliament. This will maintain their funding at a similar level to at present.
- The Deprivation supplement will be the only mandatory supplement within the formula.
- The only other additional supplements that will be allowed (but not required) are related to Rurality / Sparsity, Flexibility, Quality and English as an additional language.
- Funding supplements will be capped at a maximum value of 10% of overall funding.
- Local authorities will be required to pass on a minimum of 93% of funding to providers in 2017/18 and then 95% in each year thereafter.
- There are also two changes concerning Special Educational Needs which are explained in detail below:

Disability Access Funding

An additional Disability Access Fund has been created by the government. The documentation explains that the fund is to *“aid access to early years places by, for example, supporting providers in making reasonable adjustments to their settings and/or helping with building capacity (be that for the child in question or for the benefit of children as a whole attending the setting)”*.

Eligibility: Three and four-year olds will be eligible for Disability Access Funding if they are in receipt of child disability living allowance and if they also receive free early education. Four-year olds in reception class will not be eligible for this funding.

Entitlement: The settings of eligible children will receive a one-off payment of £615 per year and children will not need to take up the full 570 hours of early education to receive the Disability Access Funding.

Identifying eligible children: Early Years providers will be responsible for identifying eligible children and will be able to use the parent declaration form template that is due to be published alongside the model agreement in early 2017 to identify these children.

Funding: Funding will be provided to Local Authorities to pass onto settings in a lump sums. Where the free entitlement is split across multiple providers, the parents will be asked to nominate the main setting who will receive the full funding.

SEN Inclusion Fund

Local authorities will be required to establish an inclusion fund for 3 and 4 year olds with Special Educational Needs taking the free entitlement.

Eligibility: The requirement for an inclusion fund is specifically for 3 and 4 year olds although a similar approach can also be taken for 2 year-olds and is intended to be targeted at those children with lower level or emerging SEN.

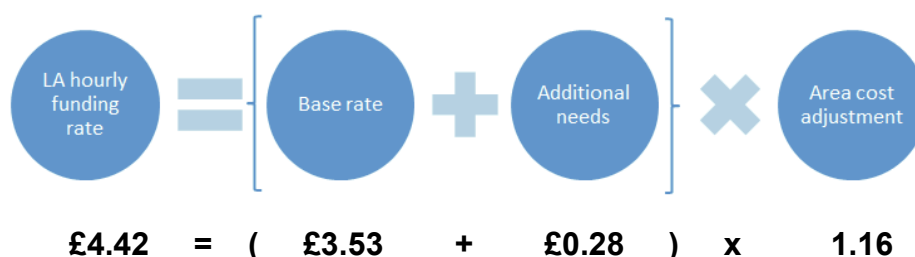
To create the SEN Inclusion Fund, local authorities will combine funding from either one or both of their early years block and high needs block of the Dedicated Schools Grant. Local authorities should pass the majority of their SEN Inclusion Fund to providers in the form of top-up grants on a case by case basis.

All early years providers with funded 3 and 4 year olds will be eligible to receive support from the SEN inclusion fund.

1) Proposed Cambridgeshire Early Years Funding Formula

When formulating the proposed formula we have considered the views of providers via meetings with the Early Years Provider Reference Group. The sections below detail our proposed local formula in which we have sought to keep funding within the base rate where possible to give providers maximum flexibility to determine operating models whilst providing sufficient funding for the SEN inclusion fund and deprivation supplement.

As referenced in section 1, the funding to local authorities is calculated on the basis of 3 factors; a universal base rate of funding, plus additional needs factors and then multiplied by an area cost adjustment. For Cambridgeshire this results in overall funding of £4.42 per hour:



The government have indicated that the average rate to providers nationally once different factors have been included will equate to £4.88. Please note this includes factors such as EYPP, the recently allowed maintained nursery supplement and the disability access funding. The equivalent figure for Cambridgeshire would be £4.64 if calculated in the same way.

Supplements

To keep the formula as simple as possible and to keep funding within the base rate we are proposing to keep Deprivation as the only supplement within the

formula. This would be allocated in the same way as at present at the following rates:

Rank	Residence of child	IDACI Rank	Value per hour
1	Highest 10% per IDACI	0 - 3284	£1.30
2	Next highest 10% per IDACI	3285 - 6568	£1.00
3	Third highest 10% per IDACI	6569 – 9852	£0.65
4	Fourth highest 10% per IDACI	9853 - 13136	£0.30
0	Remaining 60% least deprived	13137 - 32844	£0.00

This represents a 5p reduction for bands 3 and 4 with the funding level and band 1 and 2 remaining the unchanged.

SEN Inclusion Fund

Funding of £0.5m per year has been provided from within the High Needs Block of funding to support the creation of an SEN inclusion fund. We are intending to add a further £0.5m from within the Early Years Block to create an overall fund of £1m from which to finance the SEN inclusion fund and Education Health and Care Plans (EHCPs) within Early Years.

The SEN inclusion fund will be available from April 17 in the form of top-ups or lump sums for providers relating to the needs of individual pupils. Work is ongoing to look at how the inclusion fund will work in practice including the thresholds for support, the funding amounts and the process for accessing the funding. This will replace the existing Early Years Access funding although criteria for support will not necessarily be the same. Further information will be provided in due course about this.

Early Years Centrally Retained Funding

Funding retained centrally by the Local Authority to fund our statutory duties will account for approximately 3.9% of the funding provided (dependent on pupil numbers) which is below the final limit set by government of 5% from 2018/19 of 5%.

What Base Rate does this give?

Overall funding paid to local authority	£4.42
Less: Est. Deprivation Funding	£0.14
Less: SEN Inclusion Fund contribution	£0.07
Less: LA centrally Retained Funding	£0.17
Base Rate to all providers	£4.04

Funding in addition to the hourly rate

Deprivation Supplement: Will continue at the rates outlined earlier in this document.

Early Years Pupil Premium: Will continue to be paid at a rate of £0.53 per hour for eligible children.

Disability Access Funding: £615 lump sum paid to settings for eligible children.

Top-up funding due to EHCPs or from SEN Inclusion fund: Funding rates from the SEN inclusion fund for eligible children will be confirmed in due course.

2 Year-old funding

2 Year-old funding will continue to be administered in the same way as currently. Cambridgeshire will receive a higher rate of £5.41 (from £5.05 at present) and this will be passed on in full to providers from April 17 onwards.

Funding to Nursery Schools

The move to a universal base rate of funding for all providers would have the biggest impact on maintained nursery schools. The government have therefore provided additional funding to enable funding levels to nursery schools to be maintained for the duration of this parliament.

It is our intention to pass on the additional funding to maintained nursery schools as an additional hourly supplement separate to the base rate of £4.04.

We will review the local formula annually and will recycle money back into the formula where possible, for example if the amount paid through the Deprivation went down then this money would go back into the base rate.

2) Alternative Options

Delay Implementation until September 17

One option that was discussed with the Early Years Provider Reference Group would be to delay implementation of the new funding formula until September 17 as opposed to from April 17. This would provide an additional sum of one-off funding that would be the difference between the old overall funding rate from government and the new one.

Depending on pupil numbers then this provides approximately £800k of one-off funding. This funding could be used to increase the base rate by 2p to £4.06 for the first few years, this would be sustainable in the long term as funding can be released from the local authority central funding when a number of fixed term posts finish at the end of 2018/19.

We are minded not to use this option and to instead implement the new formula as soon as possible although we would welcome your views on this. If this option is taken then the funding rate would be £4.04 initially but would increase by 2p later once the fixed term posts finish in late 2018/19.

Question: Do you agree with our proposal to implement the new funding rate from April 2017? The alternative, to implement from September 2017, would enable the base rate to be 2p higher.

Deprivation Supplement

As mentioned, the deprivation supplement is mandatory for all local authorities. In our proposed formula we have lowered the deprivation supplement payable by 5p for bands 3 and 4. Another option would be to keep deprivation rates as they are at present which would then lower the hourly base rate to £4.03.

Question: Should we reduce the Deprivation supplements at band 3 and 4 by 5p, or should we keep them the same? Keeping the Deprivation banding rates the same would reduce the base rate by 1p.

CHILDREN'S CHANGE PROGRAMME

To: Children and Young People (CYP) Committee

Meeting Date: 14 March 2017

From: Theresa Leavy, Interim Director for Children's Social Care and
Lead for Children's Services Transformation

Electoral division(s): All

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

Purpose: To update CYP Committee on the outcome of the
consultation.

Recommendation: To note the changes in service design and the results of
the conclusion of phase one.

<i>Officer contact:</i>	
Name:	Theresa Leavy
Post:	Interim Director for Children's Social Care and Lead for Children's Services Transformation
Email:	Theresa.Leavy@cambridgeshire.gov.uk
Tel:	01223 715604

1.0 BACKGROUND

- 1.1 On the 8 November 2016, the Children and Young People (CYP) Committee received a report outlining the rationale for the proposed transformation of children's services. The bringing together of Enhanced and Preventative Services and Children's Social Care brings about a fundamental redesign of the proposed Children and Families Directorate. The Children's Change Programme was put in place as the framework to govern the changes during the period of design and implementation (August 2016 – December 2017).
- 1.2 At the November meeting, the Committee resolved to agree the overall direction of travel of the proposals setting out how early help and targeted services can be integrated so that the whole system works together to improve outcomes for children and enables them to thrive.
- 1.3 This report outlines the progress that has been made since the 8 November 2016 and the main changes that are being implemented as a result of the conclusion of the phase one consultation.

2.0 PHASE ONE CONSULTATION – ENGAGEMENT WITH STAFF AND KEY STAKEHOLDERS

- 2.1 Phase one of the re-design focussed on devising the top level management structure within the service along with a number of further proposals that needed to be brought forward as a result of the changes at management level. The consultation in relation to phase one was released to staff on 7 December 2016 for 45 days. We had good engagement during the consultation period from staff and other key stakeholders such as Schools, the Voluntary Sector and Districts. During the consultation period we held four Service led staff drop-in sessions across the County, two Member led staff drop-in sessions and other bespoke sessions with particular cohorts of staff. A weekly updated Question and Answer (Q&A) document was developed to communicate the answers for some of the more generic questions asked with approximately 100 questions fielded. Some of the more detailed feedback was held back as part of the consultation response.
- 2.2 The Response to the Consultation document was launched on 27 January 2017 and the recruitment phase now begins with staff confirmed into the new structures by mid March 2017 (see Appendix A for the final structure chart). The key themes from the consultation are highlighted below and more details can be found in the full Response to the Consultation document which has been published on the Cambridgeshire County Council internal Intranet CamWeb: <https://tinyurl.com/jne9mb1>. Printed copies are also available on request.

3.0 RESPONSE TO THE CONSULTATION – MAIN HEADLINES

- 3.1 This section of the report focusses on the key themes from the consultation and the new structures that will be implemented as a result of the consultation.

KEY THEMES:

- 3.1.1 District Based Delivery Model** – The move to a District Model has been well received during the consultation. We have listened to the concerns raised by a number of stakeholders in the South Cambs District regarding the impact of this model on the population footprint in this District and we will add additional resource to this area to support the wider geography and number of schools.

We value the need for prevention and early help in Cambridgeshire and to that end are retaining a structure that continues to build on the excellent work the locality teams have started by maintaining 7 district based teams whose focus will be early help. We want to build on the success of the locality teams and partnerships developed at a local level and will be looking at working with partners and schools to look at how best to do this so that the localised work within a locality is not lost. We are not anticipating ‘fewer staff’ in terms of front line practitioners and would want staff to work within a reasonable distance around their current bases and schools. The sub structure of the District teams is being considered during phase two (see section 4.1 of the report).

Following the recruitment of the Senior Management posts, the following internal appointments have been made; Head of Service Early Help North – Sarah Tabbitt, Head of Service Early Help South – Lisa Riddle, Head of Service Safeguarding North - Jitka Kohoutova and Head of Service Safeguarding South – Fiona Van Den Hout.

The recruitment for the Heads Early Help and Safeguarding District Manager posts are now taking place (seven for Early Help and seven for Safeguarding spread across: two for Huntingdonshire, two for Fenland, one for Cambridge City, one for South Cambridgeshire and one for East Cambridgeshire).

- 3.1.2 Ring Fencing and Assimilation** – The approach taken in this regard mirrored that of the Corporate Capacity Review (CCR) in that all staff placed at risk during the consultation had the opportunity to apply for any new role in the new structures. We believe that this is the fairest approach for staff whilst also creating an environment where the best candidate is selected for each role.
- 3.1.3 Unit Coordinators** – Our intention was always not to disrupt frontline staff during the consultation process. However, due to the additional responsibilities for this role in regard to family meetings and resource planning combined with the reduction in the number of roles aligned to the reduction in Units, this role was placed at risk. The recruitment process is currently underway but we envisage minimal redundancies here as there are opportunities for staff in the Integrated Front Door.
- 3.1.4 Family Meetings** – We want every social work unit and every early help team to have the capacity and capability within its provision to lead and deliver Systemic Safety Plan family meetings (see 3.1.5). These meetings will provide the foundation for our engagement with families across all the districts and the units. We have concluded therefore in the consultation that the existing Family Group Conferencing Service will be closed. Staff impacted by this change are being supported through the HR process and we will look to mitigate redundancy where we can.

- 3.1.5 Clinical Capacity** - Views received about the proposal to reinvest in the level of clinician capacity in and across the Social Work units have been welcoming and positive. This will enable us to create more consistency across the service and create more equitable access to clinical services for families. Clinician input will help to ensure systemic working as core to all our daily contacts with families as part of all the work we do ensuring wider family members are involved at early stages of our work and their strengths and resources mobilised as much and as soon as possible.

Staff outlined how clinical time is as important to staff as it is to families. We know that our social workers, particularly those that deal with child protection, deal with some very difficult, traumatic cases and that quality supervision and time to reflect are important factors to help ensure the emotional resilience of our staff. To this end we have reinvested in clinical time in the unit model, and continued investment in systemic training. This is to ensure that units can have access to clinical input within the units and access this support, and unit members can find ways of managing their work most effectively together.

We have considered all staff views with regards to the need for more clinical time in relation to support to foster carers, foster carer training and staff support and we have confirmed that 0.3 whole time equivalent (wte) of clinical time can be allocated to fostering services.

THE NEW STRUCTURES:

- 3.1.6 Senior Leadership** – We received a lot of positive feedback about the integration of Children's Social Care and Enhanced and Preventative Services and the need for a single Service Director to lead the new Children and Families Directorate and an Assistant Director role to support the operational management requirements and strategic Director. This consultation decision will be considered by the County Council's Staffing and Appeals Committee following the publication of the Response to the Consultation.
- 3.1.7 Integrated Front Door** – In reflection of feedback we received, we have amended the structure in this area aligned to the case load management of each social worker. The amended structure lost 1 x Team Manager, 2 x Senior Social Workers and 1 x Social Worker. We have decided that there will be an integrated management and partnership structure between Cambridgeshire and Peterborough City Council, however in the first instance staff from each authority will carry out their own work and enter onto their own IT systems. Peterborough will be funding some of the job roles within the new structure and will look in the first instance to second some existing Peterborough staff into these roles.

Following the internal recruitment process, the Head of Service post for the Integrated Front Door is vacant and therefore will now be advertised more widely.

In preparation for the implementation of the new Integrated Front Door, the business processes were reviewed to ensure that they are as streamlined as possible. This facilitated the need to respond to the feedback received regarding the Family CAF being too long and complicated for families and frontline staff. The Early Help Assessment and Family Plan was introduced on

5 December 2016. The assessment documents replace Family CAF as a direct replacement whilst all other processes remain the same until the Integrated Front door is launched in April 2017. The new documents have been positively received. A suite of fact sheets to support professionals with the use of the new documents is in progress and leaflets are currently being prepared for professionals.

The Cambridgeshire Threshold Document (to replace the Model of Staged Intervention) has been signed off by Cambridgeshire Local Safeguarding Children's Board (LSCB) and will be launched April 2017 in parallel with the Integrated Front Door.

In preparation for the launch, 30 workshops have been delivered across the County and have been attended by nearly 850 delegates across the partnership. The feedback received has been overwhelmingly positive and further evening workshops have been offered during January at the request of early years providers. These have also been offered to foster carers and other Partner agencies.

We have undertaken workforce development sessions for staff in the MASH which covered the MASH Business Process, Information Sharing and Risk Assessment. Further sessions will take place in March 2017 which will also include new navigators and members of staff. A wider workforce development programme for the Early Help Hub and MASH is under development and sessions are planned to run in March ready for going live in April 2017.

- 3.1.8 Partnerships and Quality Assurance** – The Children's Centres and Family Work Strategy posts which we consulted upon being line managed and located here are now in scope of the Commissioning restructure with a proposal for them to be placed within the joint commissioning unit. We are ensuring that the significant functions that these colleagues deliver are safely and effectively maintained through this process.

Service development is now underway for this Service and Sarah-Jane Smedmor has been successful in securing the Head of Service post. Interviews for the Principal Child and Family Worker will now take place.

- 3.1.9 Countywide and Looked After Children's Services** – There are no major changes to this service area as a result of the consultation.

Service development is now underway for this Service, which will continue to be led by the interim Head of Service Fiona MacKirdy as this post is vacant following the internal recruitment process. The post will now be advertised more widely. Recruitment to the posts of Residential and Placement Provision Manager, Service Manager for 14-25, Team Managers and a No Wrong Door Manager will now commence.

The transformation funds that have been secured for the development of the No Wrong Door model will be one of the key development areas for this service and work is already underway in this regard.

- 3.1.10 Special Educational Needs and Disability** – In terms of the SEND Senior Management structure, in the consultation we consulted on two heads of service and yet received very strong feedback that one post was preferable supported by senior capacity to develop the service. We have therefore

amended our proposals and there will be one Head of Service SEND 0-25 and one fixed term Development Manager post. Strategic responsibility for SEN outcomes will remain in the Learning Directorate.

Service development for a 0-25 SEND service is well underway and following the recruitment process, Helen Phealan was appointed to the Head of SEND 0-25. The recruitment of the fixed term Development Manager will now commence whose role it will be to support the Head of Service to develop this service. They will bring together all services for all children and young adults across Children Families and Adults into one integrated service and look to maximise opportunities for joint work with health and other key partners. Details regarding this will be released in the phase two consultation which is anticipated in early March 2017.

4.0 FUTURE DEVELOPMENTS – PHASE TWO AND BEYOND

- 4.1** As phase one draws to a conclusion, service design for the District Early Help Teams substructure in relation to family work, the intensive family support service through the No Wrong Door, the Contact Service and SEND 0-25 is well underway.

In line with all the changes that we are making across children's services, we need to ensure that we have the right business support in place to underpin all of this. Business support plays an integral role in our business and we are currently reflecting on the new requirements for this following all the changes.

The detail of this phase is currently being worked through by Officers with engagement of staff in scope of the proposals and we anticipate that this will be released in early March 2017. It is our intention not to put any frontline staff at risk during this process where this can ultimately be avoided.

5.0 ALIGNMENT WITH CORPORATE PRIORITIES

5.1 Developing the local economy for the benefit of all

- 5.1.1** There are no significant implications for this priority.

5.2 Helping people live healthy and independent lives

- 5.2.1** This report discusses the changes relating to local, targeted services for children and young people, and services to support children with special educational needs. It describes work to develop these services so that all families in Cambridgeshire have the opportunity to thrive, and wherever possible, children live with their families in their communities. The implications of improvement in these services is that more children and families leading healthy and independent lives.

5.3 Supporting and protecting vulnerable people

- 5.3.1** This report discusses proposals for developing services that support and protect vulnerable children and families in the county, such as children's social care, services for Looked After Children, and child protection. Section three of this report describes the development of specific proposals to change and improve the way such services are delivered at the moment. The implication of these improvements is more effective support for vulnerable children and families, and therefore better outcomes.

6.0 SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

- 6.1.1** The reduction of posts in the phase one restructure leads to a saving of £450k. There is a £525k saving against Children's Social Care/Enhanced and Preventative Services to be made in the 2017/18 Business Plan. There is a risk therefore that the overall Children's Change programme doesn't balance financially. However, the Programme Sponsor and Programme Director will ensure that any budget shortfalls will be discharged appropriately.

There is still however a £1.1m historical pressure as an ongoing pressure to be managed. Work is underway to reduce this as much as possible.

- 6.1.2** The recruitment phase has already begun and this is scheduled to complete by mid March 2017. It is difficult to quantify the level of redundancies at this stage until the recruitment phase is complete. Those either choosing not to apply for one of the new roles, or who are unsuccessful, may be placed under notice of redundancy unless suitable alternative employment is secured.

- 6.1.3** There are some immediate property implications for phase one including the expansion of space in Chord Park to accommodate the staff working in the Integrated Front Door and the 14-25 Looked After Children (LAC) Service. The requirements are being scoped and will be approved through the Council's Strategic Property Assets Board. There will also be property implications as a result of the phase two changes and move to the District model which are currently being scoped. The Council's Transformation Team is taking a lead role in scoping and approval of the property implications.

6.2 Statutory, Legal and Risk

- 6.2.1** This report discusses some children's services that the Council is obligated by statute to provide and are overseen by regulatory bodies, particularly Ofsted. Particularly in the child protection area, a complex legal framework governs the Council's actions to safeguard children. Risks in this area to individuals, communities and the Council's reputation are high because of the high needs of vulnerable children and families, and the high media profile of child protection services particularly. Services manage these risks using the Council's risk management policy and they are scored at a tolerable level currently. The risks associated with changing and developing services are being mitigated through careful programme management and wide consultation before making any significant operational changes.

6.3 Equality and Diversity

- 6.3.1** The changes discussed in this report are not considered to have any significant implications for changing the access to services or quality of life for different groups. A Community Impact Assessment will be carried out on any individual proposals where it is necessary to do so.

6.4 Engagement and Communications

- 6.4.1** The implications for this section are outlined in section two and three of this report. In addition, there is a requirement for a full complement of stakeholder

communications once the recruitment for phase one is complete which is currently underway.

6.5 Localism and Local Member Involvement

6.5.1 Local members have been engaged through Member Seminars and Business Planning sessions.

6.5.2 This report discusses re-organising children's services around an integrated district model. This is because the district model allows the best balance of efficiency and scale required for children's social care to operate in an integrated way with Early Help, and recognises the importance of housing and community services overseen by district councils in addressing deep-seated and long-term challenges for families.

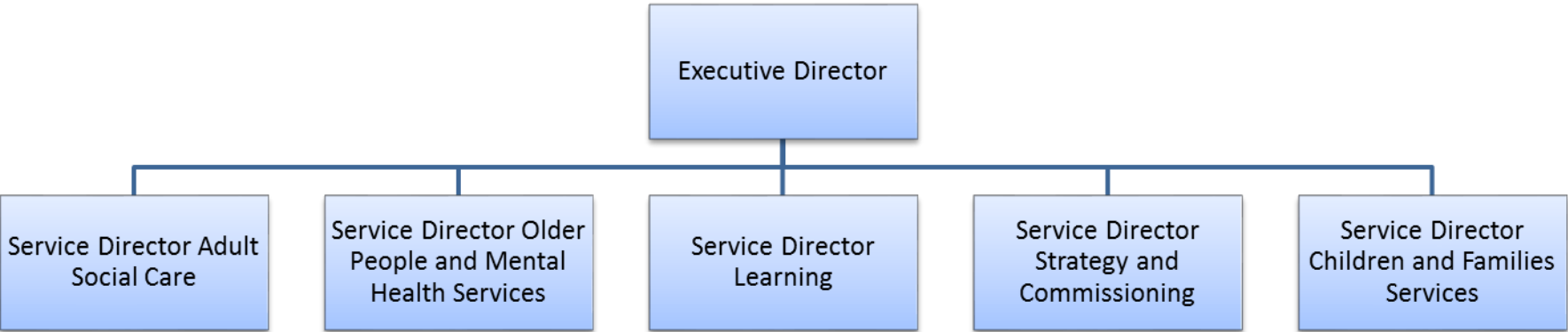
6.6 Public Health

6.6.1 This paper discusses improvements to children's services that are expected to improve outcomes for children and families. These are expected to include wider determinants of health such as educational attendance, safety in the home, addressing substance misuse and mental health. The implications of these improvements are therefore that there will be an improvement in the health of the group of children and families who are supported by targeted children's services.

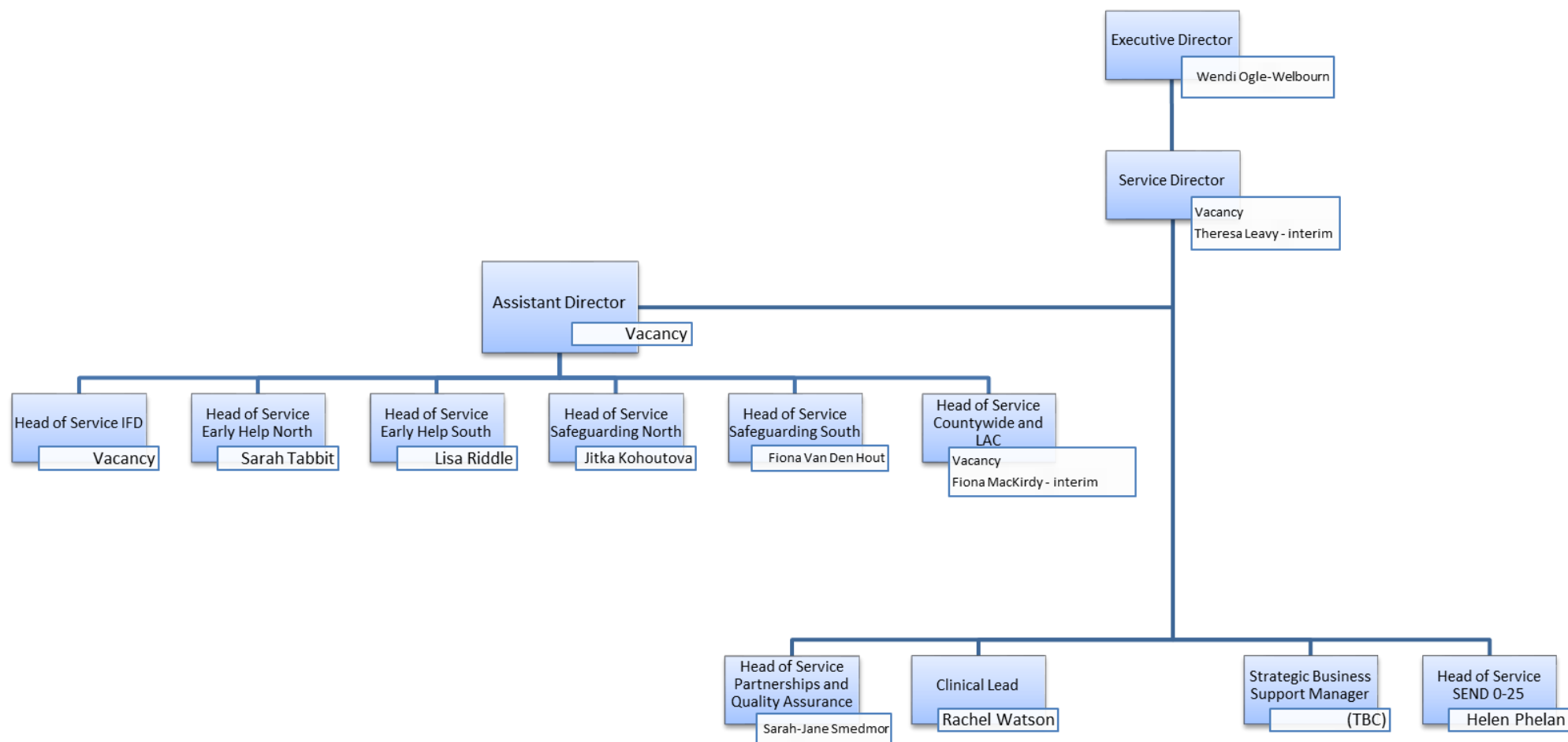
Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	No Name of Officer: CFA Service Director: Theresa Leavy
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	No Name of Officer: CFA Service Director: Theresa Leavy
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

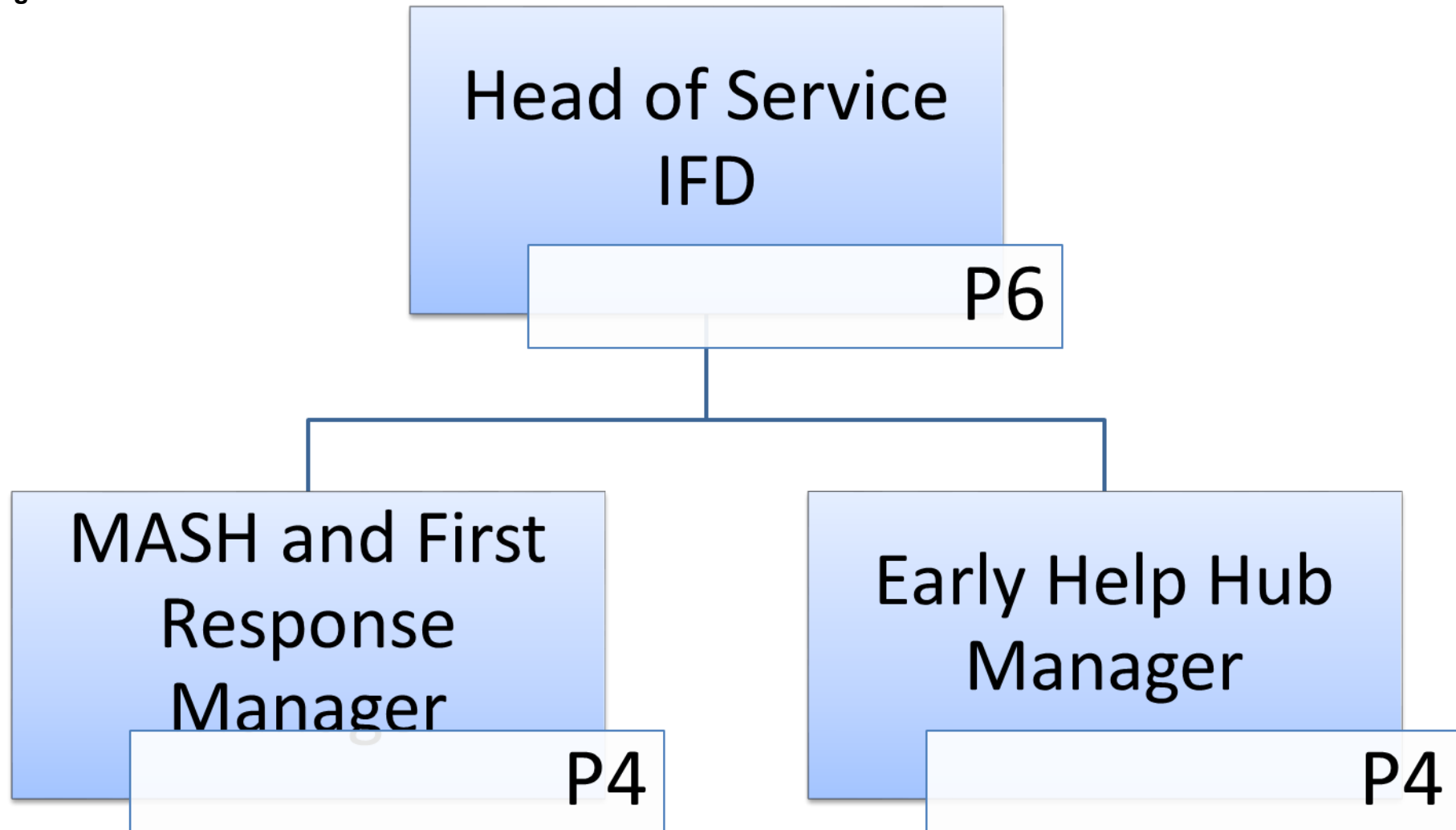
Source Documents	Location
Children and Young People Committee Report: Service Committee Review of Draft Revenue Business Planning Proposals for 2017/18 to 2021/22 – 11 October 2016	http://tinyurl.com/j5d67bu
Children's Centre Service Delivery and Proposed Future Developments in 2017/18 – CYP Committee paper – 11 October 2016	http://tinyurl.com/jlzfopy
Looked After Children Strategy and Savings – CYP Committee paper – 11 October 2016	http://tinyurl.com/zr8pyxc
Children and Young People Committee Report: Children's Change Programme – 8 November 2016	http://tinyurl.com/hber7zt
General Purposes Committee – Transformation Proposal for the 'No Wrong Door' model – 10 January 2017	http://tinyurl.com/hoekl2l
Children's Change Programme – Phase One Consultation Document to staff	Printed copies available on request.
Response to the Phase One Consultation	Printed copies available on request

APPENDIX A – CONFIRMED STRUCTURES

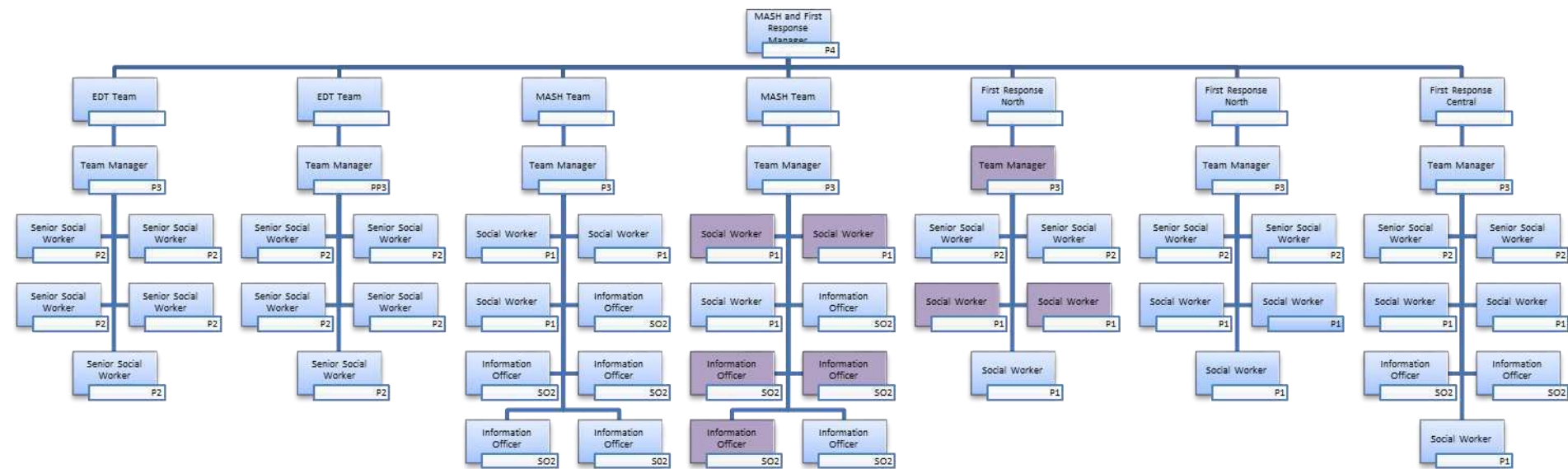


Top level management



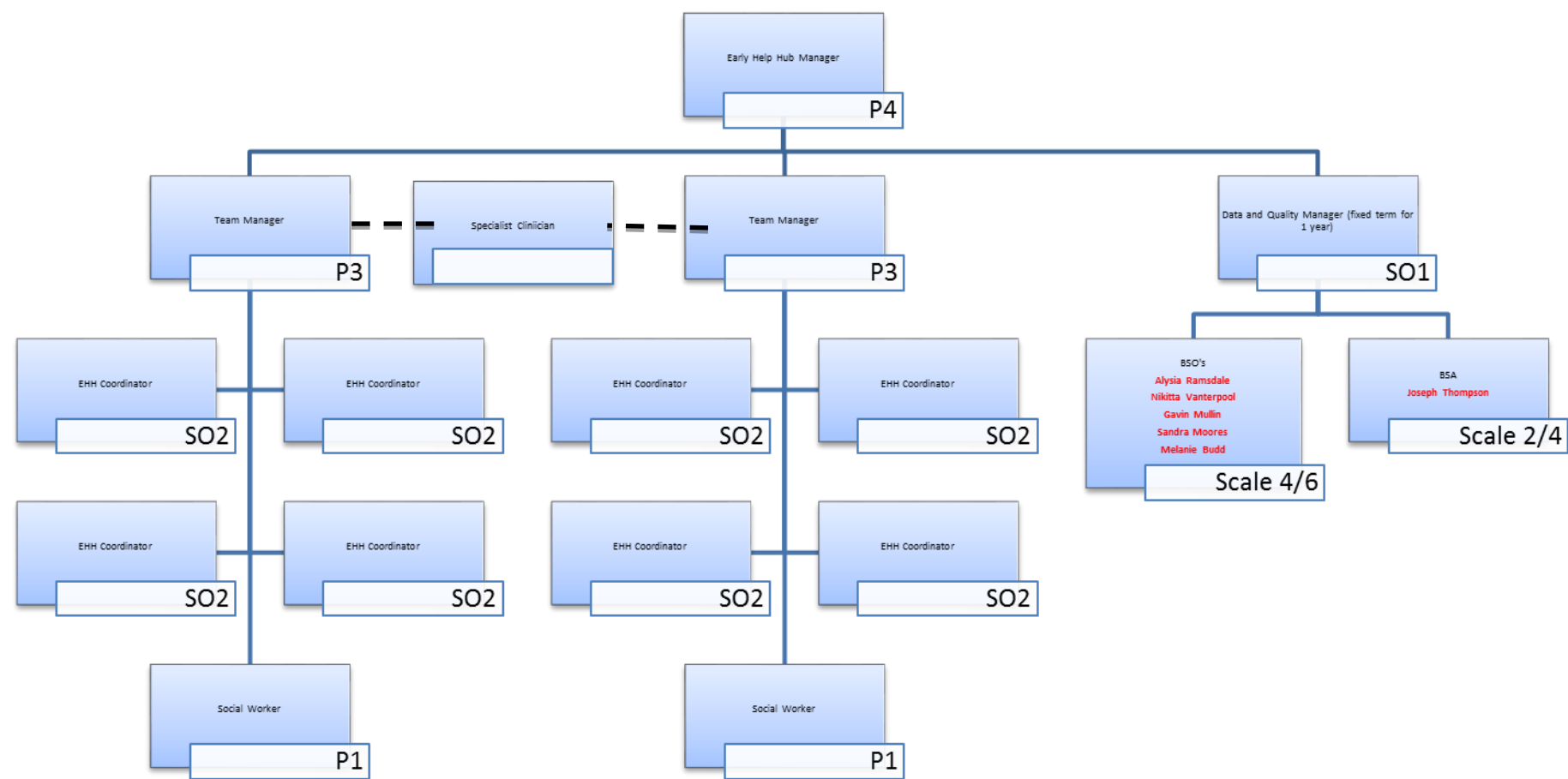


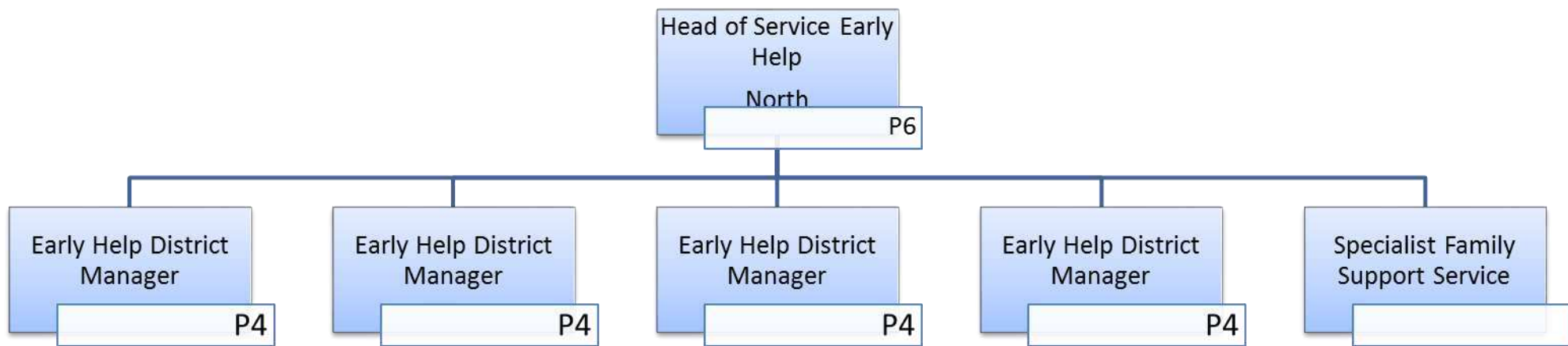
MASH and First Response

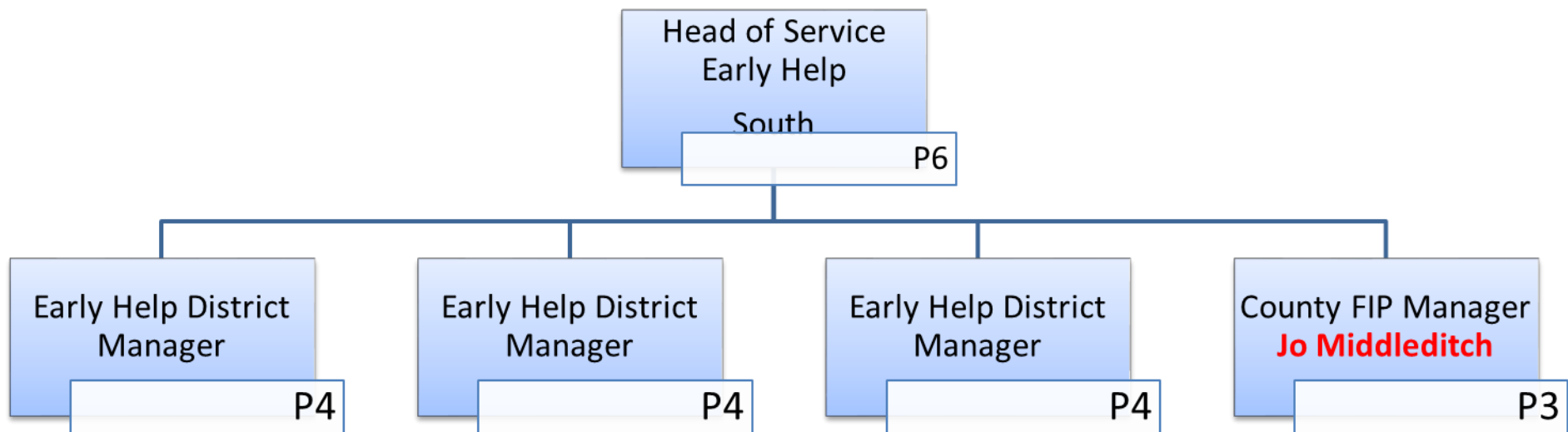


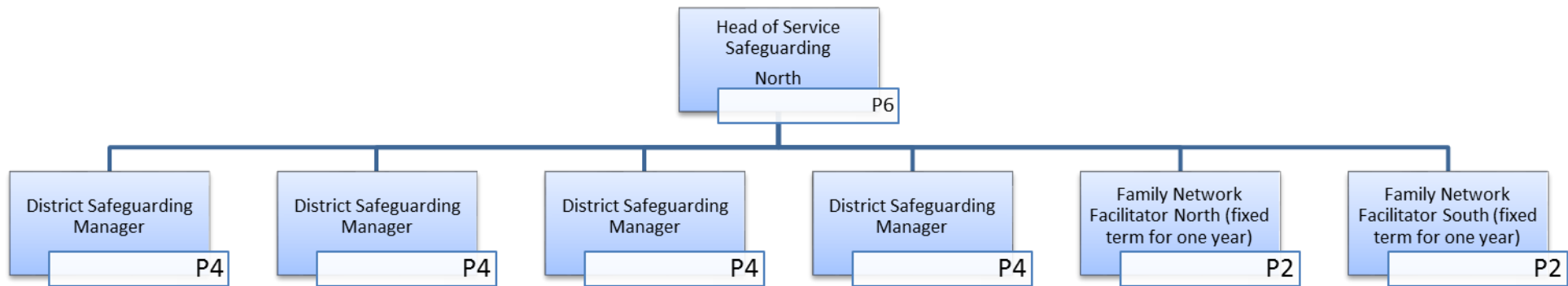
*Key – Posts in purple will be resources by Peterborough staff and funding.
** EDT will be unchanged

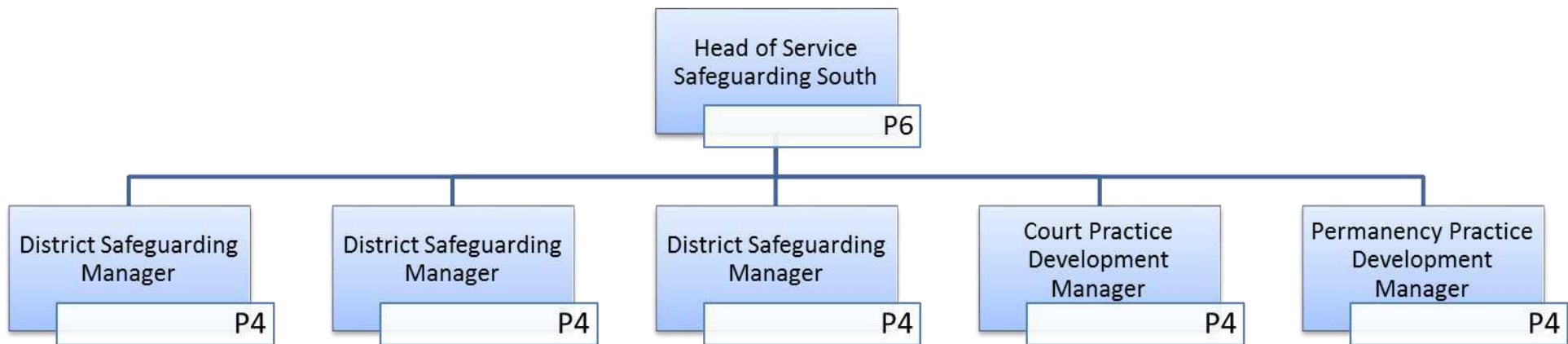
Early Help Hub



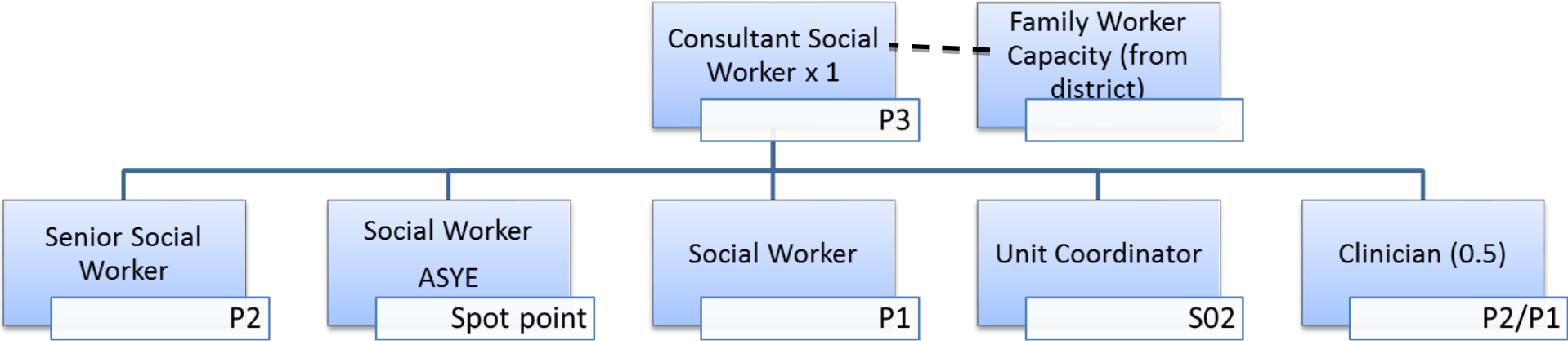




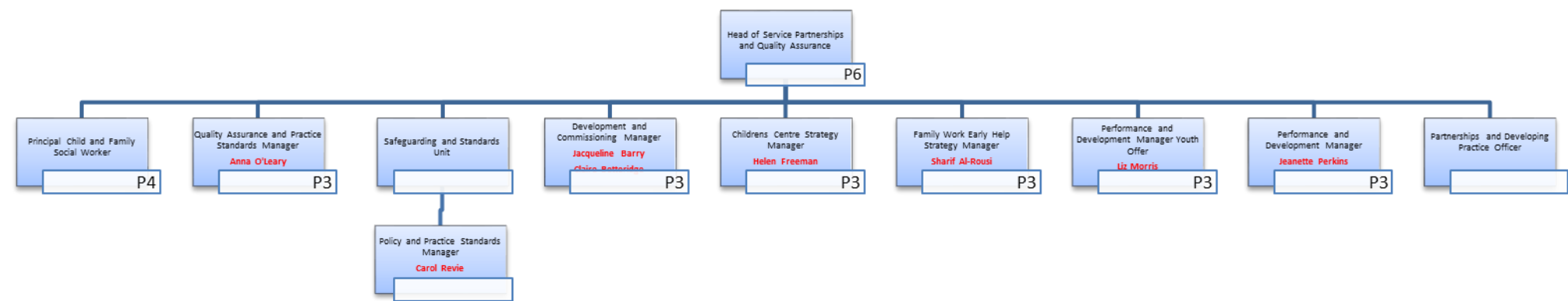




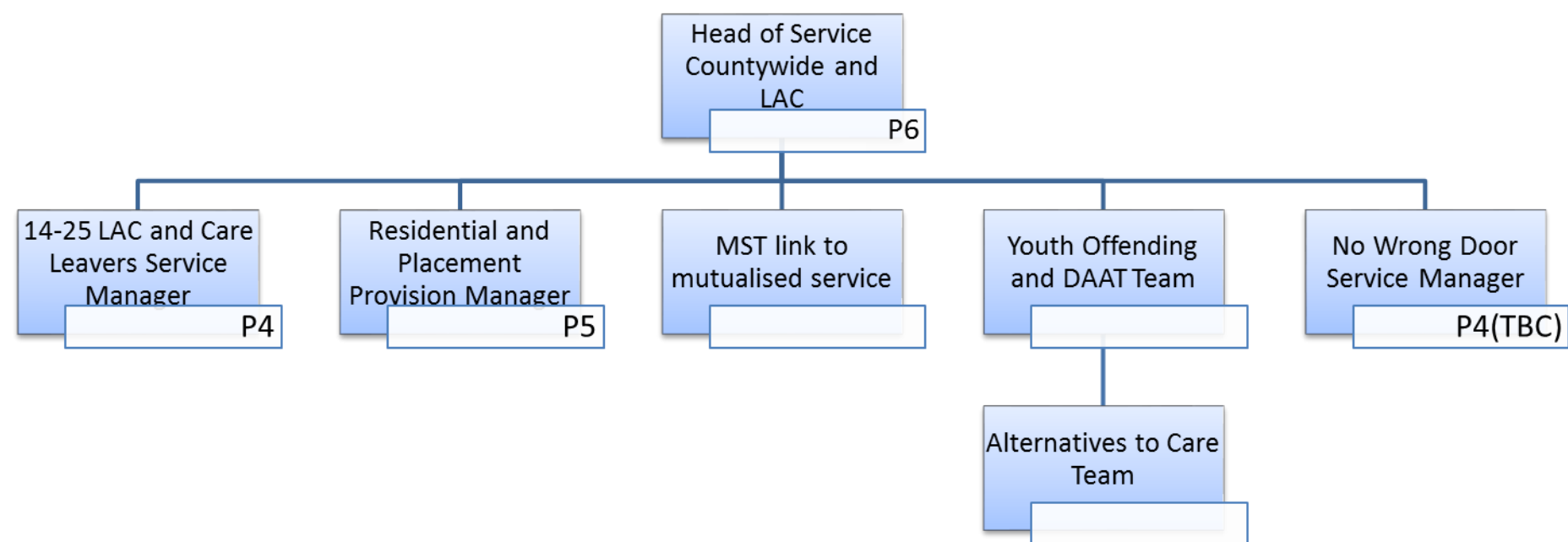
Units x 32 (excluding disability)



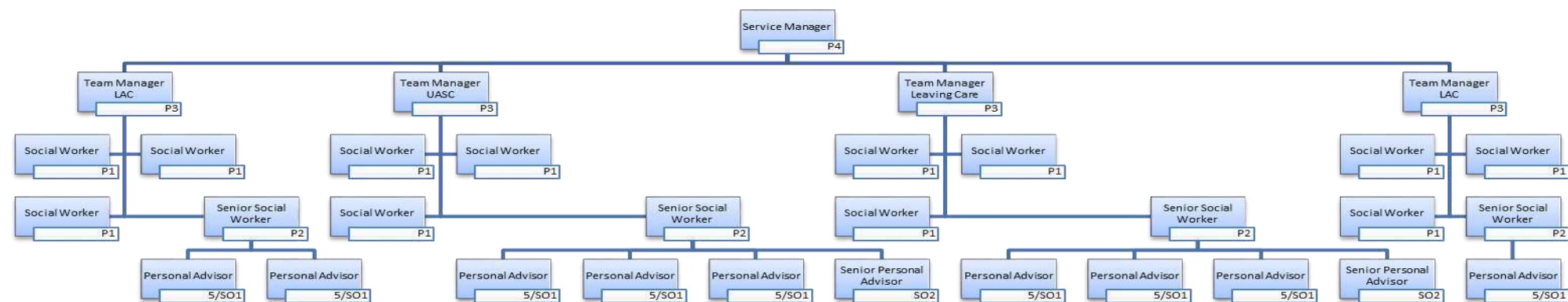
Partnerships and Quality Assurance



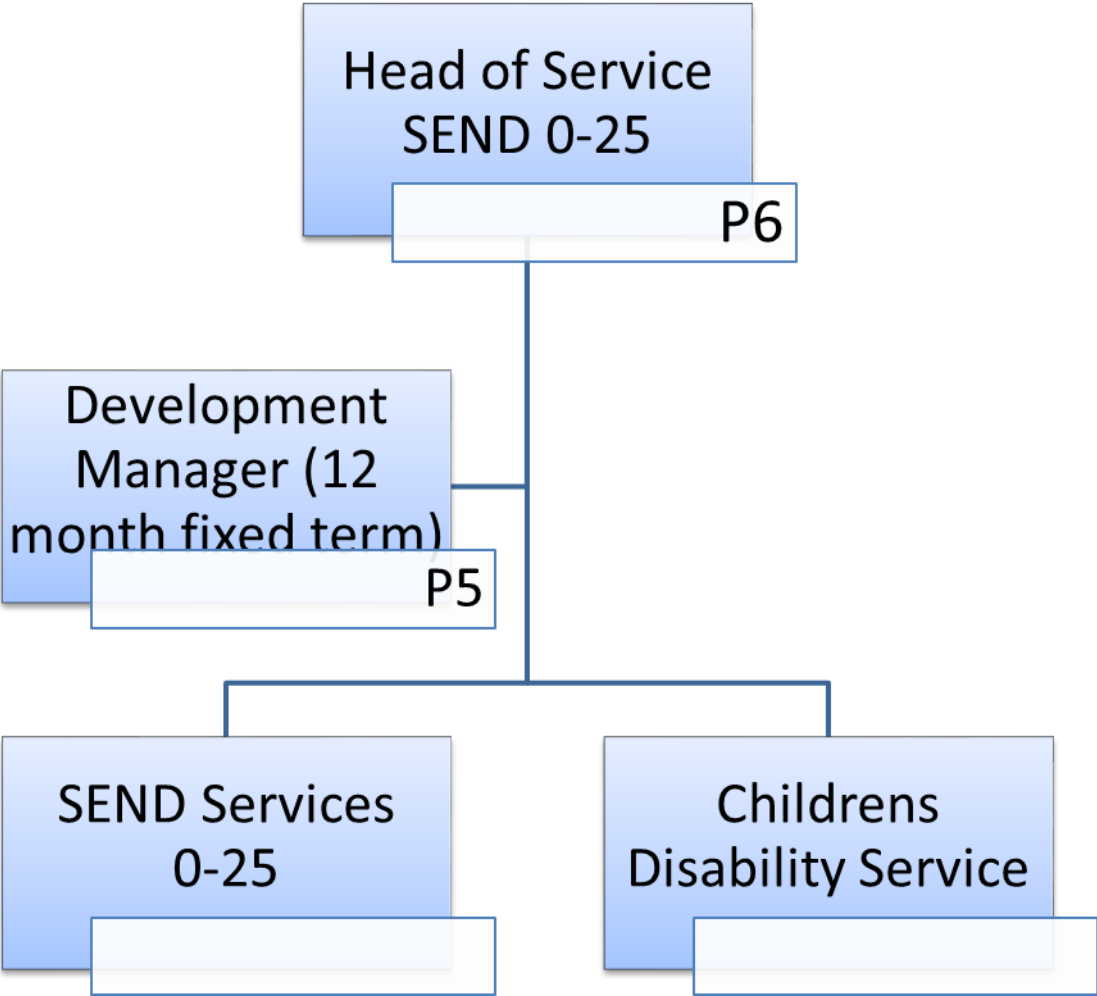
Countywide and LAC Service



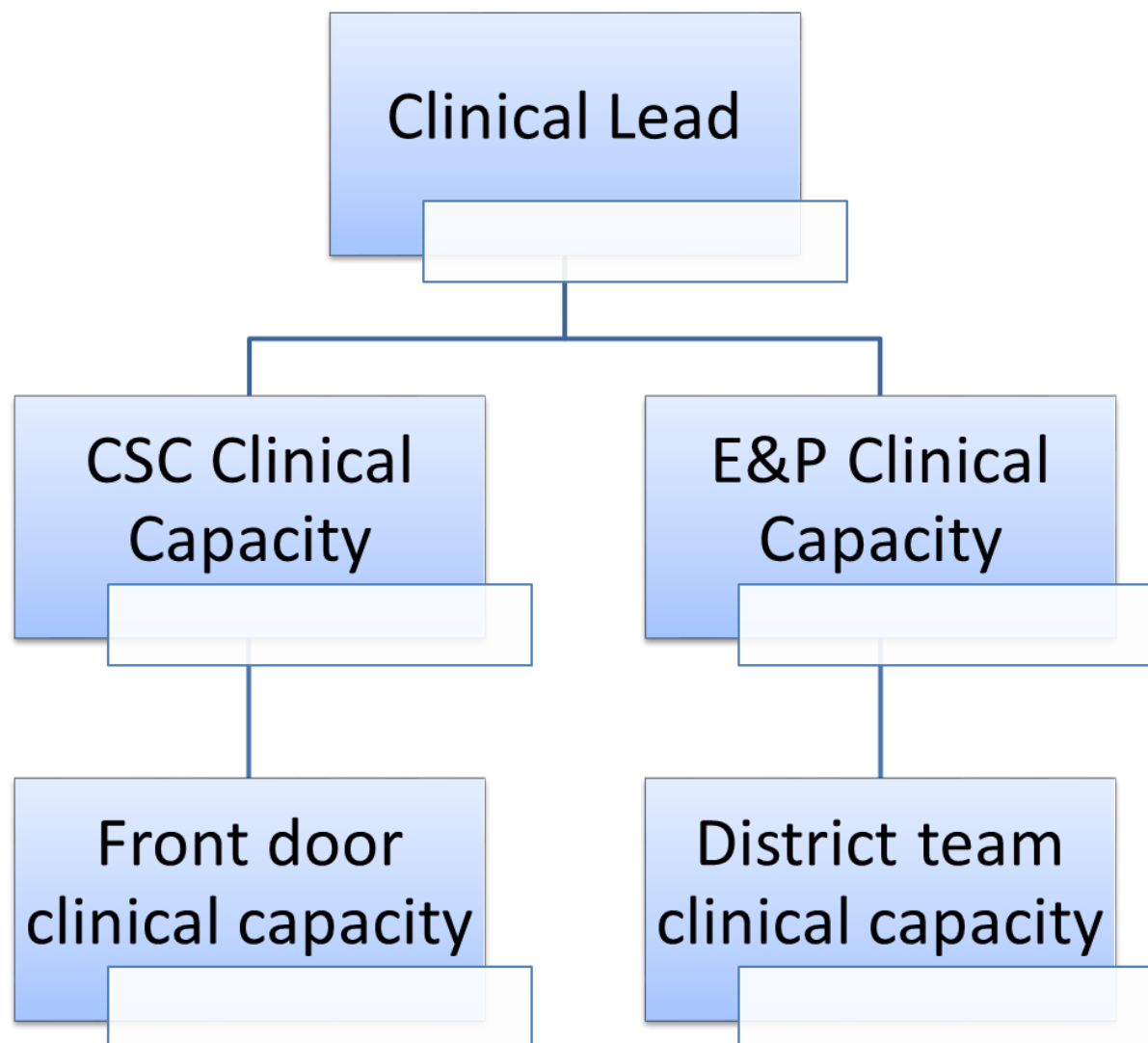
14-25 years Looked after Children and Care Leavers



Special Educational Needs and Disability (SEND) Service



Clinical structure



CHILDREN'S CENTRES UPDATE

To: CHILDREN'S AND YOUNG PEOPLE'S COMMITTEE

Meeting Date: 14 March 2017

From: Jo Sollars, Head of Family Work

Electoral division(s): All

Forward Plan ref: n/a

Key decision: No

Purpose: To update Members on the Children's Centres Programme of Work. The Committee considered a paper on Children's Centre Service Delivery and Proposed Future Developments in 2017-18 at its meeting on 11 October 2016. It was agreed that further information would be brought to the Committee for discussion prior to consultation about changes to service delivery.

Following the elections in early May and until the end of June it is proposed that discussions about the future delivery of the Children's Centre Programme will take place at a local level with Members, parish councils, community groups and partners, families and centre users. All of this information and feedback will be used to inform a public consultation in July 2017, the outcome of which will result in final proposals being submitted to Committees for agreement in September / October 2017.

Recommendation: To be aware of work done to date and timescales for future engagement and public consultation.

Officer contact:	
Name:	Jo Sollars
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Tel:	01353 612836

1.0 BACKGROUND

1.1 This paper updates Members on work done to date on the Children's Centres Programme in Cambridgeshire. This work is part of the Children's Change Programme and seeks to ensure that the work of Children's Centres supports the transformation of services for children and families, particularly the youngest and most vulnerable, whilst delivering the agreed savings target. (£1 million (Business Plan Ref A/R 6.224) in 2018/19)

1.2 "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."

Children Change Programme Vision statement

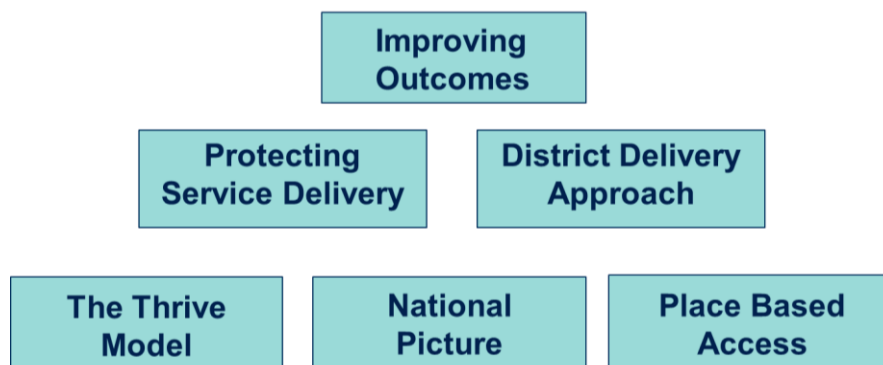
2.0 MAIN ISSUES

2.1 The Children's Change programme in Cambridgeshire is developing a more integrated approach to support for families across Early Help and Social Care services. Service design has been built on the Thrive model (additional information available on request) Within this programme, there has been a commitment for the Children's Centre service offer to be at the heart of District-based provision, linking across higher tier 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.

2.2 We are ensuring that our integration and redesign of services diminishes gap in services, simplifies processes creating efficiencies, decreases the number of transitions for families, delivering the principle that families only need tell their story once and are targeted on the most vulnerable populations where we know the gap in outcomes across the County is of concern and is a priority for the Council.

2.3 *The Building Blocks for future service design*

In current thinking it is proposed that Children's Centre services going forward are modelled on these six building blocks.



2.4 We are working around four themes within the Children Centre Work Programme

- Child and Family Centres
- Building capacity in the provision of Child Care in the County
- Integrating and delivering services with health and other partners at a District level
- Building capacity in our future community hubs supporting the universal service offer and developing community resilience

3.0 The National Picture

3.1 There have been a number of announcements from Government indicating that a consultation about the future of Children's Centres is imminent. A plan for a national consultation on the future of Children's Centres was announced in September 2015, which has yet to be published. Children's Centre provision has been maintained to a good level and standard in Cambridgeshire during this period of uncertainty.

3.2 Officers have been involved at a national level in participating in an All Party Parliamentary Group (APPG) on Children's Centres. This APPG concluded that the expertise and ways of working with families which have evolved during the SureStart era should seek to address the wider needs of more vulnerable families. Some early activity in Cambridgeshire to respond to this proposal has included the early thinking about Child and Family Centres which places Children's Centre experience and expertise within the wider Children's Transformation programme. A second national response came from the Children's Commissioner in October, with the publication of 'Family Hubs-A Discussion paper' suggesting how a whole family approach could support vulnerable children.

4.0 Child and Family Centres

4.1 Some preparation work has been underway to consider the development of a Child and Family Centre offer, this has considered evolving from the current Children's Centre offer to extend across the 0-19 age range, with a particular focus on families with identified vulnerabilities. This offer is likely to be delivered from a number of dedicated Child and Family Centre buildings, alongside delivery from Community Hubs and 'pop-up' locations, similar to the current spread of venues used by the service.

4.2 Child and Family Centres would be family-accessible spaces, in areas of the county with high population and need, where really closely integrated services will have the greatest impact. They would provide a more preventative approach to support for our most vulnerable children; together with a way of coordinating family support across the age range within a family, and across other services where required.

5.0 Community Hubs

5.1 Work is also in progress to develop a network of community hubs across the county, building on the strengths of Libraries as safe, trusted and neutral places used by people of all ages and abilities. There is some consideration

of working to bring together our universal, customer facing services into one place in each community, combined with other public and voluntary sector services, where this is pragmatic and possible. Hubs will be the place in the community where people can access the widest range of information, advice and support. We have been considering what elements of existing Children Centre services could be delivered from hubs.

6.0 Improving Child Care Sufficiency

- 6.1 If we were to deliver some of our Children Centre services in hubs this may free up space in existing Children Centre buildings for additional child care provision. Where possibilities emerge for making alternative use of any of our Children Centre buildings this will be done in full alignment with Cambridgeshire's need for additional child care places. Certain conditions exist in respect of the use of former SureStart grants for Children's Centres including ensuring investment continues to be used for families with children under 5, and these conditions will be fully adhered to.

7.0 Engagement to date

- Officers and Members have been engaged in an ongoing dialogue from May 2016 to understand the current Children's Centre offer and consideration on how these services might look going forward.
- From July 2016, this work was aligned with the emergent Children's Change Programme which placed the Children's Centre work within a district delivery structure.
- A members Seminar was held regarding the future direction of Children's Centres on the 13th January 2017. This presentation included the development of Child and Family Centres, as well as designing our future service delivery around a place-based approach.
- Initial discussions with current providers of Children's Centres within Cambridgeshire have taken place in February 2017, to help to develop early ideas around this work. (this included Children Centres operating from schools)
- Following the elections in early May and until the end of June, it is proposed that discussions about the future delivery of the Children's Centre Programme will take place at a local level with Members, parish councils, community groups and partners, families and centre users.
- All of this information and feedback will then be used to inform a public consultation in July, the outcome of which will result in final proposals for agreement by Committees in September / October 2017.

8.0 ALIGNMENT WITH CORPORATE PRIORITIES

8.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

8.2 Helping people live healthy and independent lives

The report above sets out details of significant implications in sections 2, 4, 5, and 6

8.3 Supporting and protecting vulnerable people

The report above sets out details of significant implications in sections 2 and 4

9.0 SIGNIFICANT IMPLICATIONS

9.1 Resource Implications

9.1.1 The report above sets out details of significant implications in section 1.1

9.2 Statutory, Legal and Risk

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

- There is no clear national steer on the future requirements for Children's Centres. We are still awaiting a consultation on their future and the Ofsted Inspection Framework is currently paused. The Local Authority is currently required to make provision for Children's Centres, secured in statute through the Childcare Act 2006.
- The timescales for the interdependent work streams are complex. Close attention will need to be paid to this through the consultation and implementation period.

9.3 Equality and Diversity

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

- Twelve of our current centres have been designated as Specialist Hubs for children with Special Educational Needs or Disabilities (SEND). We would need to ensure the model going forward protects these services and facilities.

9.4 Engagement and Communications

9.4.1 The report above sets out details of significant implications in paragraph 7

9.5 Localism and Local Member Involvement

9.5.1 The report above sets out details of significant implications in paragraph 7

9.6 Public Health

9.6.1 The proposal will continue to support the effective delivery of the Healthy Child Programme across Cambridgeshire, and will continue to work towards further integration of children's services which will ensure excellent access to information and resources that build confidence and capacity and provide an additional focus on health priorities including family smoking, obesity, alcohol related harm, sexually transmitted infections and teenage pregnancies.

Source Documents	Location
Family Hubs: A Discussion Paper (Children's Commissioner, October 2016)	https://www.childrenscommissioner.gov.uk/sites/default/files/publications/Family%20Hubs%20-%20A%20Discussion%20Paper%202016.pdf
Family Hubs: The Future of Children's Centres (All Party Parliamentary Group on Children's Centres, July 2016)	http://cdn.basw.co.uk/upload/basw_82938-8.pdf

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Comments awaited Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Comments awaited Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	Yes. Paragraph 9.3 refers Name of Officer: CFA Service Director
Have any engagement and communication implications been cleared by Communications?	Comments awaited Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	Yes. Paragraph 7 refers Name of Officer: CFA Service Director
Have any Public Health implications been cleared by Public Health	Comments awaited Name of Officer: Tess Campbell

CHILDREN FAMILIES AND ADULTS – RISK REGISTER

To: **Children and Young People Committee**

Meeting Date: **14 March 2017**

From: **Wendi Ogle-Welbourn, Executive Director, Children Families and Adults**

Electoral division(s): **All**

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

Purpose: **To note the risks on the Children Families and Adults (CFA) Risk Register and seek views on the risks and mitigating action.**

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

<i>Officer contact:</i>	
Name:	Tom Barden
Post:	Head of Business Intelligence
Email:	Tom.barden@cambridgeshire.gov.uk
Tel:	01223 699705

1.0 BACKGROUND

- 1.1 The Children, Families and Adults (CFA) Directorate manages and monitors risks using a risk register, in accordance with Council policy and procedures. The CFA Risk Register is attached as Appendix 1.
- 1.2 The Council also maintains a Corporate Risk Register, which brings together the most important risks from each directorate of the Council, and is monitored by Strategic Management Team (SMT), General Purposes Committee (GPC) and the Audit and Accounts Committee. The most recent published version of the Corporate Risk Register (published for Audit and Accounts Committee on 24 January 2017) is attached as Appendix 2.
- 1.3 The CFA Risk Register was last reported to Committee in July 2016.

2.0 MAIN ISSUES

- 2.1 The CFA Risk Register is reviewed quarterly by CFA Management Team. This version of the CFA Risk Register has been updated to the end of Quarter 3 2016-17.
- 2.2 Council risk management policy requires that each risk is scored twice, firstly the 'inherent' risk (the risk of something happening if nothing was done to stop it) and secondly the 'residual' risk (the risk of something happening once the controls have been taken into account).
- 2.3 The Risk Register contains controls to manage the risk and actions to address particular issues or to establish or improve controls. Controls are active, in the sense that they describe 'business-as-usual' systems or procedures that are in place and operating to reduce a risk's likelihood or impact. Some risks have actions, which are activities that are in place in order to address a particular issue, introduce a new control, or improve an existing one. The lack of an action does not imply that a risk is not being managed; rather that the existing set of controls is sufficient to keep the residual risk score at an acceptable level in the current situation.
- 2.4 Some actions refer to other strategies or action plans. Status reports for these action plans are available on request.
- 2.5 A summary risk map is provided in Appendix 3, which shows the different risk scores graphically. Overall, the risk profile is as follows:

Green	Amber	Red
1	14	0

- 2.6 The following risks have been removed from the Risk Register:

- Insufficient availability of supported housing schemes due to the impact of the capped housing benefit at Local Housing Allowance (LHA) levels* – The Government has postponed of the introduction of the benefits cap to April 2019, and announced that there will be a new funding model to ensure the sector is funded at current levels.
- Insufficient capacity of Early Help Services to support children, young people and families* – Early Help is a key element of services to

safeguard children and families. The action in risk 1, failure of the Council's arrangements for safeguarding vulnerable children and adults, is to deliver the Children's Change Programme, which encompasses a review of capacity in Early Help. Risks associated with capacity in Early Help are therefore owned by the Children's Change Programme, and should not be duplicated on this register.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

4.1.1 There are no significant implications within this category.

4.2 Statutory, Legal and Risk

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

4.3 Equality and Diversity

4.3.1 There are no significant implications within this category.

4.4 Engagement and Communications

4.4.1 There are no significant implications within this category.

4.5 Localism and Local Member Involvement

4.5.1 There are no significant implications within this category.

4.6 Public Health

4.6.1 There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	No implications Name of Financial Officer: M Wade (CYP) / T Kelly (Adults)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	n/a – monitoring report Name of Legal Officer:
Are there any Equality and Diversity implications?	No implications Name of Officer: CFA Service Director
Have any engagement and communication implications been cleared by Communications?	No implications Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	No implications Name of Officer: CFA Service Director
Have any Public Health implications been cleared by Public Health	No implications Name of Officer: Tess Campbell

Source Documents	Location
Housing Benefit: Written statement - HCWS154, 15 September 2016	See http://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2016-09-15/HCWS154/

CFA RISK REGISTER

Details of Risk				Inherent Risk				Key Controls	Residual Risk			Actions					Acronyms	
Risk No.	Risk Description	Triggers	Result	Probability	Impact	Score	Owner		Contact	Probability	Impact	Residual Score	Description	Action Owner	Target Date	Revised Target Date		Action Status
1 (CR)	Failure of the Council's arrangements for safeguarding vulnerable children and adults	Children's Social Care:	1. Harm to child or an adult receiving services from the Council	5	5	25	SD Adult Social Care/ SD Children's Social Care/SD Older People and Mental Health	HoS Safeguarding and Standards / HoS Adult Social Care Practice and Safeguarding	3	5	15	1. Investigating referral arrangements from health to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team	HoS FREDt	May-17		G		
		1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool	2. Reputational damage to the Council									2. Skilled and experienced safeguarding leads and their managers.	2. Complete Children's Change Programme to introduce new integrated ways of working between social care and Early Help, and address high demand pressures.	SD CSC	Dec-17			G
		2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral										3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for CCC staff, and regular supervisions monitor and instil safeguarding procedures and practice.						
		3. Serious case review is triggered										4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.						
		Adult Social Care (Inc. OPMH)										5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.						
		1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation										6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance						
		2. Serious case review is triggered										7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements (including holding information from HR) and complaints process inform practice						
		3. Outcomes of reported safeguarding concerns reveals negative practice										8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission						
												9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services						
												10. Coordinated work between Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the LSCB						
												11. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities.						
3 (CR)	Insufficient availability of care services at affordable rates	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard	1. Client dissatisfaction and increased risk of harm and hospital admission	5	4	20	SD Older People and Mental Health	HoS Procurement	5	3	15	1. Retender the main home care contract to enable new models of care, working with CCG	HoS Procurement	Oct-17		G		
		2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard	2. Increase in delayed discharges from hospital									2. To support home based services, reablement and its relationship with the intermediate tier is being reviewed and refined. To increase efficiency.	HoS Serv Dev	Apr-17		G		
		3. Home care pending list	3. Reputational damage to the Council															

								8. Capacity Overview Dashboard in place to understand market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.										
4	Failure of provider organisations to attract or retain a sufficient workforce	1. Provider organisation report not having capacity to deliver services when we need them 2. Length of time services users wait for appropriate services 3. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses) 4. Schools are unable to recruit sufficient high quality staff	1. Outcomes for children, families and adults are worse 2. Reputational damage to the Council 3. Reduction in quality of services 4. Reduced choice of provision close to peoples local community	5	4	20	SD Adult Social Care/SD Older People and Mental Health	HoS Procurement/ HoS Commissioning Enhanced Services	1. Support Home Care providers to develop recruitment and retention strategies 2. Workforce offer to the provider organisations based on the Skills for Care Learning and Development matrix. This includes Care Certificate, vocational qualifications (Level 2 - 5) and Social Care Commitment. 3. Assess impacts and risks to recruitment associated with managing down costs 4. Regular monitoring of provider staff members and vacancy levels of LD and LAC placements by Access to Resources Team 5. Home Care Development Manager in post who works with Homecare providers to develop workforce. 6. Access to Resources Team consider and challenge staff pay in tendering process 7. Regularly engage with commissioners and providers to put action plans in place to resolve workforce issues 8. Traded offer to schools to support with teacher recruitment	5	3	15	1. Agree areas of strategic development from Commissioned Provider Workforce Strategy being undertaken by Workforce Development 2. CCC, providers and the wider health system working with local colleges to develop skills for working in the adult care system 3. Discussing future role of LA in supporting education and schools with Members	HoS Procurement HoS WFD Director, Learning	Oct-17 Apr-17		G G	
13	Insufficient capacity to manage organisational change	1. More than half the projects on the CFA portfolio are RAG rated red 2. Staffing restructures result in loss of project and support staff	1. Low morale and demotivated staff delivering poorer outcomes. 2. Poorer services 3. Savings targets not delivered. 4. Transformative change not delivered 5. Inefficient services	4	5	20	SD Strategy and Commissioning		1. Resource focussed appropriately where needed to deliver savings. 2. CFA Management Team review business plans and check that capacity is aligned correctly. 3. Programme and project boards provide governance arrangements and escalation processes for any issues 4. Transformation work plans regularly reviewed by management team 5. CFA Management Team monitors achievement of savings on a monthly basis - including ensuring capacity is provided 6. Train managers in change and managing continuity whilst changing	3	4	12	1. Participate in Corporate Capacity Review, to include reviewing controls to ensure appropriate capacity, and agreeing approach with new corporate services	SD S&C	Mar-17		G	
11	Failure to effectively plan how the Council will deliver services over the 5 year Business Plan	1. Lack of clear political direction and priorities 2. Unexpected increase in demand on services, as measured by CFA Metrics and service monitoring 3. Legislative changes that add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and over-spends 2. Requiring the need for reactive savings during the life of the plan 3. Spends limited resources unwisely, to the detriment of local communities.	5	5	25	Executive Director CFA		1. Political leadership, organisational priorities and policies developed through councillor engagement 2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options. 3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process 4. Stronger links with service planning across the Council seeking to transform large areas of spend. 5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge 6. Manage activity to deliver savings in OP and ASC on a prudent and flexible basis 7. Governance and monitoring arrangements of CFA savings delivery established and in place (savings tracker)	3	4	12						
12	Failure to deliver the current Business Plan	1. Forecast out-turn for CFA looking negative 2. Unexpected increase in numbers of service users in the year. 3. Decline in service performance as measured by CFA Performance Dashboard	1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets 2. Need for reactive in-year savings 3. Adverse effect on delivery of outcomes for communities	5	5	25	Executive Director CFA		1. Robust service planning; priorities cascaded through management teams and through appraisal process 2. SMT review savings tracker and finance and performance report monthly 3. CFA Performance Board review savings tracker and finance and performance reports monthly 4. Weekly sub-group of CFA Performance Board reviews savings and addresses areas that are not on track 5. Robust governance framework to manage transformation agenda: a. Integrated portfolio of programmes and projects b. Routine portfolio review to identify and address dependencies, cross cutting opportunities and overlaps c. Rigorous risk and performance management discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards 6. Budget holders have monthly meetings with LGSS Finance Partner/External Grants Team, to monitor spend and produce BCR	3	4	12						

2 (CR)	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-2017 2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm 2. Reputational damage to the Council 3. Failure to meet statutory requirements 4. Regulatory criticism 5. Civil or criminal action against the council	4	5	20	SD Strategy and Commissioning	HoS Commissioning Enhanced Services	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities 5. CFA management team assess impacts and risks associated with managing down costs 6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	1. Deliver actions in LAC Action Plan to manage demand and costs	SD CSC / SD S&C / SD E&P	Mar-17		G	
5	Cessation of delivery, loss in quality and/or failure of adult social care providers	1. Care homes, supported living or home care agency are suspended 2. Major providers goes out of business and/or withdraws from the market 3. Provider services are in special measures or require improvement as result of an inspection 4. In-House Services need to close.	1. Loss of service provision, impact on service users 2. Financial risk to the Council 3. Increased pressure on Council Services 4. Delays in service provision 5. Reputational risk to the council	4	5	20	SD Adult Social Care/SD Older People and Mental Health	HoS Procurement / HoS Learning Disability Partnership / HoS Older People's Services	1. Robust contracting and monitoring procedures 2. Effective use of PQQs (pre-qualifier questionnaires) 3. Active involvement by commissioners in articulating strategic needs to the market 4. Risk-based approach to in-contract financial monitoring 5. New specifications for Voluntary and Community Sector (VCS) infrastructure support contract focuses on business development activity, consortia working, commissioning and procurement activity. 6. Closer working between compliance agencies, & CCC (E.G. Env Health, H & S, Police, Fire service, CQC, Safeguarding etc.) 7. Provide support to failing care homes to improve standards 8. Robust performance management and processes to manage providers 9. Managing Provider Failure Process in place to ensure care and support needs of those receiving services continue to be met if an provider fails 10. Early Warning Dashboard in place, to alert to likelihood of provider failure, reported to CFA Performance Board and Mgt Team 11. Management oversight of our own in house provision.	3	4	12						
6	Children and young people do not reach their potential (educational attainment)	1. The attainment gap between vulnerable groups of CYP and their peers of school age are below targets identified in CFA performance dashboard 2. End of key stage 2 and 4 attainment targets are below those identified in the CFA performance dashboard 3.Percentage of 16-19 years old who are NEET increases as identified in CFA performance board)	1. LA school improvement inspection triggered - failure would result in DFE intervention 2. Life chances of children and young people reduce 3. An increase in forced academies	4	4	16	SD Learning	HoS School Intervention	1. Good governance of Accelerating Achievement and School Improvement strategies and action plans, checking progress and challenging performance, involving executive and service management 2. Cambridgeshire School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together. 3. Effective monitoring, challenge, intervention and support of school and setting 4. Develop all children's services to include educational achievement as a key outcome 5. 18-25 team supports care leavers to remain in education or helps them find employment or training 6. A joint approach to support and promote good mental health for CYP has been developed with and for schools and a programme is in place which is supported by Learning, E&P, Public Health and voluntary partners 7.Provides support and guidance to schools to support the stability of educational placements and transition to post 16 for LAC 8. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable 9. Identify and track children who are missing education, understand reasons and provide support to attend school, access suitable provision, or confirm as electively home educated.	3	4	12	1. Pilot targeted action at raising attainment of children with SEND who are also FSM at Early Years and School age. View to roll out wider in the following academic year after review of pilot	HoS SEND Specialist Services	Oct-16		G	
		1. Spend on agency staff within social care workforce is above target as identified by Strategic Recruitment and Workforce Development Board 2. High turnover of social care staff as identified by Strategic Recruitment and Workforce Development Board	1. Outcomes for children, families and adults are poorer 2. Reputational damage to the Council						1. Extensive range of qualifications and training available to staff to enhance capability and aid retention 2. Increased use of statistical data to shape activity relating to recruitment and retention				1. Deliver Recruitment and Retention Action Plan, overseen by Recruitment and Retention Task and Finish Group	SD OPMH	Mar-17		G	

14	Failure to attract or retain a sufficient (social care) workforce	3.High vacancy rates of identified key social care roles as identified by Strategic Recruitment and Workforce Development Board	3. Demotivated staff lacking the skills to deliver future challenges 4. Increased absence levels 5. Disproportionate level of agency staff	4	5	9	SD Learning	HoS Work Force Development	3. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence. 4. Frontline managers support their own professional development through planning regular visits with frontline services 5. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention. 6. Improved benefits and recognition schemes in place 7. Development of Partners in Practice proposal to embrace innovative new ways of working	3	3	9						
8	Failure of key partnership agreements	1. Section 75 agreements not adhered to 2. Joint commissioning arrangements break down 3. Break down of key partnership groups (e.g. LSCB or Public Services Board)	1. Safeguarding risks to vulnerable children and adults. 2. Duplication of services 3. Disjointed service commissioning 4. Poorer outcomes for service users 5. Increased costs 6. Reduction in services	4	5	20	SD Strategy and Commissioning	SD Strategy and Commissioning	1. Local Safeguarding Children's Board (LSCB) and Adult Safeguarding Board have oversight of multi agency safeguarding arrangements 2. Data sharing protocol agreed through Public Service Board 3. Cambridgeshire Executive Partnership Board oversees joint working between adults social care and health and monitors Better Care Fund 4. Joint commissioning unit monitors and oversees joint commissioning of child health service 5. School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together. 6. MASH brings together children's social care, the Police, Probation, the Fire Service, NHS organisations, key voluntary sector organisations, Peterborough City Council and adult social care providing multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity 7. Clear communication strategies in place 8. Monitoring and performance management of contracts 9 Children's Trust Board and Area Partnerships bring together organisations that work with children, young people and families to enable organisations, including voluntary sector, to work collaboratively and collectively to identify and develop shared priorities and commission local services to achieve improvements. They are closely linked with the LSCB 10. Effective governance and monitoring of Section 75 agreements, joint commissioning arrangements, and other partnership arrangements through Monitoring and Governance Groups and Committees.	3	3	9	2. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Action plan agreed with CCG on CHC assessments, in other areas we are seeking legal opinion.	SD OPMH	Apr-17		G	
9	Failure to work within regulation and/or regulatory frameworks	1. Poor inspection and/or ombudsman results 2. Higher number of successful legal challenges to our actions/decisions 3. Low assurance from internal audit	1. Financial impact 2. Increase attention from regulators 3. Failure to meet needs of service users	3	4	12	Executive Director CFA		1. LGSS legal team robust and up to date with appropriate legislation. 2. Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards 3. Inspection information and advice handbook available which is continually updated. 4. Code of Corporate Governance 5. Community impact assessments required for key decisions 6. Programme Boards for legislative change (e.g. Care Act Programme Board) 7. Training for frontline staff on new legislation 8. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate 9. Services actively prepare for inspection 10. Programme of self-evaluation across all areas	2	4	8	1. Annual refresh of school improvement self-evaluation	SD L	Mar-17		G	
7	Failure of information and data systems	1. Amount of time CFA Business Systems (Social Care, LEA, Case Management) are working and available (uptime) is below Service Level Agreement (SLA) levels 2 System availability due to infrastructure issues (network, end-user devices, SAN etc.) is below SLA levels. 3 Amount of time data-sharing with partners is impossible as a result of system failure.	1. Inspection failure. 2. Increased risk of harm to children and adults. 3. Less than optimum efficiency. 4. Reliance by staff on IT support 5. Inability to share information and/or inappropriate sharing of information	5	4	20	SD Strategy and Commissioning		1. Individual Services Business Continuity Plans. 2. LGSS IT Disaster Recovery Plan 3. LGSS IT service resilience measures (backup data centre, network re-routing). 4. Version upgrades to incorporate latest product functionality 5. Training for CFA Business systems prior to use 6. Information sharing agreement 7. Backup systems for mobile working	2	4	8	1. Implementation of CFA social care Business Systems on new rationalized platform (Project Mosaic)	HOS IM	Apr-18		G	Currently project managed by HoS Information management (until end of phase 2 CCR) project sponsor Service director Strategy and Commissioning.

								8. Back up systems for CFA Business Systems 9. Corporate (Information Governance Team) monitor data handling and security position and improvements								
10	Inability to maintain sustainable traded learning services	1. Services do not get enough business to meet income targets 2. Unexpected increase in cost implications of traded services 3. Services are unviable and stop trading	1. Loss of service provision. 2. Reputational damage. 3. Poorer education outcomes for children and young people	4	4	16	SD Learning	1. Cross directorate leadership to support traded activity, including engagement of senior leaders, a strong vision and clarity on what products and services CCC wishes to retain/ what we will let fail. 2. Robust systems and process for target setting, monitoring and forecasting of traded income. 3. Services are re-modelled and/or restructured to better organise for a commercial trading model, maximising cross directorate trading opportunities. 4. Staff in teams with income targets have a well developed and broad range of commercial skills. 5. Partners and service users are involved in the design of services and products. 6. Cost of trading is well understood and appropriately managed through traded activity.	2	3	6					

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

CORPORATE RISK REGISTER

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Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
1a	Failure to produce a robust and secure Business Plan over the next 5 years	1. Failure to have clear political direction, vision, priorities, and outcomes in the Business Plan. 2. Failure to plan effectively to achieve necessary efficiency savings and service transformation. 3. Unfavourable result of negotiations with Government about settlement 4. Worsening Pension Fund deficit 5. Legislative changes add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and either over-spends, requiring the need for reactive savings during the life of the plan, or spends limited resources unwisely, to the detriment of local communities.	CD CS&T	1. Robust political leadership, strong vision, clear priorities and policies, developed through councillor engagement 2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options. 3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process 4. Stronger links with service planning across the Council seeking to transform large areas of spend. 5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge 6. A working party is exploring alternatives to the existing business planning process 7. Capital Programme Board - robust management of the delivery of capital elements of the Business Plan 8. CFA savings tracker in place and reviewed by the CFA Performance Board monthly and weekly at the working group 9. An 'in-year savings tracker' in place to enable SMT to strengthen performance management of the delivery of the Business Plan 10. Business Case process in place as part of the development of savings proposals for the Business Plan	4	4	16	4. Review how CFA can better integrate planning cycle with partners	ED-CFA	Jun-16		G	Executive Director, Children, Families and Adults	This has been discussed at the Public Services Board multiple times over the summer and autumn 2016. Furthermore, as part of the corporate business planning process this year we are finalising a document that sets out all of the draft proposals across CCC which can be shared with members (to discuss with Parish Councils) and partners.
		1. Failure to deliver (with partners) the Business Plan and achieve required efficiency savings and service transformation. 2. Assumptions in existing Business Plan regarding the wider economic situation are inaccurate. 3. Organisation not sufficiently aligned to face challenges.	1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets; need for reactive in-year savings; adverse effect on delivery of outcomes for communities		1. Robust service planning; priorities cascaded through management teams and through appraisal process 2. Strategy in place to communicate vision and plan throughout the organisation 3. Performance Management				4. Review how CFA can better integrate planning cycle with partners 6. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured.	ED-CFA SD OPMH	Jun-16 Sep-16		G G	 Service Director Children's Social Care	This is being taken forward with Health through the System Transformation Programme which is establishing principles and proposals This action is still underway, and is being closely overseen by Adults Committee. On CHC assessments, we have agreed an action plan with CCG for all assessments to have been completed by 1 April. We will review in Feb / Mar 2017 whether this deadline will be met. On other outstanding areas, we have now exhausted attempts at negotiation between officers and LGSS Law and PCC Law are seeking legal opinion.

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Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments	
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status			
1b	Failure to deliver the current 5 year Business Plan 2016 - 2021			CE	4. Governance framework to manage transformation agenda: a. Integrated portfolio of programmes and projects b. Routine portfolio review to identify and address dependencies, cross cutting opportunities and overlaps c. Directorates to review and recommend priorities d. Directorate Management Teams/Programme Gvnce Boards ratify decisions 5. Rigorous RM discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards 6. Integrated performance and resource reporting (monthly to GPC) a. Monthly progress against savings targets b. Corporate Scorecard monitors performance against priorities c. Budget holders monthly meetings with LGSS Finance Partner/External Grants Team, producing BCR d. Regular meetings with Director of Finance/s151 Officer, Committee Chairs and relevant Directors to track exceptions and identify remedial actions 7. Rigorous treasury management system in place plus ongoing tracking of national and international economic factors and Government policy 8. Limited reserves for minor deviations 9. Routine monitoring of savings delivery to identify any required interventions 10. Bi-annual Leaders and Chairs meeting and Cambridgeshire Public Service Board 11. Board Thematic Partnerships including the LEP and the Health and Well Being Board, commissioning task and finish groups 12. LGSS governance arrgts incl representation on SMT (Section 151 Officer)	4	4	16								
2	The quality, responsiveness and standard of LGSS Services fail to meet CCC requirements	1. LGSS resources available to support CCC are reduced as LGSS expands its customer base 2. Failure to manage LGSS service delivery to CCC	1. Support services to CCC are not provided in a timely, accurate and professional manner	CD CS&T	1. Joint Committee Structure incl CCC Cllr representation, LGSS Overview and Scrutiny Cttee, Chief Executive sits on LGSS Management Board 2. LGSS director representation on SMT to ensure LGSS meets current and future Council needs 3. LGSS Strategic Plan, Strategy Map and Improvement Activities identified 4. Programme Management arrangements in place to move forward workstreams 5. CCC performance management arrangements 6. LGSS performance management team 7. LGSS SLA's in place and regularly reviewed in detail 8. Corporate Director CS&T responsible for managing LGSS / CCC relationship	3	3	9	2. In depth reviews of the SLAs in the Council's contract with LGSS. Further information required by SMT prior to sign off for Audit and Risk Management, Learning and Development and Strategic Assets 3.-In line with Action 2- Reviews of Finance Transactions and Health and Safety SLAs will be carried out from March 2016 for completion by August 2016	CD CS&T GD- CS&T	May-15 Aug-16	Mar-16 May-16 Jul-16 Dec-16 Feb 17 Aug-16	G G	Corporate Director, Customer Service and Transformation	Reviews of SLAs are underway, and will be aligned with improvement planning work timetabled for the end of January'	
	The Council does not have appropriate staff	1. Ineffective recruitment outcomes 2. Ineffective planning processes 3. Unattractive terms and conditions of employment. 4. High staff turnover 5. Lack of succession planning to capture experience and knowledge 6. Increasing demand for services 7. Lack of trained staff 8. National pressures on the recruitment of key staff	1. Failure to deliver effective services 2. Regulatory criticism/sanctions 3. Civil or criminal action 4. Reputational damage to the Council 5. Low morale, increased sickness levels		1. Annual business planning process identifies staffing resource requirements 2. Children and Adults Workforce Strategy and Development plans with focus on recruitment and retention 3. Robust performance management and development practices in place. 4. Flexible terms and conditions of employment				1. LGSS Management Board will review the workforce strategy as part of the Transformation Programme 2. Production of common training programme by OWD taken from service needs and compiled from PADP outcomes (annually) 3. Annual employee survey to feed into LGSS service improvement plans 4. Production of the County wide Organisational Workforce Development Programme	LGSS MB LGSS LGSS SAC&S HoP	Jan-16 Sep-16 Nov-16 Jul-16	Mar-16 Jul-16 Dec 16	G G G G	LGSS Management Board LGSS Service Assurance, Customers and Strategy Head of People		

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Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
3	Appropriate staff resources with the right skills and experience to deliver the Council's priorities at a time of significant demand pressures			DoPTT	5. Appropriate employee support mechanisms in place through the health and well being and counselling service agenda. 7. Use of statistical data to shape activity relating to recruitment and retention 8. Workforce Strategy and Development Plan which is reviewed by LGSS Management Board on a quarterly basis. 9. Extensive range of qualifications and training available to social care staff to enhance capability and aid retention. 10. Increased use of statistical data to shape activity relating to social care recruitment and retention. 11. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence. 12. Social care frontline managers support their own professional development through planning regular visits with frontline services. 13. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.	3	4	12	8. Deliver the Recruitment and Retention Action Plan	SD OP&MH	Mar-17		G		
4	The Council does not achieve best value from its procurement and contracts	1. ineffective procurement processes 2. Lack of awareness of procurement processes across the Council 3. Ineffective contract management processes 4. Untrained contract managers	1. Poor value for money 2. Legal challenge 3. Wasted time and effort in contractual disputes	DoLPG	1. Contract Procedure Rules and Procurement Best Practice Guidance and templates kept updated with changes in best practice 3. Procurement Training provided on a regular basis with differing levels targeted at specific audiences 4. Central Contract register maintained and access available to relevant Officers 5. Use of checklist (Summary Procurement Proposal) on all new procurement activity undertaken via central Procurement team. This includes a review of options to achieve optimal value and where feasible captures existing costs and new costs after the procurement. 6. Nursing and residential care purchased through central brokerage unit 7. Develop long term sustainable relationships with providers wherever appropriate (e.g. Home care contract)	2	3	6	1. Audit reviews to provide assurance that individual managers have the appropriate skills and training 2. Audit reviews to provide assurance on the effectiveness of contract management in selected contracts	HIA HIA	Mar-16 Mar-16	Mar-17 Mar-17	G G	Head of Internal Audit	Included in the 2016/17 Audit Plan Included in the 2016/17 Audit Plan
		1. Insufficient funding is obtained from a variety of sources, including growth funds, section 106 payments, community infrastructure levy and other planning contributions, to deliver required infrastructure. This is exacerbated by austerity measures and reduced government funding for local authorities 2. Significant reduction in school infrastructure funding in 2016/17 from £34m per annum to £4m	1. Key infrastructure, services and developments cannot be delivered, with consequent impacts on transport, economic, environmental, and social outcomes. This could also result in greater borrowing requirement to deliver essential infrastructure and services which is unsustainable.		1. Maximisation of developer contributions through Section 106 negotiations. 2. Prudential borrowing strategy is in place. 3. Section 106 deferrals policy is in place. 4. External funding for infrastructure and services is continually sought including grant funding. 5. Maintain dialogue with Huntingdonshire District Council and East Cambridgeshire District Council where Community Infrastructure Levy is in place to secure CIL monies for County Projects.				10. Scope out potential for a more joined up approach to CIL and investment in infrastructure with ECDC and HDC 15. County Planning obligation strategy being developed for district's and CCC use. 16. Seek Members approval of the new Transport Investment Plan which pulls together all transport infrastructure required for growth in Cambridgeshire and to monitor funding for schemes including S106. Members sign-off will take place annually thereafter	HoTIPF HoG&E HoTIPF	Spring-2015 Dec-15 Oct-16	Autumn-2015 Mar-16 Jul-16 Oct-16	G G G	HoTIPF - Head of Transport Infrastructure Policy and Funding HoGE - Head of Growth and Economy	

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
9	Failure to secure sufficient funding for infrastructure			ED ETE ED CFA	<p>6. Strategic development sites dealt with through S106 rather than CIL and S106. In dealing with sites through S106 alone, the County Council has direct involvement in negotiation and securing of developer contributions to mitigate the impact of a specific development.</p> <p>7. County planning obligation strategy being developed for district's and CCC use in identifying community infrastructure needs.</p> <p>8. Lobby with LGA over infrastructure deficit</p> <p>9. On-going review, scrutiny and challenge of design and build costs to ensure maximum value for money.</p> <p>10. Coordination of requirements across Partner organisations to secure more viable shared infrastructure.</p> <p>11. Respond to District Council Local Plans and input to infrastructure policy at all stages of the Local Plan process.</p> <p>12. Annual school capacity return to the Department of Education seeks to secure maximum levels of funding for basic need.</p> <p>13. Maintain dialogue with Cambridge City Council and South Cambridgeshire District Council to input into Community Infrastructure Levy prior to adoption of the Local Plan (Adoption of CIL anticipated 2016)</p> <p>14. City Deal</p>	3	4	12						<p>HoS - Head of Strategy</p> <p>SD S&C - Service Director, Strategy and Commissioning</p> <p>ED CFA - Exec Director, Children, Families and Adults</p>	

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
15	Failure of the Council's arrangements for safeguarding vulnerable children and adults	<p>Children's Social Care:</p> <p>1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool</p> <p>2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral</p> <p>3. Serious case review is triggered</p> <p>Adult Social Care (inc. OPMH):</p> <p>1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation</p> <p>2. Serious case review is triggered</p> <p>3. Outcomes of reported safeguarding concerns reveals negative practice</p>	<p>1. Harm to child or an adult receiving services from the Council</p> <p>2. Reputational damage to the Council</p>	ED CFA	<p>1. Multi-agency Safeguarding Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity</p> <p>2. Skilled and experienced safeguarding leads and their managers.</p> <p>3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p> <p>4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.</p> <p>5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.</p> <p>6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance</p> <p>7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice</p> <p>8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission</p> <p>9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services</p> <p>10. Coordinated work between Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the LSCB</p> <p>11. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities</p>	3	5	15	<p>3. Investigating referral arrangements to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team</p> <p>6. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured.</p>	<p>HoS FREDt</p> <p>SD OPMH</p>	May-16	May-17	<p>G</p> <p>G</p>	<p>Service Director Adult Social Care</p> <p>Service Director Children's Social Care</p>	<p>Complete for investigating referrals arrangements with education and are now moving to the health system</p> <p>This action is still underway, and is being closely overseen by Adults Committee. On CHC assessments, we have agreed an action plan with CCG for all assessments to have been completed by 1 April. We will review</p>
20	Non compliance with legislative and regulatory requirements	<p>1. Staff unaware of changes to legislative/regulatory requirements</p> <p>2. Lack of staff training</p> <p>3. Lack of management review</p>	<p>1. Adverse reports from regulators</p> <p>2. Criminal or civil action against the Council</p> <p>3. Reputational damage</p>	CE	<p>1. LGSS legal team robust and up to date with appropriate legislation.</p> <p>2. LGSS legal team brief Corporate Leadership Team on legislative changes</p> <p>3. Service managers kept abreast of changes in legislation by the Monitoring Officer, Gov departments and professional bodies</p> <p>4. Monitoring Officer role</p> <p>5. Code of Corporate Governance</p> <p>6. Community impact assessments required for key decisions</p> <p>7. Business Planning process used to identify and address changes to legislative/regulatory requirements</p> <p>8. Constitutional delegation to Committees and SMT</p> <p>9. H&S policy and processes</p> <p>10. Testing of retained learning</p> <p>11. Programme Boards for legislative change (e.g. Care Act Programme Board)</p> <p>12. Training for frontline staff on new legislation</p> <p>13. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate</p>	2	4	8							

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					14. Business Intelligence Service support services with inspection preparation' 15. Preparation undertaken for inspections of services for children in need of help and protection' 16. Whistleblowing policy 17. Anti Fraud and Corruption Strategy incl Fraud Response Plan 18. Developed information and advice provision (an inspection handbook) 19. Developed an arrangement for disseminating legislative change to all directorates and services										
21	Business Disruption	1. Loss of staff (large quantities or key staff) 2. Loss of premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a supplier 5. Loss of utilities or fuel 6. Flu Pandemic	1. Inability to deliver consistent and continuous services to vulnerable people 2. School closures at critical times impacting students' ability to achieve 3. Inability to fully meet legislative and statutory requirements 4. Increase in service demand 5. Inability to respond to citizens' request for services or information 6. Lasting reputational damage	CD CST	1. Corporate and service business continuity plans 2. Relationships with the Unions including agreed exemptions 3. Corporate communication channels 4. Multi-agency collaboration through the Cambridgeshire & Peterborough Local Resilience Forum (CPLRF) 5. First phase of IT resilience project including the increased alternative power/environment conditions in major machine rooms 6. Operational controls 7. Resilient Internet feed 8. Business continuity testing 9. CCC corporate BCP Group incl LGSS BC leads	3	4	12	3. Project to establish 2nd LGSS data centre for resilience/backup of all systems, in addition to Scott House facility. 13 Review of Corporate Business Continuity Plan. 14. Review of accommodation provision in business continuity plans with LGSS	DoIT HoEP HoEP	Mar-13 Jun-16 Jul-16	Dec-15 Dec-16 Sep-16 Dec 16	 G G G	DoIT - Director of Information Technology HoEP - Head of Emergency Planning	The second LGSS data centre is in Northampton and this is finished and it is connected but much more work is needed before this becomes the live failover site for CCC. Much of the new hardware and systems is on order and/or being installed now but they will keep using Scott House for some time to come The draft of the updated Corporate Business Continuity Plan is complete and ready for sign off following final discussions with LGSS IT. The new plan will be complete and in place by the end of October. Consideration of accommodation provision within the Business Continuity arrangements is still being worked upon
		1. Cambridgeshire Future Transport fails to deliver effective, efficient and responsive passenger transport services around Cambridgeshire	1. The accessibility needs of Cambridgeshire residents are not met, contributing to social exclusion, poor take up of employment and education opportunities, and reduced quality of life. 2. Failure to complete on time will mean business plan savings are not achieved.		1. A Governance group, including member representation from each of the districts, County, NHS, Cambridgeshire ACRE is in place to oversee the programme 2. The Cambridgeshire Future Transport programme board consisting of representatives from ETE, CFA and Comms				8. Review of Commissioning. The CFT Member Steering Group has been renamed the Total Transport Member Steering Group. The Group is holding monthly meetings to take forward work on improving commissioning and integration of all forms of passenger transport. The next meeting will consider papers on Terms of Reference, Total Transport Pilot Proposal, Scheduling Software and Business Planning.	HoPT	Mar-17		G	HoPT - Head of Passenger Transport	

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Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
22	The Cambridgeshire Total Transport programme fails to meet its objectives within the available budget			ED ETE	3. Strategic business case, Risks and Issues Log and programme is in place.	3	3	9							
					4. Communications strategy has been developed.										
					5. Engagement strategy including stakeholder mapping has been developed.										
					6. Bi-weekly project team meetings.										
					7. Updates are provided monthly for Members via Key Issues.										
					8. Two year programme in place for the review of the commissioning of services.										
22	The Total Transport project fails to identify and implement affordable solutions that allow service levels to be maintained	1. The changes to services that Total Transport introduces generate a level of adverse opinion such that they prove impossible to sustain. 2. One or more individual serious incidents undermine confidence in the overall provision of the service. 3. It proves impossible to secure savings for the transport budget without incurring additional costs elsewhere (e.g. the impact on domiciliary care provision would outweigh the savings available by changing travel times). 4. The provider market proves unable or unwilling to meet the Council's requirements at an affordable rate.	1. An overall reduction in transport budgets would then result in the same amount as now being spent on meeting statutory obligations using a standalone model, meaning that non-statutory but socially necessary services (for example, community transport or local bus routes) would face withdrawal. This would contribute to social exclusion, poor take up of employment and education opportunities, and reduced quality of life	ED ETE	1. A Total Transport Member Steering Group meets bi-monthly, offering a wide range of political insight and providing a steer for the project 2. A Total Transport Programme Board meets at least quarterly, bringing together Service Directors from CFA and ETE to provide strategic direction 3. A Total Transport Project Group meets monthly, bringing together Heads of Services from CFA and ETE, to consider the operational impacts and opportunities. 5. A new procurement framework has been established, and work continues to engage with (potential operators). High level work is also being undertaken to explore the costs and benefits of in-house operation 6. The Council is actively engaged with other local authorities pursuing a Total Transport agenda, and attends quarterly DfT meetings to share experience and ideas 7. Active plans are being made to determine the best approach following the formal end of the pilot period in March 2017. This includes the roll-out proposal for phase one, which is being considered by GPC on 20 December, and the use of an underspend on the original grant to support the on-going implementation of phase two	2	3	6	1. Smartcard technology to be introduced in September 2016, with review of initial date in October/November. This will provide a good indication of potential savings from this workstream 2. New school bus networks will be introduced from September 2016, testing out different approaches that may offer savings. The operational results and the public response will provide an indication of whether these can be applied more widely 3. A further report is scheduled for General Purposes Committee in November 2016, considering in particular the options for integrating social care and school journeys 4. A new Flexible Minibus Service is scheduled for introduction in January 2017. This will test a possible model that could mitigate future reductions to the budget for local bus services	TTPO TP&OP M TP&OP M TTAO	Sep-16 Sep-16 Nov-16 Jan-17	Nov-16 Nov-16	G G G G	TTPO - Total Transport Project Officer TP&OPM - Transport Policy & Operational Projects Manager TTAO - Total Transport Area Officer	

CORPORATE RISK REGISTER

Version Date: December 2016

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
23	Major Fraud or Corruption	1. Non compliance with the internal control framework and lack of awareness of anti-fraud and corruption processes. 2. Increased personal financial pressures on individuals as a result of economic circumstances	1. Reputational damage 2. Financial loss	CE	1. Financial Procedure rules 2. Anti Fraud and Corruption Strategy incl Fraud Response Plan 3. Whistle blowing policy 4. Codes of conduct 5. Internal control framework 6. Fraud detection work undertaken by Internal Audit 7. Awareness campaigns 8. Anti Money Laundering policy 9. Monitoring Officer/Democratic Services role 10. Publication of spend data in accordance with Transparency Agenda 11. New Counter Fraud Team established in LGSS	2	3	6	3. Implement anti bribery policy 4. Fraud awareness campaigns	HIARM HIARM	Mar-14 Dec-15	Dec-15 Aug-16	A G	HIARM - Head of Internal Audit and Risk Management HIARM - Head of Internal Audit and Risk Management	
24	A lack of Information Management and Data Accuracy and the risk of non compliance with the Data Protection Act	1. Failure to equip staff and managers with the training, skills, systems and tools to enable them to meet the statutory standards for information management. 2. Failure to ensure that information and data held in systems (electronic and paper) is accurate, up to date, comprehensive and fit for purpose to enable managers to make confident and informed decisions.	1. Adverse impact on Council's reputation. 2. Adverse impact on service delivery, as unable to make informed decisions. 3. Financial penalties. 4. Increase in complaints and enquiries by the ICO. 5. Decisions made by managers are not appropriate or timely.	CD CST	1. Governance: SIRO, CIO, Corporate Information Management Team encompassing Information Management, Information Governance, Records Management, policies confirming responsibilities (see below) Data protection registration requirements 2. Policies: Data Protection, Freedom of Information, Information Security Incidents, Mobile Devices, Code of conduct, Retention schedules, IT security related policies (computer use, email), Information Management Strategy 3. Procedures: FOI, Subject Access Request Handling, Records Management, service level operational procedures, 4. Tools: Encrypted laptops and USB sticks, secure email and file transfer solutions, asset registers (USB sticks, encrypted laptops) device control 5. Training and awareness: Data Protection, information security, information sharing, Freedom of Information and Environmental Information Requests 6. Advice: Information Management advice service (IM, IG, RM, security), Information Management addressed via the Gateway project 7. Information asset catalogue/register - to catalogue all information assets which are managed by CCC 8. Information sharing protocols embedded internally and with partners 9. Audit/QA of accountabilities process 10. e-safety policy 11. Assurance monitoring - The SIRO and Information Management Board will receive a report as part of the Information Risk Management work package highlight any information risks across CCC. Details of any IG Security Incidents will be included in the IG Annual Update report to Senior Management team/ members. 12. Mapping Flows of Personal Confidential Data - To adequately protect personal information, organisations need to know how the information is transferred into and out of the organisation, risk assess the transfer methods and consider the sensitivity of the information being transferred. 13. Incident reporting - Damage resulting from potential and actual information security events should be minimised and lessons learnt from them. All information security incidents, suspected or observed, should be reported through the CCC Incident Reporting system and managed in line with the Incident Reporting Procedures and Integrated Risk Management Policy.	3	3	9	6. Roll out of EDRM to manage the information lifecycle (including information standards). Task and finish group established to drive forward greater awareness raising and training 7. Updated Information Asset Register 8. Mapping data flows 11. Implementation of CFA social care Business Systems on new rationalized platform	IM IM IM HoS IM	Mar-13 Apr-17 Apr-17 Mar-18	Apr-17	G G G G	IM - Information Manager	

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Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					14. Intrusion or Perimeter Security including use of next generation hardware firewalls in several tiers, network traffic minotoring by Virgin Media Business, hardware appliances to check in bound mail traffic, spam filters and web content filtering on internet traffic and anti-virus software on the servers 15. Local device protection including anti-virus on individual devices (sourced from a different supplier to the anti-virus software on the servers), Microsoft tools to restrict users ability to modify or install software and all mobile devices are encrypted 16. Record all attempted attacks and have an established relationship with the local and regional cyber crime teams in the Police and have established links and information sharing with the national crime and intelligence agencies 17. Individual Services Business Continuity Plans. 18. LGSS IT Disaster Recovery Plan 19. LGSS IT service resilience measures (backup data centre, network re-routing). 20. Version upgrades to incorporate latest product functionality 21. Training for CFA Business systems prior to use 22. Information sharing agreement 23. Backup systems for mobile working 24. Back up systems for CFA Business Systems										
26	Increasing manifestation of Busway defects	1. Failures of Busway bearings or movement of foundations continue and increase	1.Significant and ongoing costs to maintain the Busway or restricted operation of the Busway to the extent that it will no longer be attractive to operators or passengers.	ED ETE	1. Monitoring and inspection regime in place 										

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					10. Initially defects are being managed on a case by case basis until the contractual issues are resolved, minimising impact on the public.										
27	The pension fund has the potential to become materially under-funded	2. Contribution levels do not maintain the level of the fund 3. The longevity of scheme members increases 4. Government changes to pensions regulations 5. Volatility of financial markets 6. Change to tax threshold causing exceedingly high contribution 7. Shrinking workforce	1. Significant increases in revenue contributions to the Fund are necessary placing additional savings requirements on services	CFO	1. Governance arrangements including CCC Constitutional requirements and Pensions Committee including response to Hutton enquiry 2. Investment Panel work plan 3. Triennial valuation 4. Risk agreed across a number of fund managers 5. Fund managers performance reviewed on a regular basis by Pensions Committee 6. Opt in legislation 7. Review investment manager performance quarterly 8. Ongoing monitoring of skills and knowledge of officers and those charged with governance	3	5	15	1. Updated Funding Strategy Statement to be agreed as part of the 2016 triennial valuation process setting out the funding approach for secure, tax rising scheme employers such as CCC 2. An established approach to employer contributions to continue, recognising the secure nature of CCC and the long term nature of the pension liabilities. 3. Review strategic asset allocation as part of valuation process	HoP HoP HoP	Dec-16 Mar-17 Mar-17		G G G	HoP - Head of Pensions	
29	Failure to address inequalities in the county continues	1. Impact of wider economic and social determinants, which may require mitigation through Council services. 2. Failure to target/promote services to disadvantaged or vulnerable populations, or in areas of deprivation, appropriately for local need.	1. Worsening inequalities between geographical areas and/or disadvantaged or vulnerable populations, including health, educational achievement, income.	CE	1. Council's business plan 2. Committee monitoring of indicators for outcomes in areas of deprivation (following full Council motion) 3. Joint Strategic Needs Assessment, Annual Public Health Report, and Joint Health and Wellbeing Strategy (Health inequalities) 4. Implementation of Health Committee Priority 'Health Inequalities' actions and targetting of Public Health programmes (health inequalities) 6. Child Poverty Strategy (income) 7. Targetted services e.g: Travellers Liaison, Traveller Health Team, Chronically excluded adults team etc. 9. Buy with confidence approved trader scheme. 10. Cambridgeshire Inequalities Charter 11. Wisbech 20:20 programme 12. Cambridgeshire 0-19 Education Organisation Plan 13. Cambridgeshire Older People Strategy	3	4	12	1. Implementation of health inequalities aspects of Joint Health and Wellbeing Strategy 3- Develop and agree a combined schools improvement and accelerating achievement strategy for 2016-2018	DoPH SD-L	Dec-16 Sep-16		G G	DoPH - Director of Public Health DoCFA - Director and Children, Families and Adults SD L - Service Director Learning	

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
30	Failure to deliver Waste savings / opportunities and achieve a balanced budget	1. Failure to realise Waste PFI contract opportunities (eg. Reduce cost of CLO and increase income from TPI) and manage operational risk of unforeseen contractual events (eg. Wet IVC waste) leading to significant budget pressures	1. Savings not delivered and potential increased costs leading to significant budget pressures.	ED ETE	1. Strong contract management and close working with legal and procurement to reduce unforeseen costs where possible e.g. management of amount of waste going to landfill. Regular communication, exchange of information and decision-making at the Waste PFI Delivery Board. The Board provides focused management of issues, ensuring contract delivers as required. 2. The Waste PFI is in service delivery phase - the protection that is provided by the contract terms and conditions is in place. 3. Officers working closely with DEFRA, WIDP, Local Partnerships, WOSP and other local authorities 4. The contract documentation apportions some risks to the contractor, some to the authority and others are shared. 5. Clear control of the risk of services not being delivered to cost and quality by levying contractual deductions and controls if the contract fails or issues arise. 6. During the procurement process, the authority appointed a lead to negotiate risk apportionment. The results of the negotiation relating to financial risk are captured in the Payment Mechanism (schedule 26) and Project Agreement that form part of the legally binding contract documentation. 7. Waste PFI contractor investigating contract for Refuse Derived Fuel (RDF) option for Compost Like Output (CLO).	3	5	15	5. Review revised contract management arrangements after 6 months of implementation. 6. Deliver further contract management training if November review identifies a requirement. 7. Identify options for savings in collaboration with Amey and carry out trials where appropriate. 8. Resolve legacy issues in the round with discussions on savings and opportunities.	HoH&C	Jul-16	Nov-16	G	A&C - Assets and Commissioning	
31	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-17 2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm. 2. Reputational damage to the council. 3. Failure to meet statutory requirements. 4. Regulatory criticism. 5. Civil or criminal action against the Council	ED CFA	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities 5. CFA management team assess impacts and risks associated with managing down costs 6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	7. Deliver the actions in the LAC action plan to manage demand and costs	SD CSC	Mar-17		G G G G G G	Service Director Children's Social Care	
	Insufficient	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard 2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard 3. Home care pending list	1. Client dissatisfaction and increased risk of harm and hospital admission 2. Increase in delayed discharges from hospital 3. Reputational damage to the Council		1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Community resilience strategy details CCC vision for resilient communities 4. Directorate and CFA Performance Board monitors performance of service provision 5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market				4. Retender the main home care contract 5. To support home based services, reablement and its relationship with the intermediate tier is being reviewed and refined to increase efficiency	HoS Procurement HoS DOP	Jul-16 Apr-17	Oct-17	G	Service Director Older People HoS Service Development Older People	

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
32	insufficient availability of care services at affordable rates			ED CFA	6. Use of the benchmark rate to control costs of care homes 7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary 8. Capacity Overview Dashboard in place to capture market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace. 10. Business Case for Council owned Care Home 11. Delivered first phase of Early Help Offer for Adults and OP 12. Retendered the block purchase of care	5	3	15							

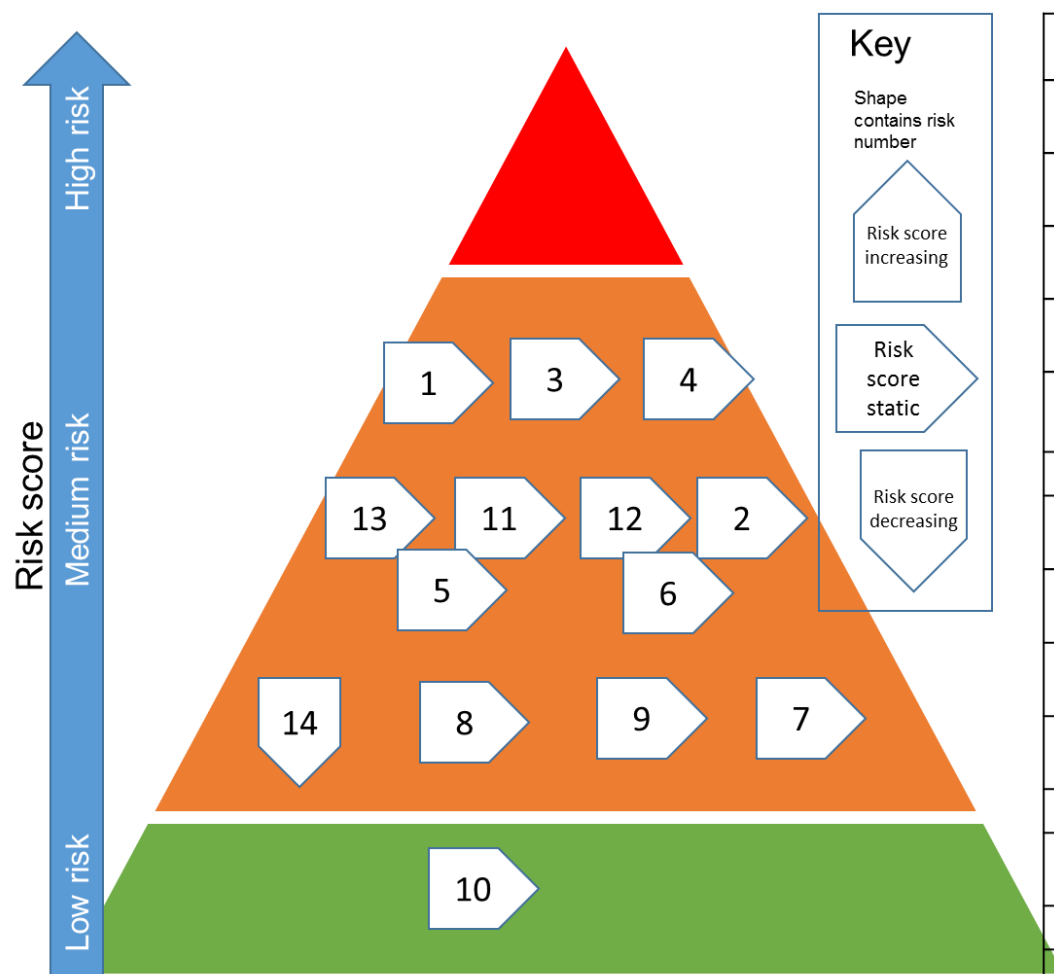
SCORING MATRIX (see Risk Scoring worksheet for descriptors)

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

Risk Owners

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

Appendix 3 - Risk Map – CFA Risk Register Q3 2016-17



Number	Description	Score Q2	Score Q3
1 (CR)	Failure of the Council's arrangements for safeguarding vulnerable children and adults	15	15
3 (CR)	Insufficient availability of care services at affordable rates	15	15
4	Failure of provider organisations to attract or retain a sufficient workforce	15	15
13	Insufficient capacity to manage organisational change	12	12
11	Failure to effectively plan how the Council will deliver services over the 5 year Business Plan	12	12
12	Failure to deliver the current Business Plan	12	12
2 (CR)	Insufficient availability of affordable Looked After Children (LAC) placements	12	12
5	Cessation of delivery, loss in quality and/or failure of adult social care providers	12	12
6	Children and young people do not reach their potential (educational attainment)	12	12
14	Failure to attract or retain a sufficient (social care) workforce	12	9
8	Failure of key partnership agreements	9	9
9	Failure to work within regulation and/or regulatory frameworks	8	8
7	Failure of information and data systems	8	8
10	Inability to maintain sustainable traded learning services	6	6

FINANCE AND PERFORMANCE REPORT – JANUARY 2017

To: Children and Young People Committee

Meeting Date: 14 March 2017

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

Electoral division(s): All

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

Purpose: To provide the Committee with the January 2017 Finance and Performance report for Children's, Families and Adults Services (CFA).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of January 2017.

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

<i>Officer contact:</i>	
Name:	Martin Wade
Post:	Strategic Finance Manager
Email:	martin.wade@cambridgeshire.gov.uk
Tel:	01223 699733

1.0 BACKGROUND

- 1.1 A Finance & Performance Report for the Children, Families and Adults Directorates (CFA) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the CFA Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 2.
- 1.4 **Financial context**
The Council planned to save £38,294k in 2016/17, and is on course to achieve close to this with a Council-wide overspend forecast of £1.8m at the end of November.

As previously discussed at CYP Committee the major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022.

2.0 MAIN ISSUES IN THE JANUARY 2017 CFA FINANCE & PERFORMANCE REPORT

- 2.1 The January 2017 Finance and Performance report is attached at Appendix 1. At the end of January, CFA forecast an overspend of £3,273k. This is a worsening position from the previous report presented to committee when the forecast overspend was £2,012k, and from the previous month when the forecast overspend was £2,341k.

2.2 Revenue

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

- In Children's Social Care, the CSC Units Hunts and Fenland budget is reporting an increased overspend of £706k, up £164k since November 2016. This is due to the need to employ additional agency staff to cover vacancies and the continued high volume of cases within the system.
- In Children's Social Care, the Looked After Children's reported forecast overspend has increased by £350k to £3,850k due to increased numbers of Looked After Children (LAC) with complex needs who require purchased placements until the end of the year.
- In Strategy and Commissioning the LAC Transport budget is now showing a forecast overspend of £140k reflecting the increasing overall number of LAC.
- In Learning, the Schools Partnership Service budget is now reporting a forecast underspend of -£326k, a favourable increase of £130k since November. This is a result of an increase in grant funding that supports activity previously funded from net LA budget.
- In Learning, the Catering and Cleaning Service is reporting a shortfall on the budgeted contribution of £269k. The additional pressure is a result of the

redundancy costs associated with the closure of the B4 Distribution Centre and the mothballing of the C3 Cook Freeze Centre following the end of the contract with Northamptonshire County Council.

2.3 The table below identifies the key areas of over and underspends within CYP alongside potential mitigating actions (non-DSG services only):

Children's Social Care (CSC)	<p>Excluding Looked After Children the current forecast overspend on CSC totals £2,633k and is a result of:</p> <ul style="list-style-type: none"> • Staffing above establishment to meet increasing demand and statutory responsibilities. • Additional costs of agency staff required to meet demand. • Increasing legal costs reflecting the rising number of care proceedings. <p>The mitigations in place to address this include:</p> <ul style="list-style-type: none"> • Review of use of agency staff. • The implementation of the Children's Change Programme (CCP) will address the structural staffing issues and is also expected to reduce exposure to legal costs.
Looked After Children (LAC)	<p>The forecast overspend on LAC is currently £3,850k due to:</p> <ul style="list-style-type: none"> • Underlying pressure carried forward from 2015/16 • The continuing rise of children in care and those requiring high cost placements. <p>The mitigations in place to address this include:</p> <ul style="list-style-type: none"> • A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions.
Home to School Transport – Special	<p>The forecast underspend on Home to School Transport Special is currently £180k due to:</p> <ul style="list-style-type: none"> • Savings on the retendering of contracts under the Council's Dynamic Purchasing System • Fewer mid-year route additions than originally budgeted.
Schools Partnership Service	<p>There is a £326k underspend forecast in the Schools Partnership Service due to:</p> <ul style="list-style-type: none"> • a review of Education Support for Looked After Children (ESLAC) funding which has meant it has been possible to substitute grant funding in-year to create an underspend against the base budget.
Home to School Transport - Mainstream	<p>The forecast underspend on Home to School Transport Mainstream is currently £225k due to:</p> <ul style="list-style-type: none"> • Policy changes to Post-16 support implemented from September 2016. • Savings on the retendering of contracts under the Council's Dynamic Purchasing System • Changes to contracts to more closely match the actual number of pupils requiring seats.

2.4 Capital

The Capital Programme Board previously recommended that services include a variation budget to account for likely slippage in the capital programme. As forecast underspends start to be reported, these are offset against the variation budget, resulting in a balanced outturn up until the point where slippage exceeds the budget set aside. The allocation for CFA's budget adjustments has been calculated as per the table below, show against the slippage forecast to date:

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Jan) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Jan) £000
CFA	-10,282	-9,911	9.911	96.4%	-
Total Spending	-10,282	-9,911	9.911	96.4%	-

2.5 Performance

Of the twenty-one CFA service performance indicators nine are shown as green, five as amber and seven are red.

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

1. Number of children with a Child Protection Plan per 10,000 population under 18
2. The number of looked after children per 10,000 children;
3. The FSM/Non-FSM attainment gap % achieving level 4+ in reading, writing and maths at Key Stage 2.
4. The FSM/Non-FSM attainment gap % achieving 5+ A*-C including English and maths at GCSE.

2.6 CFA Portfolio

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

3.0 FUTURE YEAR SAVINGS

- 3.1 In 2017-18, it is anticipated that on a quarterly basis the “**tracker**” report – a tool for summarising delivery of savings – will be made available for Members. As this methodology for monitoring is particularly central for Children's services, the tracker will also be included as an appendix at the appropriate meeting each quarter. Full forecasting of 2017-18 delivery has not yet begun, but the outline tracker format is included as Appendix 3 to this report.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

4.1.1 There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

4.2.1 There are no significant implications for this priority

4.3 Supporting and protecting vulnerable people

4.3.1 There are no significant implications for this priority

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

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

5.2 Statutory, Risk and Legal Implications

5.2.1 There are no significant implications within this category.

5.3 Equality and Diversity Implications

5.3.1 There are no significant implications within this category.

5.4 Engagement and Consultation Implications

5.4.1 There are no significant implications within this category.

5.5 Localism and Local Member Involvement

5.5.1 There are no significant implications within this category.

5.6 Public Health Implications

5.6.1 The educational attainment gap is likely to be associated with current and future inequalities in health outcomes.

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.	http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports

Children, Families & Adults Service

Finance and Performance Report – January 2017

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
Dec Performance (No. of indicators)	7	5	9	21
Jan Portfolio (No. of indicators)	0	5	3	8

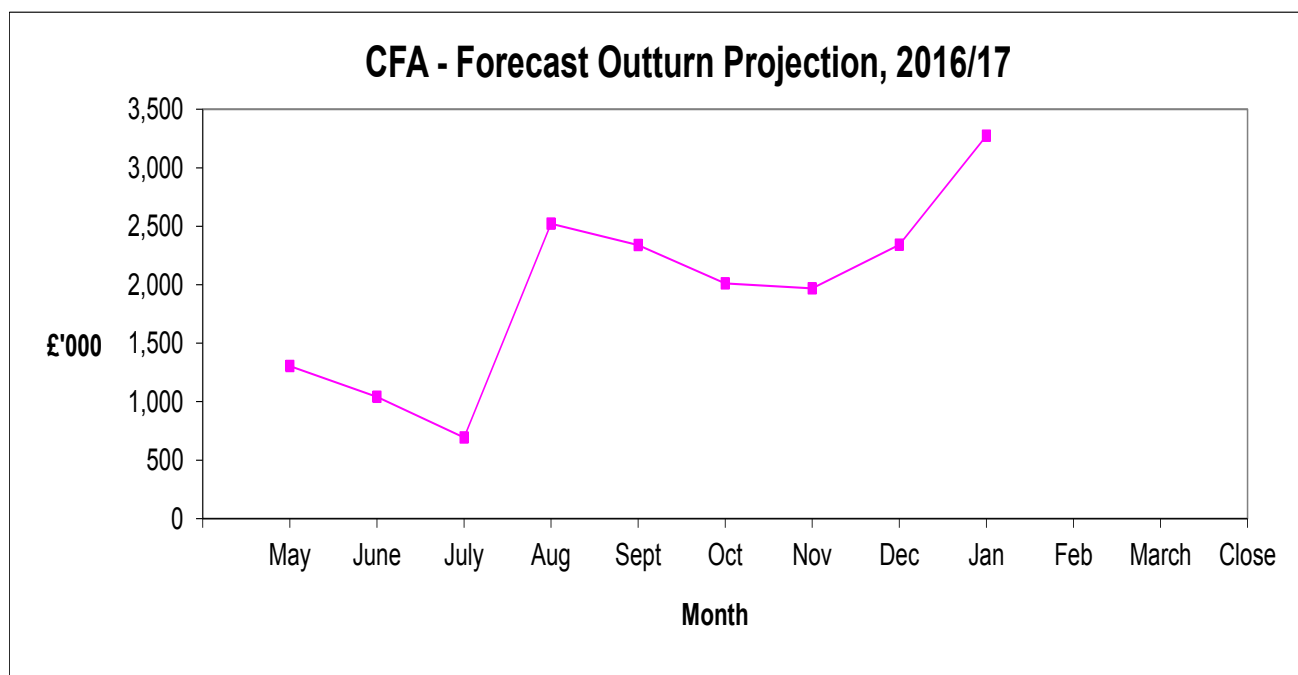
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Dec) £000	Directorate	Original Budget 2016/17 £000	Current Budget 2016/17 £000	Current Variance £000	Forecast Variance Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %
44	Adult Social Care	81,325	81,491	142	112	0.1%
-3,046	Older People & Mental Health	82,450	82,976	-1,984	-2,574	-3.1%
6,303	Children's Social Care	50,217	51,699	4,689	6,483	12.5%
404	Strategy & Commissioning	28,696	25,584	198	479	1.9%
-212	Children's Enhanced and Preventative	31,678	31,477	-160	-218	-0.7%
-204	Learning	19,865	20,200	-64	-63	-0.3%
3,290	Total Expenditure	294,231	293,427	2,821	4,221	1.4%
-949	Grant Funding	-51,668	-51,782	-790	-948	-1.8%
2,341	Total	242,563	241,645	2,031	3,273	1.4%

The service level finance & performance report for January 2017 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 2017, CFA is forecasting a year end overspend of £3,273k. Significant issues are detailed below:

- In Adult Social Care, the forecast overspend on the Learning Disability Partnership has increased by £229k. Reflecting client need and numbers predominantly, the Young Adults & Fenland teams report costs related to new service users, and the East Cambs locality has made a short-term inpatient placement.
- Both the Adult Social Care and Older People & Mental Health directorates report increasing underspends from staff vacancies following the quarterly assessment of payroll expenditure (-£353k). There is continuous recruitment activity progressing strategically each month however appointments made from this point are unlikely to impact before April.
- In Older People and Mental Health, the City and South Locality forecast underspend has decreased by £174k. The locality has seen an increased commitment for nursing care and has reduced its estimate of savings achievable in the remainder of the year.
- In Older People and Mental Health, the Fenland Locality now reports a forecast overspend, an adverse change of £227k since last month. In January, the district committed to rising numbers of higher cost placements. Ended packages at care homes were fully replaced, at increased prices, by new clients on-top of citizens needing further support where previous provision at home or

in settings without nursing care is no longer sufficient. A downwards adjustment on likely savings for the rest of this season has also been needed given this context.

- In Older People and Mental Health, the Huntingdonshire Locality forecast underspend has decreased by £194k, all forms of care are showing an increased commitment this month, except domiciliary support, and savings expectations by year-end have also been revised.
- In Children's Social Care, the Looked After Children's reported forecast overspend has increased by £100k due to increased numbers of Looked After Children (LAC) with complex needs who require purchased placements until the end of the year.
- In Learning, the Catering and Cleaning Service is reporting a shortfall on the budgeted contribution of £269k, up £149k since December. The additional pressure is a result of the redundancy costs associated with the closure of the B4 Distribution Centre and the mothballing of the C3 Cook Freeze Centre following the end of the contract with Northamptonshire County Council.

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](#).

The reserves funding agreed (as outlined in Appendix 5) for Child Sexual Exploitation (CSE) work has not been utilised during 2016/17. CFA are **requesting a virement**, requiring the approval of General Purposes Committee, to make available the £250k from the earmarked reserve during 2017-18. Plans are in place to spend next financial year, subject to GPC approval.

2.5 Key Activity Data

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

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

	BUDGET				ACTUAL (Jan)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Jan 16/17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	3	£306k	52	1,960.18	1	2.24	£260k	2,733.71	-0.76	-£45k	773.53
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	17	14.45	£1,121k	1,537.19	6.45	£445k	-85.61
Residential homes	23	£3,138k	52	2,623.52	27	25.52	£3,869k	2,930.33	2.52	£731k	306.81
Independent Fostering	180	£7,173k	52	766.31	250	233.00	£9,559k	790.53	53	£2,387k	24.22
Supported Accommodation	19	£1,135k	52	1,149.07	16	19.14	£1,357k	1,231.52	0.14	£222k	82.45
16+	6	£85k	52	272.60	21	18.98	£452k	483.51	12.98	£367k	210.91
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£257k	-	-	-£257k	-
TOTAL	239	£12,512k			332	313.33	£16,362k		74.33	£3,850k	
In-house fostering	187	£3,674k	55	357.74	179	165.58	£3,260k	352.13	-21.14	-£414k	-5.61
Kinship	35	£375k	55	193.23	37	42.49	£516k	192.90	7.2	£141k	-0.33
In-house residential	14	£1,586k	52	2,259.72	8	8.79	£1,476k	3,230.07	-4.71	-£110k	970.35
Concurrent Adoption	6	£100k	52	349.86	2	4.52	£91k	350.00	-0.98	-£9k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£176k	-
TOTAL	241	£5,735k			226	221.38	£5,343k		-19.63	-£216k	
Adoption	325	£3,000k	52	177.52	376	360.42	£3,323k	165.36	35.42	£323k	-12.16
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
TOTAL	325	£3,000k			376	360.42	£3,323k		35.42	£323k	
OVERALL TOTAL	805	£21,247k			934	895.13	£25,028k		90.12	£3,957k	

NOTE: In house fostering and Kinship fund 55 weeks as carers receive two additional weeks payment during the Summer holidays and one additional week payment at Christmas

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

	BUDGET			ACTUAL (JAN 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Jan 17	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,831k	£63,377	109	105.11	£6,709k	£63,830	17	13.11	£879k	£454
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£76k	£32,552	-2	-1.66	-£33k	£5,145
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.92	£106k	£36,391	0	-0.08	-£6k	-£1,052
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£17k	£17k	2	1.76	£33k	£18,969	1	0.76	£17k	£2,105
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	31	38.58	£1,617k	£41,907	-4	3.58	£185k	£996
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	2	2.26	£123k	£54,485	-1	-0.74	-£47k	-£2,199
Severe Learning Difficulty (SLD)	2	£163k	£82k	1	1.00	£90k	£90,237	-1	-1.00	-£73k	£8,705
Specific Learning Difficulty (SPLD)	10	£179k	£18k	4	5.02	£103k	£20,500	-6	-4.98	-£76k	£2,637
Visual Impairment (VI)	2	£55k	£27k	1	1.34	£43k	£32,126	-1	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	-£16k	-	-	-	-£16k	-
TOTAL	154	£8,185k	£53,148	155	160.33	£8,885k	£55,518	1	6.33	£700k	£2,370

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

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

The forecasts presented in Appendix 1 reflect the 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 the end of January for **Adult Social Care** Services is shown below:

		BUDGET			ACTUAL (Jan 17)		Forecast	
Service Type		Budgeted No. of Service Users 2016/17	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of Jan 17	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	42	1,000	2,185	32	1,043	1,745	-440
	Nursing	25	734	954	19	967	960	6
	Community	687	304	10,846	639	327	10,779	-67
Total expenditure		754		13,985	690		13,484	-501
Income				-1,941			-1,765	176
Further savings assumed within forecast								-158
Net Total				12,044			11,719	-483
Learning Disability Services	Residential	275	1,349	19,284	280	1,340	20,201	917
	Nursing	16	1,939	1,613	14	2,184	1,528	-85
	Community	1,297	611	41,219	1,278	640	43,444	2,049
Learning Disability Service Total		1,588		62,116	1,572		65,173	2,881
Income				-2,348			-2,242	106
Further savings assumed within forecast as shown in Appendix 1								-120
Net Total								2,867

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

		BUDGET			ACTUAL (Jan 17)		FORECAST	
Service Type		Budgeted No. of Clients 2016/17	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Jan 17	Current Average Unit Cost (per week)	Forecast Actual	Forecast Variance
Adult Mental Health	Community based support	24	£115	£143k	26	£91	£115k	-£28k
	Home & Community support	211	£93	£1,023k	211	£84	£901k	-£122k
	Nursing Placement	19	£507	£502k	16	£730	£370k	-£132k
	Residential Placement	66	£691	£2,379k	64	£806	£2,203k	-£176k
	Supported Accommodation	138	£93	£671k	144	£101	£677k	£6k
	Direct Payments	21	£198	£217k	23	£228	£207k	-£10k
	Income			-£383k			-£284k	£99k
Adult Mental Health Total		479		£4,552k	484		£4,189k	-£363k
Further savings assumed within forecast as shown in Appendix 1								-£299k

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

OP Total	BUDGET			ACTUAL (Jan 17)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	530	£456	£12,610k	451	£460	£12,556k	-£53k
Residential Dementia	368	£527	£10,111k	357	£520	£10,068k	-£43k
Nursing	306	£585	£9,845k	285	£674	£10,656k	£811k
Nursing Dementia	20	£639	£702k	56	£719	£760k	£58k
Respite			£932k			£674k	-£258k
Community based							
~ Direct payments	277	£210	£3,028k	228	£256	£3,057k	£30k
~ Day Care			£1,577k			£1,610k	£33k
~ Other Care			£5,851k			£5,691k	-£161k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,545	per hour £15.99	£13,813k	-£1,454k
~ Homecare Block			£3,161k			£3,161k	£k
Total Expenditure	3,246		£63,083k	2,922		£62,046k	-£1,037k
Residential Income			-£8,611k			-£8,580k	£31k
Community Income			-£8,308k			-£7,559k	£749k
Total Income			-£16,918k			-£16,139k	£779k
Further Savings Assumed Within Forecast as shown within Appendix 1							-£56k

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

OPMH Total	BUDGET			ACTUAL (Jan 17)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	33	£585	£1,082k	29	£625	£1,256k	£174k
Residential Dementia	27	£467	£707k	29	£531	£821k	£113k
Nursing	32	£695	£1,225k	25	£792	£1,128k	-£97k
Nursing Dementia	140	£658	£5,077k	112	£728	£4,674k	-£403k
Respite			£34k			£10k	-£23k
Community based							
~ Direct payments	17	£200	£177k	17	£196	£181k	£4k
~ Day Care			£5k			£2k	-£3k
~ Other Care			£80k			£78k	-£2k
~ Homecare arranged	69	per hour £17.34	£549k	48	per hour £15.67	£567k	£19k
Total Expenditure	318		£8,937k	260		£8,717k	-£219k
Residential Income			-£1,140k			-£1,172k	-£32k
Community Income			-£352k			-£292k	£61k
Total Income			-£1,492k			-£1,464k	£29k
Further Savings Assumed Within Forecast as shown in Appendix 1							-£246k

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

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

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

3. BALANCE SHEET

3.1 Reserves

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

3.2 Capital Expenditure and Funding

2016/17 Funding

In January 17 there has been a reduction of £700k for Cambourne Secondary School Section 106 contribution due to a revised forecast scheme spend that has been advised by contractors.

2016/17 In Year Pressures/Slippage

As at the end of January the capital programme forecast underspend continues to be zero, despite slippage on schemes totaling £1,375k during the course of the month. The reason being that the level of slippage has not exceeded the Capital Variation adjustment made in May of £10,282k. A forecast outturn will only be reported should slippage exceed this level. The significant changes in schemes are detailed below;

- Hatton Park Primary, Longstanton; £400k accelerated spend. Works progressing ahead of original contractor schedule.
- Littleport Secondary & Special; -£1,000k slippage as contractor has provided an updated forecast which reflects the impact of the identified a 6 week delay due to design changes, completion on site will now be January 2018.
- Cambourne Secondary School; -£700k slippage. Original cash flow has been amended by the contractors and provides revised estimated of works to be completed by the end of March 17.

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

4. PERFORMANCE

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

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

measures in appendix 7 are now ordered by Directorate. We also now include the latest benchmarking information in the performance table.

Seven indicators are currently showing as RED:

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

During December, we saw the numbers of children with a Child Protection plan increase from 480 to 528.

Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

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

The number of Looked After Children increased to 646 in December. This includes 65 UASC, around 10.1% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment:

Actions being taken include:

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

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

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

The Cambridgeshire health and social care system is experiencing a monthly average of 3,029 bed-day delays, which is 37% above the current BCF target ceiling of 2,206. In November there were 3,267 bed-day delays, up 90 compared to the previous month.

Over the course of this year we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.

Between December '15 and November '16 there were 34,275 bed-day delays across the whole of the Cambridgeshire system - representing a 14% increase on the preceding 12 months.

Across this period NHS bed-day delays have increased by 12% from 21,412 (Dec 14 - Nov 15) to 23,920 (Dec 15 - Nov 16), while bed-day delays attributed to Adult Social Care have increased from 7,116 in Dec 14 - Nov 15 to 8,803 in Dec 15 - Nov 16 an increase of 24%.

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

In Nov '16 there were 991 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 145 delays per 100,000 of 18+ population. For the same period the national rate was 143 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

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

Performance remains very 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.

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

Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential. All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

Provisional data for 2016 shows that there is a significant gap in the performance of pupils eligible for FSM in the KS4 tests. Cambridgeshire's gap is currently wider than seen nationally.

5. CFA PORTFOLIO

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

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

APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Dec) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance		Forecast Variance Outturn (Jan)	
					£'000	%	£'000	%
Adult Social Care Directorate								
61	1 Strategic Management – ASC	1,280	876	851	-25	-3%	-107	-8%
11	Procurement	579	477	499	22	5%	11	2%
-125	2 ASC Strategy & Transformation	2,098	1,542	1,374	-168	-11%	-140	-7%
-253	3 ASC Practice & Safeguarding	1,814	1,510	1,316	-194	-13%	-229	-13%
Learning Disability Services								
-1,284	4 LD Head of Services	1,417	212	-805	-1,017	-480%	-1,378	-97%
513	5 LD Young Adults	2,106	1,804	2,066	262	15%	625	30%
717	6 City, South and East Localities	30,221	25,367	26,306	939	4%	870	3%
1,405	7 Hunts & Fenland Localities	20,326	17,064	18,306	1,242	7%	1,474	7%
-5	In House Provider Services	5,237	4,509	4,501	-9	0%	-17	0%
Physical Disability Services								
-66	PD Head of Services	1,135	1,009	987	-22	-2%	-63	-6%
-366	8 Physical Disabilities	12,381	10,430	10,194	-236	-2%	-317	-3%
-116	9 Autism and Adult Support	800	676	441	-235	-35%	-164	-20%
-450	10 Carers Services	2,097	1,905	1,487	-418	-22%	-454	-22%
44	Director of Adult Social Care Directorate Total	81,491	67,380	67,522	142	0%	112	0%
Older People & Mental Health Directorate								
-367	11 Strategic Management - OP&MH	1,722	2,593	2,147	-446	-17%	-532	-31%
191	12 Central Commissioning	11,154	10,140	10,190	50	0%	123	1%
-255	13 OP - City & South Locality	13,075	11,417	11,311	-106	-1%	-81	-1%
3	OP - East Cambs Locality	6,078	4,966	4,997	31	1%	82	1%
-156	14 OP - Fenland Locality	8,666	6,686	6,797	110	2%	71	1%
-796	15 OP - Hunts Locality	11,138	9,346	8,811	-535	-6%	-602	-5%
80	Discharge Planning Teams	2,064	1,651	1,665	14	1%	36	2%
-246	16 Shorter Term Support and Maximising Independence	8,273	6,404	6,135	-269	-4%	-223	-3%
6	Sensory Services	415	343	343	-0	0%	6	1%
-86	Integrated Community Equipment Service	779	-923	-1,023	-100	11%	-38	-5%
Mental Health								
-40	Mental Health Central	693	551	552	1	0%	-57	-8%
-717	17 Adult Mental Health Localities	6,526	4,940	4,379	-560	-11%	-685	-10%
-513	18 Older People Mental Health	8,211	6,854	6,722	-133	-2%	-519	-6%
-150	19 Voluntary Organisations	4,182	3,719	3,678	-41	-1%	-154	-4%
-3,046	Older People & Adult Mental Health Directorate Total	82,976	68,686	66,703	-1,984	-3%	-2,574	-3%

Forecast Variance Outturn (Dec) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance		Forecast Variance Outturn (Jan)	
					£'000	%	£'000	%
Children's Social Care Directorate								
553	20 Strategic Management - Children's Social Care	5,672	4,535	4,941	406	9%	534	9%
300	21 Adoption Allowances	3,076	2,595	2,860	265	10%	325	11%
300	22 Legal Proceedings	1,540	1,155	1,383	228	20%	300	19%
274	23 Safeguarding & Standards	1,767	1,154	1,420	266	23%	335	19%
677	24 CSC Units Hunts and Fenland	3,923	3,262	3,805	542	17%	706	18%
0	Children Looked After	13,007	11,808	11,902	94	1%	0	0%
380	25 CSC Units East & South Cambs and Cambridge	3,654	3,041	3,294	253	8%	363	10%
70	Disabled Services	6,548	6,039	6,100	61	1%	70	1%
3,750	26 Looked After Children Placements	12,512	9,384	11,958	2,574	27%	3,850	31%
6,303	Children's Social Care Directorate Total	51,699	42,973	47,663	4,689	11%	6,483	13%
Strategy & Commissioning Directorate								
71	Strategic Management – Strategy & Commissioning	280	477	388	-88	-18%	71	25%
-10	Information Management & Information Technology	1,600	1,323	1,327	4	0%	-10	-1%
-21	Strategy, Performance & Partnerships	2,492	1,325	1,346	21	2%	-21	-1%
-179	27 Local Assistance Scheme	484	420	273	-146	-35%	-179	-37%
Commissioning Enhanced Services								
700	28 Special Educational Needs Placements	8,563	8,356	8,861	504	6%	700	8%
241	29 Commissioning Services	4,527	3,810	3,909	99	3%	266	6%
0	Early Years Specialist Support	1,323	808	796	-12	-2%	-50	-4%
-180	30 Home to School Transport – Special	7,973	5,590	5,544	-46	-1%	-180	-2%
80	31 LAC Transport	1,107	830	935	104	13%	140	13%
Executive Director								
0	Executive Director	443	495	461	-33	-7%	0	0%
-299	32 Central Financing	-3,208	-3,124	-3,332	-209	-7%	-259	-8%
404	Strategy & Commissioning Directorate Total	25,584	20,310	20,508	198	1%	479	2%
Children's Enhanced & Preventative Directorate								
-40	Strategic Management – Enhanced & Preventative	1,234	1,280	1,233	-47	-4%	-40	-3%
0	Children's Centre Strategy	509	437	421	-16	-4%	0	0%
-5	Support to Parents	3,530	2,502	2,476	-26	-1%	-5	0%
-16	SEND Specialist Services	6,207	5,608	5,669	62	1%	-16	0%
26	Safer Communities Partnership	7,057	6,469	6,526	57	1%	26	0%
Youth Support Services								
-93	Youth Offending Service	3,154	1,800	1,693	-107	-6%	-99	-3%
-27	Central Integrated Youth Support Services	542	414	426	12	3%	-27	-5%
Locality Teams								
-8	East Cambs & Fenland Localities	3,248	2,688	2,671	-17	-1%	-8	0%
-14	South Cambs & City Localities	3,598	3,010	2,967	-43	-1%	-17	0%
-36	Huntingdonshire Localities	2,397	2,011	1,976	-35	-2%	-33	-1%
-212	Children's Enhanced & Preventative Directorate Total	31,477	26,219	26,058	-160	-1%	-218	-1%

Forecast Variance Outturn (Dec) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance		Forecast Variance Outturn (Jan)		
					£'000	%	£'000	%	
Learning Directorate									
140	33 Strategic Management - Learning	896	814	931	116	14%	119	13%	
-5	Early Years Service	1,331	907	831	-76	-8%	-18	-1%	
0	Schools Intervention Service	1,227	983	1,025	43	4%	0	0%	
-326	34 Schools Partnership Service	983	777	582	-195	-25%	-326	-33%	
82	Children's' Innovation & Development Service	36	-550	-233	317	-58%	97	269%	
30	Integrated Workforce Development Service	1,403	923	938	15	2%	30	2%	
98	35 Catering & Cleaning Services	-400	-132	88	220	166%	269	67%	
0	Teachers' Pensions & Redundancy	2,936	2,947	2,919	-28	-1%	0	0%	
Infrastructure									
3	0-19 Organisation & Planning	1,769	1,328	1,124	-204	-15%	-7	0%	
0	Early Years Policy, Funding & Operations	81	49	-14	-64	-129%	0	0%	
0	Education Capital	172	401	397	-4	-1%	0	0%	
-225	36 Home to School/College Transport – Mainstream	9,767	6,837	6,633	-205	-3%	-225	-2%	
-204	Learning Directorate Total	20,200	15,285	15,220	-64	0%	-63	0%	
3,290	Total	293,427	240,854	243,674	2,821	1%	4,221	1%	
Grant Funding									
-949	37 Financing DSG	-23,326	-18,648	-19,438	-790	-4%	-948	-4%	
0	Non Baselined Grants	-28,456	-23,822	-23,822	0	0%	0	0%	
-949	Grant Funding Total	-51,782	-42,470	-43,260	-790	-2%	-948	-2%	
2,341	Net Total	241,645	198,383	200,414	2,031	1%	3,273	1%	

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
1) Strategic Management ASC	1,280	-25	-3%	-107	-8%
At the end of the third quarter, the level of staffing vacancies has been higher than planned in both the Disability and Adult Safeguarding & Social Work services and an underspend is now reported against this policy line. Recruitment for vacant posts is in progress.					
2) ASC Strategy & Transformation	2,098	-168	-11%	-140	-7%
The underspend of -£140k is mainly due to an underspend on Housing Related Support contracts. Efficiencies have been made by rationalising contracts in 2016/17, and it is now clear that the new arrangements are sustainable.					
3) ASC Practice & Safeguarding	1,814	-194	-13%	-229	-13%
The MCA/DoLS budget is forecast to underspend by -£229k principally due to a shortage of available Best Interest Assessors, and the resulting lower level of activity to date. This is a decrease of £24k compared to December, reflecting the impact of additional BIAs that have been contracted to undertake work in the last quarter of the year.					
4) LD Head of Services	1,417	-1,017	-480%	-1,378	-97%
<p><u>Overall LDP Position</u></p> <p>At the end of January, the Learning Disability Partnership is forecasting an overspend of £1,998k, which is an increase of £289k since December. The County Council's share of the pooled budget is 79%, and so the overall forecast pressure for the Council from the LDP is £1,575 – an increase of £229k.</p> <p>The overall level of overspend is principally due to lower than expected delivery of savings throughout the year. The planned reassessment of each service-user and the negotiation of placement costs with providers have shown an average cost reduction per client that is much lower than planned.</p> <p>Additionally, the need to place a number of complex, high-cost in-patients out-of-county due to restricted local availability continues to be a significant pressure.</p> <p>This overspend has been mitigated through a number of actions, principally:</p> <ul style="list-style-type: none"> • Exceeding targeted restrictions on price uplifts. • Underspending on staff costs where vacancies have been difficult to fill or a decision has been made to delay recruitment. • Reviewing the utilisation of staff to reduce reliance on agency and overtime working in the in-house provider services. • Costs with a large provider have been reduced through renegotiation. 					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
LD Head of Services, continued: A number of actions to further mitigate the in-year overspend and to ensure a sustainable position in 2017/18 are underway: <ul style="list-style-type: none"> • Locality teams will be continuing with reassessing service-users and applying agreed policy lines. • A new, dedicated team is currently undertaking targeted reassessment, provider negotiation and service-redesign activity, having started in December 2016. • Expectations of savings have been significantly remodelled and updated based on experience to date and fed into the proposed Business Plan. • Further support and challenge is being utilised by the LDP to enhance practice, appropriately address risk and improve savings delivery. • There are ongoing negotiations with the NHS regarding contract arrangements for in-patient provision to ensure that some of these costs can be offset against the block contract. <p><u>Changes since last month</u> The increase in the pool's forecast spend of £289k since December consists of:</p> <ul style="list-style-type: none"> • Changes in the cost of providing care, including new service-users: £278k • Revised forecast of savings to be delivered in the remainder of the year: £55k • A reduction on the Head of Services policy line following changes in expected costs for services provided by the NHS: -£32k • Improvements in In-House Provider Services: -£12k <p>The CCG's contribution to the higher forecast overspend will be £60k, resulting in the £229k net increase in the Council's forecast overspend across the LDP policy lines.</p>					
5) LD Young Adults	2,106	262	15%	625	30%
The forecasted pressure for the Young Adults team has increased by £112k. This is mainly due to a new high-cost service user for who the Council has become responsible, and several breakdowns of care requiring higher-cost interventions.					
6) Learning Disability – City, South and East Localities	30,221	939	4%	870	3%
The forecast overspend in the South area has increased by £153k since the previous month, mainly due to changes in care costs: <ul style="list-style-type: none"> • City and South – Changes in service-users' needs, including a large cost resulting from an education placement ending and being replaced by full-time care, have resulted in an increase in costs, the total net increase is £47k. • East – Costs have increased by £68k as a result of changing needs, in particular large costs resulting from short-term in-patient provision. <p>In addition, the expectation of savings to be delivered in the remainder of the year across the South area has been reduced by £31k, and estimates of staff costs have increased by £7k.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
7) Learning Disability – Hunts & Fenland Localities	20,326	1,242	7%	1,474	7%
<p>Costs across the North area have increased overall by £69k since the previous forecast, mainly due to changes in care costs:</p> <ul style="list-style-type: none"> • Huntingdonshire – Service-users' need changes have resulted in a decrease in cost in January of -£19k • Fenland – Changes in the needs of existing service-users, as well as a new service-user becoming the responsibility of the service, have resulted in an increase in costs of £63k. <p>The forecast of savings to be delivered in the remainder of the year for the North area have been revised down, resulting in an increase in the forecast overspend of £25k.</p>					
8) Physical Disabilities	12,381	-236	-2%	-317	-3%
<p>The underspend in the Physical Disability Service is predicted to be -£317k underspent, which is a decrease in the underspend of £49k compared to December.</p> <p>This change is partly due to increased care commitments in January, including a number of high-cost short-term care packages, and partly due to a revised forecast of savings to be achieved in the remainder of the year.</p> <p>In order to deliver savings in 2016/17, the Disabilities Service has been engaged in reassessing all service-users and reviewing full- or joint-funding arrangements with the Clinical Commissioning Group. Actual cost-reductions from reassessments have been in-line with expectations. Analysis of health funding achieved to date shows that income is likely to be lower than expected in recent months (though in line with expectations that underpin the budget), and a number of adverse changes in health funding have become apparent. A large proportion of the forecast health funding remains dependent on the outcomes of joint assessment process with the CCG, which can delay funding agreement and can result in funding reducing.</p>					
9) Autism and Adult Support	800	-235	-35%	-164	-20%
<p>The Autism and Adult Support Team is forecast to be -£164k underspent at year-end, which is an increase of -£48k since December. The forecast underspend is due to lower than expected service-user needs, and efficiencies that have been made in existing care packages as a result of shorter-term interventions being put in place in line with the Transforming Lives approach. Key changes this month have resulted from service-users leaving the service.</p>					
10) Carers Services	2,097	-418	-22%	-454	-22%
<p>The number of carer assessments carried out and personal budgets awarded to date continues to be much lower than anticipated, and so an underspend of -£454k is being forecast on the basis that the current trend continues throughout the remainder of the year. This is an increase of -£4k compared to December. This figure continues to be closely monitored as information is received about how many personal budgets are awarded, & work is being undertaken with social work staff to ensure that more carer assessments are carried out which will lead to more personal budget being agreed in the future.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
11) Strategic Management – OP&MH	1,722	-446	-17%	-532	-31%
<p>An underspend of £532k is now being reported for Strategic Management – OP&MH; this is an increase of £165k from last month's figure. Difficulties experienced in recruiting to posts across the directorate are expected to continue for the rest of the year and so the underspend on vacancy savings has been increased by £213k to reflect this. This favourable change to the forecast has been partially offset by small pressures amounting to £48k across the budget.</p> <p>Previously reported minor underspends and pressures still apply.</p>					
12) Central Commissioning	11,154	50	0%	123	1%
<p>Central Commissioning is forecasting an overspend of £123k, which is a reduction in overspend of £68k from the figure reported last month.</p> <p>Work continues to monitor the rate of block bed utilisation, and the pressure has been reduced by £56k to £543k in relation to long term beds for Older People. Some corresponding savings on spot purchasing of beds related to block utilisation have been factored in to the forecasts for the older peoples' locality teams and older people mental health. This has been helping to manage the increase in demand in the last few months.</p> <p>Other minor changes have amounted to an improvement of £12k in the overall position.</p> <p>Previously reported variances on respite block beds, the transitions service and deferred payments income continue unchanged since last month.</p>					
13) OP - City & South Locality	13,075	-106	-1%	-81	-1%
<p>This month City and South are reporting a year-end underspend of £81k; this is an adverse change of £174k since last month.</p> <p>The expected saving this month was £98k whereas there was actually an increase of £61k. Within this there was a significant pressure on nursing of £113k with savings being made in most other areas. There was a further £11k reduction in other areas including client contributions.</p> <p>Savings within the remainder of the year are expected from utilising block placements in order to reduce spot purchased costs, it is expected that this could save another £23k this year. There is also an expectation that a further amount will be saved due to Continuing Healthcare funding for cases this year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
14) OP - Fenland Locality	8,666	110	2%	71	1%
<p>This month Fenland are reporting a year-end overspend of £71k, an adverse movement of £227k from last month.</p> <p>The underlying cost of care forecast is showing a current position of £92k overspend based on existing commitments.</p> <ul style="list-style-type: none"> Residential care increased by £150k <ul style="list-style-type: none"> 12 ended placements offset by 12 new placements New placements averaged almost £100 per week more expensive than the ended placements New placements backdated by an additional 50 days. Additional 7 placements converting from community care. Nursing care increased by £41k <ul style="list-style-type: none"> 5 ended placements offset by 4 new placements New placements averaged £110 per week more expensive than the ended placements. Additional 3 placements converted from community or residential Income from client contributions increased by £33k The previous projection that Fenland OP team would save a further £97k to year end has reduced by £74k to £23k due to a diminishing timeframe for making the savings. 					
15) OP - Hunts Locality	11,138	-535	-6%	-602	-5%
<p>The forecast underspend for Hunts OP Locality team this month has decreased to £602k, a change of £194k since last month.</p> <p>The underlying cost of care position is a £579k underspend based on existing commitments. This is a worsening of £55k on last month due mainly to increased costs on direct payments, nursing, residential and short term/emergency care although there continue to be savings this month on domiciliary care. The forecast for client contributions has fallen by £33k since last month and there has also been a decrease in the expected clawback of unspent direct payment monies.</p> <p>The forecast includes £23k of savings still to be made by year end. The savings forecast on the use of block beds rather than spot has decreased this month because of the number of placements made and further savings are also expected from continuing healthcare cases.</p>					
16) Shorter term Support and Maximising Independence	8,273	-269	-4%	-223	-3%
<p>An underspend of £223k is forecast against Shorter Term Support and Maximising Independence, a reduction of £23k resulting from a number of minor adjustments across the service.</p> <p>The following previously reported underspends still apply:</p> <ul style="list-style-type: none"> Vacancy hours within the Reablement Service have remained high throughout the year to date although recent successful recruitment drives will increase staffing levels in the final part of the year Across the service there are other underspends totalling £97k, a reduction of £23k since the last report. 					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
17) Adult Mental Health Localities	6,526	-560	-11%	-685	-10%
<p>Adult Mental Health Localities is forecasting an underspend of £685k, a small decrease of £32k from the figure reported last month. Significant progress has been made to reduce cost of care; it is expected that savings will exceed Business Planning targets and an underspend of £343k is included in the forecast to reflect this. However, the Council is in dispute with another County Council regarding a high cost, backdated package. There is currently no allowance for this in the reported position, but this represents a six figure risk to the forecast.</p> <p>The previously reported underspend from price negotiations still applies, as does an expectation of additional funding for placements made through Section 41 of the Mental Health Act. Discussions with the NHS on this matter are ongoing.</p>					
18) Older People Mental Health	8,211	-133	-2%	-519	-6%
<p>Older People Mental Health is forecasting an underspend of £519k.</p> <p>The underlying cost of care commitment has continued to improve, however, further savings are expected to be achieved before year-end and so an underspend of £400k has been included in the forecast to reflect this.</p> <p>As with adult mental health, the previously reported underspends from price negotiation and an expectation of section 41 funding remain within the forecast.</p>					
19) Voluntary Organisations	4,182	-41	-1%	-154	-4%
<p>As previously reported an underspend of £154k is forecast in mental health Voluntary Organisations. There are less than full year costs against funding earmarked for a new 24 hour supported living project.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
20) Strategic Management - Children's Social Care	5,672	406	9%	534	9%
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £534k This is £19k less than end of December 2016 position.</p> <p>The First Response Emergency Duty Team is forecasting a £42k overspend due to use of agency staffing. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff has taken up post. Without the use of agency staff to back fill our vacant posts we would not be able to complete our statutory function and the delay to children and families would be significant, jeopardising our ability to offer children/young people a proportionate response to significant risk of harm they may be suffering. Agency cover is only used where circumstances dictate and no other options are available.</p> <p>A further £296k of planned agency budget savings is not able to be met due to the continued need for use of agency staff across Children's Social Care due to increasing caseloads, with an additional £196k of costs associated with managing the Children's Change Programme.</p> <p><u>Actions being taken:</u></p> <p>We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff is designed to decrease the reliance on agency staffing. However, it does remain a challenge to attract appropriately experienced social workers to this front line practice.</p>					
21) Adoption Allowances	3,076	265	10%	325	11%
<p>The Adoption Allowances budget is currently forecasting an over spend of £325k. This is an increase £25k since last month.</p> <p>The forecast review of Special Guardianship Orders (SGO) is taking longer to implement than planned and as a result we are unable to account for full year savings. It is anticipated that this work will now complete in January 2017 with an estimated £50k of the £350k savings target being met this year.</p> <p><u>Actions being taken:</u></p> <p>A strategic review of adoption allowances is planned which, with the full year effect of the SGO reviews, should return the budget to balance in 2017/18.</p>					
22) Legal Proceedings	1,540	228	20%	300	19%
<p>The legal proceedings budget is forecasting an overspend of £300k.</p> <p>The number of care proceedings increased from 108 in 2014/15 to 139 in 2015/16 and demonstrates a gradual but significant increase in activity which is in line with national trends, based on figures provided by CAFCASS. Care proceedings continue to increase through 2016/17.</p> <p>There has been a decrease in care applications over the last few months but they are still showing a rise of 18.7% since 2015/16 against a national average of 15%. 112 care applications so far in 2016/17 (Q1:44 Q2:36 Q3:32). This is recognised by the Family Division as a national issue. There has been no additional investment to meet the increasing need to take action to safeguard children and demand on the legal budget will exceed 2015/16 figures.</p> <p><u>Actions being taken:</u></p> <p>Implementation of the Children's Change Programme will seek to improve performance and by targeting the right families at the right time is expected to reduce our exposure to legal costs. Focus is also being put on our use of expert witnesses and how we access legal advice in order to better manage expenditure.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
23) Safeguarding & Standards	1,767	266	23%	335	19%
<p>The Safeguarding and Standards (SAS) budget is forecasting an over spend of £335k. This is an increase of £61k on the end December position.</p> <p>This is due to the use of agency staff to cover the increased number of initial and review child protection (CP) conferences and initial and review Looked After Children (LAC) Reviews. The SAS team currently operates with a staff group that was predicated for CP numbers of 192-230 (in 2013) and LAC numbers of 480 (in 2013), these numbers continue to rise steadily and now stand at 528 CP and 654 LAC (end January 17). Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation. In the last 6months two extra full time permanent staff have been agreed to support the workload but this continues to leave a gap which is being filled by agency staff.</p> <p>One IRO has been on sick leave which has been extended now for over six months and the post continues to be covered by agency staff.</p> <p>We have recruited a full time IRO prior to the funding being available on 1st April to retain a good social worker in the County and also the release some for the agency spend. We have appointed a consultant to undertake deep dive audits and to support performance, this is forecast into the spend and is a pressure. Interpreter's costs have risen by 5k in this period.</p> <p><u>Actions being taken:</u></p> <p>We have already analysed, and are now implementing new procedures on better use of staff time to free up capacity. Despite this workloads remain stretched and we are exploring other avenues to secure resource to better manage the current caseloads.</p>					
24) CSC Units Hunts and Fenland	3,923	542	17%	706	18%
<p>The CSC Units Hunts and Fenland budget is forecasting an over spend of £706k due to the use of agency staffing. This is an increase of £29k on the end of December position following a review of agency requirements for the rest of the year.</p> <p>A policy decision was taken to ensure we fulfil our safeguarding responsibilities by ensuring that posts should be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post. If vacant posts are not filled we run the risk of not being able to carry out our statutory duties, and the unit becomes under increased pressure and unlikely to meet statutory requirements and there is then a potential that children could be left at risk.</p> <p>The unit model is very vulnerable when posts are left vacant and whilst this can be managed for a very short period of time (staff on leave/period of absence) vacancies will require agency staff to backfill.</p> <p><u>Actions being taken:</u></p> <p>We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway as part of the CCP to review the Unit Model design and how best to manage the Child's journey. This has involved staffing structures being altered in preparation for, the implementation of the Children's Change Programme towards the end of the current financial year.</p>					
25) CSC Units East & South Cambs & Cambridge	3,654	253	8%	363	10%
<p>The CSC Units East & South Cambs and Cambridge budget is forecasting an over spend of £363k due to the use of agency staffing. This is a decrease of £17k on the end of December position following a review of agency requirements for the rest of the year. See CSC Hunts and Fenland (note 24) for narrative.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
26) Looked After Children Placements	12,512	2,574	27%	3,850	31%

The forecast overspend has increased by £100k this month, to £3.85m. The overall pressure is a combination of the underlying pressure from 2015/16 (£1.4m), as a result of having more LAC than budgeted, and the number of children in care and in placements not reducing as originally budgeted. Whilst new admissions to care have shown a trend below that of the national and statistical neighbour picture, the numbers of children leaving care has not reduced at a similar rate. Some of the optimism around the LAC savings for both the current year and future years has been given a deep dive review. The outcome of this work revealed that there is inadequate budget to service the number of LAC in the care system currently and the anticipated LAC numbers going forward. This has therefore been reflected within the forecast outturn. In-house fostering has shown an increase in numbers of households and placements, which has absorbed a large number of new admissions to care. Purchased IFA provision has not decreased as forecast within the previous LAC strategy. The impact to future year savings is being dealt with as part of the Children's Change Programme and feeds into the current Business Planning process.

It should be noted that a significant amount of work has been undertaken focussing on procurement savings. To date, c.£1.4m of savings have successfully been delivered around this work, against an annual savings target of £1.5m. Similarly, in-house fostering placements have increased from below budgeted numbers to be on-target, with 12 further households being approved over the next 3 months.

Overall LAC numbers at the end of January 2017, including placements with in-house foster carers, residential homes and kinship, are 656, 10 more than December 2016. This includes 61 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of January are 332.

External Placements Client Group	Budgeted Packages	31 Dec 2016 Packages	31 Jan 2017 Packages	Variance from Budget
Residential Disability – Children	3	1	1	-2
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	17	17	+9
Child Homes – General	23	28	27	+4
Supported Accommodation	19	18	16	-3
Supported living 16+	6	23	21	+15
Independent Fostering	180	244	250	+70
TOTAL	239	331	332	+93

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Looked After Children Placements, continued:					
Actions being taken to address the forecast overspend include:					
<ul style="list-style-type: none"> A fortnightly panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs. A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives. Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of a holistic, creative team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services. This will begin to have impact in 2017-18 and delivers a sustainable model to increase savings in future years. 					
27) Local Assistance Scheme	484	-146	-35%	-179	-37%
<p>In May 2016, Adults Committee considered spending plans for the scheme at the "core funding" level of £321k.</p> <p>As previously reported, this means the contingency budget of £163k is no longer required.</p> <p>In addition a further £16k of savings have currently been identified, and this is in relation to an anticipated underspend in relation to the Direct Payment Provision.</p>					
28) SEN Placements	8,563	504	6%	700	8%
<p>The Special Educational Needs (SEN) Placements budget is forecasting a £700k overspend in 16/17. This budget has seen an increase in pressure from a rise in the number 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. Their local schools may have been able to meet their needs, but may also have been concerned about progress and meeting educational needs. In these cases the SEN Placement budget has to fund the ISEP element of the 52 week residential placement; often these are schools given the level of learning disability of the young children. 4 additional such cases have recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and, as such, this overspend will be met from DSG carry-forward to be applied in-year.</p> <p><u>Actions going forward:-</u></p> <ul style="list-style-type: none"> Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs. Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and with two more planned. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 course is also being explored. 					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
SEN Placements, continued: <ul style="list-style-type: none"> • Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. • Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education. • Schools Forum have requested further information on all pressures within the High Needs Block to be presented at their December meeting for scrutiny. Subject to approval there is likely to be a transfer of funding required within the DSG to address the pressures in future years. 					
29) Commissioning Services	4,527	99	3%	266	6%
<p>The Out of School Tuition budget is forecasting to overspend by £300k. There are a number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs / EHCP from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement / EHCP from one school to another can take longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week.</p> <p>The Educational Equipment budget is forecast to overspend by £20k, the Special Equipment budget is forecast to underspend by £10k, Supported Lodgings is forecast to underspend by £35k, and Supporting People contract is forecasting a saving of £9k</p> <p>This brings the total Commissioning Services forecast overspend down to £266k.</p>					
30) Home to School Transport (Special)	7,973	-46	-1%	-180	-2%
<p>The Home to School Special transport budget is forecasting an overall underspend of £180k. This underspend is as a result of savings on the retendering of contracts under the Council's Dynamic Purchasing System and also a result of fewer mid-year route additions than originally budgeted due to an overall reduction in the number of children and young people receiving transport from 1,121 last year to 1,010 at present.</p>					
31) LAC Transport	1,107	104	13%	140	13%
<p>There is a £140k overspend forecast against the LAC transport budget as a result of the overall increase in Looked after Children meaning more children are requiring Home to School Transport with over 450 additional journeys than at the same point last year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
32) Central Financing	-3,208	-209	-7%	-259	-8%
<p>Central Financing is forecasting a £259k underspend at the year end.</p> <p>This has arisen following approval at July GPC, that £200k of SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA. Additionally, we expect underspends of £299k within the Better Care Fund. There are off setting pressures from a delay in planned senior management restructure (£200k), which has been addressed through Business Planning for 2017/18, and also from the re-baselining of 2016/17 in-year pressures (£40k).</p>					
33) Strategic Management – Learning	896	116	14%	119	13%
<p>Learning are currently forecasting a £103k under-recovery against the vacancy savings target against an overall target of £316k. As many parts of Learning generate income, when an income generating post falls vacant, some of the salary saving is used to offset the reduction in income. Furthermore, due to previous restructures, there is a limited pool of Learning staff from which vacancy savings can be made and therefore this is a challenging target. In addition to this there is a £16k pressure due to the agency staff being recruited to cover posts within Business Support.</p>					
34) Schools Partnership Service	983	-195	-25%	-326	-33%
<p>There is a £326k underspend forecast in the Schools Partnership Service. This is due to an increase in grant funding that supports activity previously funded from net LA budget.</p>					
35) Catering & Cleaning Services	-400	220	166%	269	67%
<p>The Catering and Cleaning service (CCS) is budgeted to achieve a £400k contribution to the overall CFA bottom line. However as at the end of January the forecast indicates a shortfall of £269k.</p> <p>Although day to day trading is achieving budgeted targets, for income and provisions costs, there are pressures relating to staff costs resulting from maintaining service provision whilst covering staff absence and recruiting to vacancies. Additional staff cost pressures are due to higher than budgeted salary rates as the national living wage increase impacted on a large % of catering and cleaning staff.</p> <p>Throughout the year a number of service level agreements (SLAs) have been terminated with a resulting loss of income, and in some areas the take-up of school meals is below expectations.</p> <p>The main pressure however is a result of Northamptonshire County Councils closure of their school meals service and the subsequent loss of 3.1million meal orders on an annual basis. This necessitated the closure of the B4 Distribution Centre (Oct 16), and the mothballing of the C3 Cook Freeze Centre (Dec 16). Following redeployment of staff where possible, the cost of the redundancies is forecast to be £149k in 2016/17.</p> <p>A plan of savings and restrictions of expenditure is in place to minimise the forecast trading shortfall.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
36) Home to School Transport – Mainstream	9,779	-205	-3%	-225	-2%
<p>The Mainstream Home to School/College forecast outturn is an underspend of £225k.</p> <p>This position has been achieved as a result of:</p> <ul style="list-style-type: none"> • The implementation of policy changes to the financial support provided by the Council to post-16 which came into effect on 1 September 2016. The only students who now qualify for support are those who meet low-income criteria and attend their nearest appropriate post-16 centre as designated by the Council and those post-16 students who were part-way through a course of study which commenced before 1 September 2016. All students make a contribution to their transport costs. • The re-tendering of contracts under the Council's Dynamic Purchasing System. • On-going scrutiny and challenge over use of single-occupancy taxis, with alternatives offered to parents including two bus passes, one for the child and one for an accompanying parent. • On-going scrutiny and challenge of requests for transport assistance in cases where the child or young person does not meet the Council's qualifying criteria. • Analysis of data and subsequent review of contract arrangements to match the size of the vehicle as closely as possible to the number of entitled children/young people requiring seats. 					
37) Financing DSG	-23,326	-790	-4%	-948	-4%
<p>Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £948k is made up from Education Placements (£700k); Commissioning Services (£310k); Early Years Specialist Support (-£50k); Support to Parents (-£5k); 0-19 Place Planning & Organisation Service (-£7k) and for this financial year will be met by DSG reserve carry forwards.</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
Grants as per Business Plan		
Public Health	Department of Health	6,422
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	1,500
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,194
Children's Social Care Innovation Grant (MST innovation grant)	DfE	576
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
Non-material grants (+/- £160k)	Various	351
Total Non Baselined Grants 2016/17		28,456

Financing DSG	Education Funding Agency	23,326
Total Grant Funding 2016/17		51,782

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

Directorate	Grant Total £'000
Adult Social Care	2,299
Older People	12,166
Children's Social Care	1,571
Strategy & Commissioning	1,557
Enhanced & Preventative Services	9,802
Learning	1,061
TOTAL	28,456

APPENDIX 4 – Virements and Budget Reconciliation

Virements between CFA and other service blocks:

	Effective Period	£'000	Notes
Budget as per Business Plan		242,563	
Strategic Management - Children's Social Care	May	-77	Contact Centre Funding
Shorter Term Support and Maximising Independence	May	-10	Accommodation costs have been agreed with the NHS for buildings which are shared. This amount has been transferred to LGSS Property who handles the NHS recharge.
Shorter Term Support and Maximising Independence	May	-113	Budget has been transferred to LGSS for professional services support to Reablement teams. This amount was recharged in 2015/16 and is now transferred permanently.
Information Management & Information Technology	June	-53	SLA for Pupil Forecasting/Demography to Research Group within Corporate services.
Schools Partnership Service	Sept	6	Correction to Centralised mobile telephones.
Adult Social Care	Nov	45	Corporate Funding - Advocacy Contract
Multiple Policy Lines	Dec	-716	Corporate Capacity Review Budgets
Current Budget 2016/17		241,645	

Virements within the Children's, Families and Adults service block:

General Purposes Committee has previously approved the following budget transfers within CFA

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

Additionally there have been **administrative budget transfers** between service directorates for the following reasons (which do not require political approval and have a neutral impact on forecasting):

- Better Care Fund agreement revised for 2016/17 – more services within Adult Social Care are in scope, with corresponding decrease in contribution to Older People & Mental Health
- Combination of carers support spending under one budget holder, within Adult Social Care
- Transfers in spending responsibility from LAC Placements commissioning budget to case-holding teams in Children's Social Care
- Allocation of pay inflation to individual budget holders after budget setting (CFA held an amount back to encourage budget holders to manage pay pressures at local level first)
- Sensory services has moved from Adult Social Care to Older People & Mental Health

GPC also approved earmarked reserves (see Appendix 5) in July. Budget required from earmarked reserves for 2016/17 has been allocated to directorates, with the contribution from reserves within S&C.

APPENDIX 5 – Reserve Schedule

May Service Committees endorsed the following proposals for CFA Earmarked Reserves (further detail is provided in the Committee reports). GPC approved these proposals in July.

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
General Reserve					
CFA carry-forward	1,623	-1,062	561	-2,711	Forecast overspend of £3,273k applied against reserves.
subtotal	1,623	-1,062	561	-2,711	
Equipment Reserves					
ICT Equipment Replacement Reserve	604	0	604	604	The reserve is fully committed but the replacement cannot be implemented before school summer holiday so costs will be incurred Autumn Term 2017
IT for Looked After Children	178	-80	98	98	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	782	-80	702	702	
Other Earmarked Reserves					
Adult Social Care					
Capacity in ASC procurement & contracts	225	-63	162	162	Continuing to support route rationalisation for domiciliary care car rounds
Specialist Assistive technology input to the LDP	186	-186	0	0	External support to promote use of technology to reduce costs of supporting LD clients
Autism & Adult Support Workers (trial)	60	-30	30	30	Trialling support work with Autism clients to investigate a new service model, 12 month period but only starting in September 2016
Direct Payments - Centralised support (trial)	174	-44	130	130	By centralising and boosting support to direct payment setup we hope to increase uptake & monitoring of this support option
Care Plan Reviews & associated impact - Learning Disability	346	-346	0	0	Additional social work, complaints handling, business support and negotiation capacity in support of the major reassessment work in these services
Care Plan Reviews & associated impact - Disabilities	109	-109	0	0	
Older People & Mental Health					
Continuing Healthcare project	118	-59	59	59	CHC team has been formed to deliver the BP savings
Homecare Development	62	-40	22	22	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	-44	To upscale the falls prevention programme
Dementia Co-ordinator	35	-22	13	13	£35k needed.
Shared Lives (Older People)	49	-49	0	0	Trialling the Adult Placement Scheme within OP&MH
Mindful / Resilient Together	321	-133	188	188	Programme of community mental health resilience work (spend over 3 years)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
Increasing client contributions and the frequency of Financial Re-assessments	120	-70	50	50	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	50	-15	35	35	Trialling homecare care purchasing post located in Fenland
Specialist Capacity: home care transformation / and extending affordable care home capacity	70	-45	25	25	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Care Plan Reviews & associated impact - Older People	452	-452	0	0	Options being explored with overtime to complement agency worker reviews
Childrens Social Care					
Independent Reviewing Officers (IRO) and Care Planning (CP) Chairperson	28	-28	0	0	2 x Fixed Term Posts across 2015/16 and 2016/17. Increase in Independent Reviewing Officers (IRO) capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period in 2016/17)
Adaptations to respite carer homes	14	-14	0	0	Reserve for adaptations to Foster carer Homes
Child Sexual Exploitation (CSE) Service	250	-250	0	0	Child Sexual Exploitation Funding - Project to work with children in relation to child sexual exploitation. Delivery of this service is being reviewed - to be considered by the General Purposes Committee in March
Strategy & Commissioning					
Building Schools for the Future (BSF)	141	0	141	0	Funding allocated to cover full ICT programme and associated risks. In 2016/17 also cover costs associated with transition from Dell ICT contract.
Statutory Assessment and Resources Team (START)	10	-10	0	0	Funding capacity pressures as a result of EHCPs.
Home to School Transport Equalisation reserve	253	0	253	-240	16/17 is a "long year" with no Easter and so has extra travel days. The equalisation reserve acts as a cushion to the fluctuations in travel days. Oct 16 - have amended the expected draw down by 197k as have corrected the draw down by 2 days.
Time Credits	74	-74	0	0	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-57	0	0	£32k to extend the SPACE programme pilot to enable a full year of direct work to be evaluated for impact and £25k Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
Strategy & Commissioning					
Disabled Facilities	127	0	127	63	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	13	-13	0	0	Funding to increase capacity. Two additional Resource Officers are in post.
Enhanced & Preventative					
Information Advice and Guidance	20	-40	-20	0	£20k will be used in 16/17 to cover the salaries of 6 remaining post holders who will leave by redundancy on 11th May 2016 as a result of Phase II Early Help Review
Changing the cycle (SPACE/repeat referrals)	67	-67	0	0	Project working with mothers who have children taken in to care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. Funding for this project ends March '17.
Multi-Systemic Therapy (MST) Standard	182	0	182	0	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
MST Child Abuse & Neglect	78	-78	0	0	Whilst the MST CAN project ended in 2015/16, the posts of MST Program Manager and Business Support Manager who support all of the MST teams have been retained and will transfer to the MST Mutual CIC. Funding is required until the MST Mutual commences.
Youth Offending Team (YOT) Remand (Equalisation Reserve)	250	0	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All Age Lead Professional	40	-40	0	0	Trialling an all age locality lead professionals. Ongoing trial into 16/17.
Maximise resources through joint commissioning with partners	14	-14	0	0	Funding for Area Partnership Manager, ensuring that local needs are identified and met in relation to children's services by bringing together senior managers of local organisations in order to identify and develop priorities and commission local services. Work to be undertaken during 2016/17 to seek sustainable solution to the shortfall in funding on a permanent basis.
Independent Domestic Violence Advisors	24	-24	0	0	To continue to provide a high level of support to partner agencies via the Multi-agency safeguarding hub, and through the multi-agency risk assessment conference process, by supporting high-risk victims of domestic abuse.
Learning					
Cambridgeshire Culture/Art Collection	87	0	87	47	Providing cultural experiences for children and young people in Cambs
Discretionary support for LAC education	182	-182	0	0	Required to fund CIN post spanning financial years
Reduce the risk of deterioration in school inspection outcomes	60	-60	0	0	Draw down of funding to pay for fixed term Vulnerable Groups post

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
ESLAC Support for children on edge of care	50	-14	36	36	Funding for 2 year post re CIN
CCS (Cambridgeshire Catering and Cleaning Services)	119	-119	0	0	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
<u>Cross Service</u>					
Develop 'traded' services	57	-57	0	0	£27k is funding for 2 x 0.5 FTE Youth Development Coordinators until March 17 £30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	188	-110	78	74	This will fund 2-3 staff across 2016/17 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	184	-184	0	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Re-deployment of CFA Continuing and New Earmarked Reserves	-953	953	0	0	New 16/17 CFA Earmarked Reserves (£1.451m) funded from those 15/16 earmarked reserves no longer required (£0.498m) and CFA carry forward (£0.953m), following approval from Committee.
subtotal	4,097	-2,249	1,848	900	
TOTAL REVENUE RESERVE	6,502	-3,391	3,111	-1,110	
<u>Capital Reserves</u>					
Building Schools for the Future	61	0	61	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 16/17.
Basic Need	0	3,781	3,781	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	4,708	4,708	0	The School Condition allocation received in 2016/17 is fully committed against the approved capital plan.
Other Children Capital Reserves	110	0	110	0	£10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17.
Other Adult Capital Reserves	2,257	3,479	5,736	425	Adult Social Care Grant to fund 2016/17 capital programme spend.
TOTAL CAPITAL RESERVE	2,428	11,968	14,396	425	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £'000	Scheme	Revised Budget for 2016/17 £'000	Actual Spend (Jan) £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Variance - Outturn (Jan) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools						
41,711	Basic Need - Primary	42,782	24,719	37,352	-5,430	224,944	28,047
39,689	Basic Need - Secondary	41,662	25,428	37,649	-4,013	214,351	2,844
321	Basic Need - Early Years	613	55	613	0	2,203	0
770	Adaptations	654	347	491	-163	6,541	0
2,935	Specialist Provision	3,225	2,997	3,225	0	5,060	-175
3,250	Condition & Maintenance	3,250	2,962	3,250	0	25,750	0
204	Building Schools for the Future	348	112	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	5	10	0	0	0
300	Site Acquisition and Development	300	418	395	95	650	0
1,500	Temporary Accommodation	1,500	1,828	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	160	395	100	2,530	0
3,717	Adult Social Care	5,311	5,073	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	205	1,200	-500	3,000	0
0	CFA Capital Variation	-10,282	0	-371	9,911	0	0
97,156	Total CFA Capital Spending	93,421	64,308	93,421	0	543,722	31,825

Basic Need - Primary £28,047k increased total scheme cost

A total scheme variance of £5,310k 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 have had cost increases approved by GPC for 2016/17;

- Fulbourn Primary (£1,000k) further planning has indicated that the cost of the project will be higher than originally anticipated
- Melbourn Primary (£2,050k) increased scope includes replacement of two temporary classroom structures.
- Hatton Park Primary (£10k) increased scope to reflect removal costs required as part of the project
- Wyton Primary (£2,250k) due to scheme being delivered in two phases and increased costs associated with the delay in phasing. Phase 1 involves replacement of existing 1 form entry (FE) (210 place) primary school; Phase 2 involves - new a 2 FE (420 place) primary school.

In June 2016 these increased costs were offset by £670k of underspend on 2016/17 schemes which were due to complete and did not require the use of budgeted contingencies:

Brampton Primary School (£41k), Fawcett Primary School (£203k), Cambourne Hardwick Primary School second campus (£183k), Millfield Primary (£28k), Fourfields Primary (£42k) and Trinity School: (£175k).

There was a further £7.3m increase in July 2016 in the overall capital scheme costs since the Business Plan was approved by full Council. These changes relate to future years and have been addressed through the 2017/18 Business Plan. The schemes involved are;

- Clay Farm, Cambridge £1.5m increase due to developing scope of the project to a 3FE school to accommodate further anticipated housing development.
- Ramnoth, Wisbech; £740k increase in the build cost identified at design stage.
- Hatton Park, Longstanton; £540k increase in the build cost identified at planning stage and transport costs of children.
- Barrington; £1,890k increase following completion of a detailed option appraisal and to take account of inflation linked to a Sept 2020 delivery date
- Loves Farm, St Neots; £2,320k increase due to changing scope of the project to a 2FE school.

In September 2016 there was a further additional total scheme cost increase of £15.5m since the Business Plan was approved by full Council. All these changes which are detailed below relate to future years, other than Grove Primary, and have been addressed through the 2017/18 Business Plan:

- Sawtry Infant; £880k increase following receipt and review of detailed costings.
- St Ives, Eastfield / Westfield / Wheatfields; £4.0m increased cost due to additional building work required as the schools have taken the decision not to proceed with proposals to amalgamate and create an all-through primary school.
- Histon & Impington - Additional Places; £10m as the scope of the project has significantly increased to include additional places at both Infant and Junior age ranges following detailed discussions with the schools and local Member.
- Grove Primary School; £310k due to increased scheme costs associated with asbestos removal.
- Burwell Primary; £322k increase following receipt and review of revised cost plans and more detailed planning being undertaken.

In October 2016 the following schemes have seen total scheme underspends identified:

- Ermine Street Primary, Alconbury; £200k reduction due to works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduction following receipt and review of the contractor's Milestone 4 report.
- Fulbourn, Cambridge £115k reduction as the extent of external works was less than expected and because no consequential improvements were required by Building Control.

In November 2016 the following schemes experienced total scheme changes:

- Meldreth Primary School; £834k reduction, further design and project planning had identified the most appropriate option to achieve best value for money in terms of meeting current and forecast basic need requirements
- Westwood, March £960k increased costs due to more detailed design and planning.
- Barrington; £400k increased cost resulting from further design and planning work.
- Littleport Village College; £800k Increased costs following identification of the need for additional work to the pumping station to ensure it is adequate to service the project.
- St Bede's, Cambridge; £519k reduced costs from October's estimate of insurance works. The resulting revised total cost of fire damage works is now £1,995k.

Basic Need - Primary £5,430k slippage

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

Westwood Primary, March (£145k) Phase 1 and (£100k) Phase 2, Hatton Park (£1,090k) in Longstanton, St Ives, Eastfield / Westfield / Wheatfields (£30k) and Wyton Primary (£200k), and Histon & Impington additional places (£100k). These schemes will be re-phased in the 2017/18 business plan.

There has been an in-year scheme cost increase due to an overspend on Grove Primary (£288k). This is a result of unforeseen asbestos works.

The accelerated spend has been offset by the following schemes where progress has slowed and anticipated expenditure in 2016/17 will no longer be incurred. Huntingdon Primary 1st & 2nd Phases (£199k) works deferred to be undertaken as part of the 2nd phase of the scheme which is already underway and is anticipated to cost less than originally allocated.

Darwin Green (NIAB) Primary School, (£178k) slippage to scheme being deferred, the scheme is linked to housing development which is not progressing as quickly as anticipated. Minimal spend expected in 2016/17 to complete design and planning stages. Sawtry Infant, (£745k) & Sawtry Junior (£75k), the scheme has been redefined. The Infant and Junior school are no longer to merge following the Junior School's conversion to an academy at the start of November 2016. The project has now been refocused on providing improved accommodation for delivery of early years education and childcare. Design works only for 2016-17. Building work is scheduled to commence in April 2017 and be completed by August 2018.

The Shade, Soham; (£550k) Lower than expected tender from contractors at this stage of the planning process.

Pendragon, Papworth, (£150k), this scheme is linked to outline planning development which has not progressed. Therefore no expenditure is likely in 2016/17.

Pathfinder Primary School, Northstowe (first Primary School); (£346k) slippage as it has not been necessary to purchase furniture, equipment and part of the ICT system this financial year as the school opening has been delayed to September 2017 in response to slower than anticipated progress with the housing development.

Godmanchester Bridge Primary School, Bearscoft development, (£1,890k). The project slipped from the 15 August 2016 anticipated start on site to 24 October 2016. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31 October 2017.

Ramnoth Junior School, Wisbech; (£2,100k). Start on site delayed from October to January, a further 3 weeks delay due to the tender being submitted late.

Fawcett Primary, Cambridge; (£393k). The required access road will not be completed until next year and contingencies not required.

Ermine Street Primary, Alconbury Weald development; (£147k) Works on site completing and the final accounts being agreed without expending items on the risk register.

Fulbourn Primary; (£240k) slippage due to additional more complex design work being required, the progress of the project has slowed as a consequence.

Basic Need – Secondary £2,844k increased total scheme cost

A total scheme variance of £2,563k has occurred due to changes since the Business Plan was approved. Cambridge City 3FE Additional places; £2.m increased cost to incorporate fire damage works at St Bede's site, which will be offset by insurance payments.

Littleport Secondary and Special School scheme has increased by £800k due to additional work to the pumping station to ensure it is adequate to service the project.

Basic Need – Secondary £-4,013k slippage

The Bottisham Village College scheme has incurred £780k of slippage due to the start on site being deferred from late 2016 to July 2017. The delay occurred as a result of the decision to submit a joint bid with the Academy Trust to the Education Funding Agency (EFA). The outcome of which was an additional £4m funding. This will enable the school to address condition needs and progress advanced works ahead of the main capital scheme.

There has been accelerated spend on Cambridge City 3FE Additional places of £200k on St Bede's programme. This has arisen due to works commencing earlier than anticipated in response to the need to address the fire damage sustained at the school. This work will be offset from funding from the insurers. The accelerated spend has reduced by as main project will now not commence until the fire damage works is completed.

Planning and design work totalling £50k has commenced for Alconbury Secondary & Special School as the SEN provision is required by September 2019.

In November 2016 it was identified that the Cambourne Secondary School original forecast from contractors was likely to be optimistic and not achievable, £605k slippage anticipated in 2016/17.

Contractor has identified a 6 week delay in the Littleport Secondary and special scheme due to design changes following the appointment of a new academy sponsor for the schools. This has resulted in £1,903k slippage and completion on site will now be January 2018.

Cambourne Secondary School has experienced slippage of £700k slippage. Original cash flow has been amended by the contractors and provides revised estimated of works to be completed by the end of March 2017.

Adaptations £163k slippage.

Morley Memorial spend is expected to be £163k less than expected due to slower than expected progress and only minimal design work now being undertaken in 2016/17.

Schools Managed Capital

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

Children Support Services £100k spend

In October £100k spend has occurred as part of the Drug and Alcohol Awareness Team's capital programme to establish a recovery centre in Cambridge. The service had secured Public Health England grant to fund the project, this has been reflected within the Capital funding table.

CFA IT Infrastructure £500k slippage

The latest cost schedules from the Information Management service indicate that there is £500k slippage on the project due to lower than anticipated milestone payments being incurred in 2016/17.

CFA 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 CFA's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Jan) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Jan) £000
CFA	-10,282	-9,911	9,911	96.4%	-
Total Spending	-10,282	-9,911	9,911	96.4%	-

6.2 Capital Funding

2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Forecast Spend – Outturn (Jan) £'000	Forecast Funding Variance - Outturn (Jan) £'000
3,781	Basic Need	3,781	3,781	0
4,643	Capital maintenance	4,708	4,708	0
1,114	Devolved Formula Capital	1,926	1,926	0
0	Universal Infant Free School meals	10	10	0
3,717	Adult specific Grants	5,311	5,311	0
24,625	S106 contributions	22,612	21,912	-700
0	BSF -PFS only	61	61	0
0	Capitalised Revenue Funding	0	0	0
0	DAAT Capital Grant	0	100	100
700	Other Capital Contributions	1,200	1,200	0
54,416	Prudential Borrowing	49,552	50,252	0
4,160	Prudential Borrowing (Repayable)	4,160	4,160	0
97,156	Total Funding	93,321	93,421	-600

In January there has been a reduction in S106 contributions due to revised outturn at Cambourne Secondary School. This funding will be required to be carried forward to 2017/18. Insurance funding for St Bede's has been anticipated for 2016/17 as timescales have become clearer. This has offset the in year budget increase for this scheme.

APPENDIX 7 – Performance at end of December 2016

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
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	18.8%	20.0%	18.2%	Dec-16	↑	G	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care has improved during December and remains below target.
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	36.0	30.0	39.7	Dec-16	↓	R	35.2% (2015)	42.9% (2015)	During December, we saw the numbers of children with a Child Protection plan increase from 480 to 528. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Childrens Social Care	48.5	40.0	48.6	Dec-16	↓	R	41.6% (2015)	60.0% (2015)	<p>The number of Looked After Children increased to 646 in December. This includes 65 UASC, around 10.1% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.:</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> • A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs. • A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives. <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

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
No / % of families who have not required statutory services within six months of having a Think Family involvement	Enhanced & Preventative									Following the recommendations from the Think Family evaluation report and the implementation of the Children's Change Programme, the Family CAF is being replaced with a new Early Help Assessment from December 2016. In addition, the Corporate Capacity Review has led to the development of the Business Intelligence and Transformation Teams, both of which are supporting the Council in reviewing how performance is monitored / measured. Considering these changes it is not currently possible or helpful to report on the current CAF / Think Family measure as this is likely to be redefined.
% year 12 in learning	Enhanced & Preventative	95.7%	96.5%	95.4%	Dec 16	↓	A	94.0% (2015)	94.8% (2015)	Performance has improved as expected over the Autumn as information is collected about young people's current situation. We are now just below target for the end of the year and further improvement should be seen over the next few months.

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
%16-18 year olds NEET and unknown	Enhanced & Preventative	3.7%	3.8%	3.7%	Dec 16	➡	G			NOTE: From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Enhanced & Preventative	10.1%	9.0%	10.6%	Q1 (Apr to Jun 16)	⬇	A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Dec-16	➡	G			

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	82.0%	82.0%	82.4%	Dec-16	↓	G	88.4% (2016)	88.5% (2016)	Performance continues to improve and is currently at our best level ever with 164 out of 194 primary schools judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	72.8%	75.0%	72.8%	Dec-16	→	A	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 22 out of 31 schools now good or outstanding. Further improvement is expected.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Dec-16	→	A			
<i>Proportion of income deprived 2 year olds receiving free childcare</i>	Learning	79.2%	80.0%	74.0%	Summer Term	↓	A			There were 1758 children identified by the DWP as eligible for the Summer Term. 1301 took up a place which equates to 74.0%

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
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing & Maths at KS2</i>	Learning	30	21	27	2016		R			Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE</i>	Learning	37.2	26	29	2016		R		24.8	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.
<i>1E - Proportion of adults with learning disabilities in paid employment</i>	Adult Social Care	1.4%	6.0%	1.3%	Dec-16	↓	R	5.9% (2014-15)	6.0% (2014-15)	Performance remains very 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 dependant on the review/assessment performance of LD teams.

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
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	95.7%	93.0%	95.7%	Dec-16	➡	G	83.0% (2014-15)	82.6% (2014-15)	This indicator is subject to a new calculation method for 2015/16 onwards. Performance remains above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	52.0%	50.1%	52.5%	Dec-16	⬆	G	N/A (Local Indicator)		Performance at this indicator has been improving, this is partly due to ongoing data cleansing relating to the categorisation of planned/unplanned reviews. A focus on completing reviews early where there is the potential to free up capacity/make savings also be contributing to this increased performance.

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
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	56.8%	57.0%	57.0%	Dec-16	↑	A	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	192	433	215	Dec-16	↓	G	611.0 (2014-15)	658.5 (2014-15)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, so will always go up. Downward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	582	429	589	Nov-16	↓	R	N/A (Local Indicator)		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 3,029 bed-day delays, which is 37% above the current BCF target ceiling of 2,206. In November there were 3,267 bed-day delays, up 90 compared to the previous month.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p> <p>Between December '15 and November '16 there were 34,275 bed-day delays across the whole of the Cambridgeshire system - representing a 14% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 12% from 21,412 (Dec 14 - Nov 15) to 23,920 (Dec 15 - Nov 16), while bed-day delays attributed to Adult Social Care have increased from 7,116 in Dec 14 - Nov 15 to 8,803 in Dec 15 - Nov 16 an increase of 24%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	138	114	145	Nov-16	↓	R	N/A (Local Indicator)		In Nov '16 there were 991 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 145 delays per 100,000 of 18+ population. For the same period the national rate was 143 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
<i>1F - Adults in contact with secondary mental health services in employment</i>	Older People & Mental Health	12.0%	12.5%	11.7%	Dec-16	↓	A	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	Performance at this measure is falling slightly but within 10% of 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.

APPENDIX 8 – CFA Portfolio at end of January 2017

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>Closure of Transforming Lives Implementation including Workforce Development and set up of Transforming Lives Practice Governance Project Claire Bruin / Jane Heath</p>	<p>Status of the Transforming Lives Implementation (including Workforce Development) project has been upgraded to green following a full review of the project and work streams as part of the setup of the new Transforming Lives (Adults) Programme. Completed work streams have been formally closed and ongoing work has either been moved into business as usual or aligned with the work of other projects. The work to continue to embed the practices required to deliver the Transforming Lives approach is being taken forward through the Transforming Lives Practice Governance project.</p> <p>The Transforming Lives Practice Governance project will focus on the implementation of the Transforming Lives approach and take forward the work of the existing Practice Governance Group. There will be a continued emphasis on cultural change amongst the frontline staff and on monitoring and evaluating impact. Transforming Lives as a driver for structural change, such as upstreaming staff into other areas, is also within the scope of the project.</p> <p>Project membership, scope and tasks are to be refreshed. The revised project board will report into the Transforming Lives (Adults) programme.</p>	<p>GREEN</p>
<p>Building Community Resilience Programme: Sarah Ferguson/ Faye Betts</p>	<p>This programme will respond to the council's focus on strengthening our support to communities and families; an update on progress on the strategy is going to GPC in March 2017.</p> <p>Nine bids to the Innovation Fund are being considered for funding to support community led activity, particularly to support vulnerable adults. The Delivery Plan is being updated with a renewed focus on a small number of deliverable objectives for 17/18. In addition, as part of the Corporate Capacity Review, a newly combined 'Community Resilience' team has been created which will pool assets and resources to direct activity at a district level in support of this agenda.</p> <p>Discussions with partners has accelerated with local district based conversations about areas of potential joint work, and the creation of a Communities Network at a County level comprised of Senior Leaders from across the Public Sector. These arrangements will also support the delivery of aspirations captured in the devolution discussions.</p> <p>No Key Issues</p>	<p>GREEN</p>
<p>Community Hubs: Christine May/Owen Garling</p>	<p>The beginning of the implementation of hubs is now planned for September/October 2017. An Ideas Paper has been written on the advice of The Consultation Institute, who have been advising us on the avoidance of judicial review, which will be used to inform the extended period of engagement which had been due to run from October 2016-April 2017. The engagement has had some delay in getting fully underway due to the complexity of understanding the relationships between various elements of the Council's Transformation Programme, in particular the Children's Change Programme and its timescales, but these have now been clarified. Engagement activity will get fully underway this year. We have received confirmation of funding from our One Public Estate bid, which we plan to use to boost resources in the Engagement and Buildings aspects of the Programme.</p>	<p>AMBER</p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
0-19 Commissioning: Meredith Teasdale/Clare Rose	<p>This project is looking at how Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) can work together to integrate child health and wellbeing services. This includes consideration of 0-19 community based health services, including Health Visiting, School Nursing and Family Nurse Partnership; Early Help and Children's Centre services; and Child and Adolescent Mental Health Services across Cambridgeshire and Peterborough.</p> <p>Key Issue: It was agreed at the July JCU that the 0-19 work now needs to be considered within the context of the Sustainability Transformation Programme (STP) which is looking at future health services planning and Vanguard which will largely be looking at emergency NHS care as well as children's mental health services etc. The 0-19 work is therefore now part of a much bigger process. This project is therefore on hold whilst we await confirmation on how this will be integrated with the STP.</p> <p>Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p>	AMBER
Children's Centres: Sarah Ferguson/Jo Sollars/Clare Rose	<p>Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p>	AMBER
Mosaic: Meredith Teasdale/ Jane Dobinson	<p>The contract for the new Adult Social Care, Early Help and Children's Social Care ICT System (Mosaic) was awarded to Servelec Corelogic Ltd. In June 2016. The project governance, management, team and resources have been appointed and implementation is under way: Servers have been implemented, and the initial software configuration installed following a series of workshops. Workstreams have been established for: infrastructure; data migration; systems integration; training; reporting; portal; and testing. The project is complex and is anticipated to take two years, in two phases: Adults and Older People/Mental Health and finance as Phase one, and Early Years and Children's Social Care as phase two. The estimated overall completion date is April 2018. Timescales for phase one are under review in the light of dependency on the ERP Gold (Agresso) project, and opportunities for business process improvement, but current provisional date is September 2017. The second phase is planned for April 2018, and is being aligned with the requirements of the Children's Change Programme.</p>	AMBER

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	AMBER
Children's Change Programme: Theresa Leavy/Lynsey Barron	<p>The new transformational programme, bringing together Enhanced and Preventative Services and Children's Social Care brings about a fundamental redesign of children's services. The programme will ensure our service offer is agile, reflexive and timely - targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective integrated, multi-agency services delivered in a timely manner. An implementation plan has been scoped for delivery over the next 12 months. The governance for the programme and terms of reference are now in place (established November 2016). An overview of the programme was provided as an appendix to the CYP Business Planning paper for the October 2016 CYP Committee. The more detailed proposals were outlined in a paper to CYP Committee in November 2016. A staffing consultation is due to be released on 7 December 2016 which will realise the 17/18 savings in the business plan.</p>	GREEN

**Children & Young People Committee
Revenue Budgets**

Children's Social Care Directorate

Strategic Management - Children's
Social Care
Adoption Allowances
Legal Proceedings
Safeguarding & Standards
CSC Units Hunts and Fenland
Children Looked After
CSC Units East & South Cambs
and Cambridge
Disabled Services
Looked After Children

**Strategy & Commissioning
Directorate**

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

Executive Director
Executive Director
Central Financing

**Children's Enhanced & Preventative
Directorate**

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

Youth Support Services
Youth Offending Service
Central Integrated Youth Support
Services

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

Learning Directorate

Strategic Management - Learning
Early Years Service
Schools Intervention Service
Schools Partnership Service
Children's' Innovation &
Development Service
Integrated Workforce Development
Service
Catering & Cleaning Services
Teachers' Pensions & Redundancy

Infrastructure

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

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

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

Grant Funding

Financing DSG
Non Baselined Grants

PLANNED

Table 3

Reference	Proposal	Proposal Description	Lead	Investment 17/18 (k)	Phasing of Y1 savings - Q1	Phasing of Y1 savings - Q2	Phasing of Y1 savings - Q3	Phasing of Y1 savings - Q4	Savings 17/18 (k)
A/R.6.201	Staffing reductions in Statutory Assessment and Resources Team	In 2017-18, savings will be achieved through not filling vacancies as they arise.	Meredith Teasdale		£ -	£ -	-£ 107	£ -	-£ 107
A/R.6.202	Children's Change Programme: Changes to Management Structure in Children's Services	The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes.	Theresa Leavy		-£ 619	£ -	£ -	£ -	-£ 619
A/R.6.203	Amalgamating Family Support Services	Amalgamation of Specialist Family Support Service Family Support Workers in localities to produce better efficiency and subsequent a reduction of associated relief staff costs.	Theresa Leavy		-£ 50	£ -	£ -	£ -	-£ 50
A/R.6.205	Children's Social Care Support for young people with complex needs	Prevention of placement or family breakdowns by providing outreach support and the provision of a consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need.	Theresa Leavy	£ 497	-£ 83	-£ 115	-£ 161	-£ 200	-£ 559
A/R.6.210	Home to School Transport (Special)	Most children and young people with Statements of SEND and Education, Health and Care (EHC) plans do not require special transport arrangements. Wherever possible and appropriate, the child or young person with SEN should be treated in the same way as those without. e.g. in general they should walk to school, travel on a public bus or rail service or a contract bus service or be taken by their parents.	Meredith Teasdale		-£ 124	-£ 123	-£ 123	-£ 123	-£ 493
A/R.6.213	LAC Inflation Savings	Award inflation at 0.7% rather than 1.7%	Meredith Teasdale		-£ 31	-£ 31	-£ 31	-£ 31	-£ 124
A/R.6.214	Moving towards personal budgets in home to school transport (SEN)	The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements.	Meredith Teasdale		-£ 58	-£ 58	-£ 58	-£ 58	-£ 232
A/R.6.215	Adaptation and refurbishment of Council Properties to reduce the unit cost of placements	Two properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. This presents an opportunity to increase the capacity for in-county accommodation the Council has for children who are looked after and to contribute to the savings arising from the unit cost of placements.	Judith Davies		-£ 141	-£ 141	-£ 141	-£ 141	-£ 562
A/R.6.216	Pathways to access contraception and sexual health services for priority groups	To provide intermediate level training to 100 staff from targeted services in residential children's homes, drug and alcohol services, adult mental health services, the Youth Offending Service, the 18-25 team and Domestic Violence Adviser team.	Tony Lacey		-£ 185	£ -	£ -	£ -	-£ 185
A/R.6.217	Enhanced intervention service for children with disabilities	Establish an Enhanced Intervention Service in Cambridgeshire. The purpose of the team would be to reduce the number of children with disabilities placed in out of county residential homes, to enable children to safely live with their family and access education in their local area. INVESTMENT APPROVED	Rachel Watson	£ 120	-£ 29	-£ 48	-£ 48	-£ 49	-£ 174
A/R.6.218	SPACE Programme – helping mothers to prevent repeat removals	The Space Programme works to engage with mothers who have had their baby permanently removed from their care, with the aim of reducing the likelihood of it happening again.	Tom Jefford		-£ 111	£ -	£ -	£ -	-£ 111
A/R.6.219	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	Change the referral criteria for systemic family meetings so they take place with families at an earlier stage - at the point just before beginning a child protection plan. INVESTMENT APPROVED	Fiona Van den Hoult / Tracy Collins	£ 148	-£ 115	-£ 115	-£ 115	-£ 116	-£ 461
A/R.6.220	Increase the number and capacity of in-house foster carers	Reduce spending on foster placements from external carer agencies by increasing the capacity of the in-house service.	Fiona MacKirdy		-£ 48	-£ 49	-£ 49	-£ 49	-£ 195
A/R.6.221	Link workers within Adult Mental Health Services	Two Link Workers will embed a Think Family approach in adult mental health services and increase access to preventative and early help services to keep families together wherever possible. INVESTMENT APPROVED	Alison Smith	£ 84	£ -	£ -	£ -	£ -	£ -
A/R.6.222	Independent travel training for children with SEND	Proposal to introduce Independent Travel Training (ITT) for young people with SEND to help them cope with the often more complex journeys required to access further education.	Judith Davies		-£ 24	-£ 24	-£ 24	-£ 24	-£ 96
A/R.6.225	Alternative model of delivery for school catering and cleaning [EI]	A new way of providing school catering and cleaning as either a joint venture or a partnership with another provider is at an advanced stage. A minimum of £50K has been set as a project priority. Goes to Committee on 8 Nov.	Rudy Imhoof		-£ 13	-£ 13	-£ 12	-£ 12	-£ 50
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning [EI]	A programme to transform the role of the local authority in education in response to national developments such as the 2016 Education White Paper, and the local context, (e.g. the increasing number of academies and the educational performance of schools) has been started.	Keith Grimwade		-£ 68	-£ 68	-£ 68	-£ 68	-£ 270
A/R.6.230	Reduction in Heads of Service	Reduce the number of Heads of Service in the Learning directorate from six to five in line with the reduction in staffing and changing role of the Directorate.	Keith Grimwade		-£ 80	£ -	£ -	£ -	-£ 80
A/R.6.234	Home to School Transport (Mainstream)	The 2017-18 saving is made up of the summer term changes to post 16 and spare seats charging policy, implemented in 2016-17. As a result of a decision taken by SMT, all services are now required to absorb the impact of the general growth in population and no demography funding will be allocated for this purpose	Keith Grimwade		-£ 71	£ -	£ -	-£ 24	-£ 94

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Reference	Proposal	Proposal Description	Lead	Investment 17/18 (k)	Phasing of Y1 savings - Q1	Phasing of Y1 savings - Q2	Phasing of Y1 savings - Q3	Phasing of Y1 savings - Q4	Savings 17/18 (k)	RAG	Remarks	Forecast Savings FULL YEAR	Variance from Plan	Direction of travel	Savings to partners & other agencies (commentary)
A/R.6.236	Business Support	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.	Keith Grimwade		-£ 51	£ -	£ -	£ -	-£ 51					←	
A/R.6.238	Virtual Beds	Proposal to be removed and alternative identified	Meredith Teasdale		£ -	-£ 23	-£ 83	-£ 99	-£ 205					←	
A/R.6.239	Review of top 50 placements	Monthly review by panel of the top 50 most expensive external placements, with the objective of reducing placement costs wherever possible.	Meredith Teasdale		-£ 81	-£ 81	-£ 81	-£ 81	-£ 324					←	
A/R.6.240	Negotiating placement fees	Negotiate the costs of external placements for Looked After Children.	Meredith Teasdale		-£ 18	-£ 18	-£ 18	-£ 18	-£ 70					←	
A/R.6.241	Foster carers to provide supported lodgings	Delivery of 10 new supported lodging placements	Meredith Teasdale		£ -	-£ 22	-£ 65	-£ 65	-£ 152					←	
A/R.6.242	Reducing fees for Independent Fostering Agency placements	Reduce fees for Independent Fostering Agency (IFA) placements	Meredith Teasdale		-£ 30	-£ 30	-£ 3	-£ 3	-£ 66					←	
A/R.6.243	Children's Change Programme: Hawthorns, FGC, PIP & Misc	Closing the Hawthorns delivered a saving and will be full year effect for 17/18 and this amount will be reinvested into the social work units. We are mainstreaming family meetings within the social work units and this is being reinvested into the employment of Senior Social Workers and Clinicians to deliver this work.	Theresa Leavy	£ 1,595	-£ 1,595	£ -	£ -	£ -	-£ 1,595					←	
A/R.6.244	Total Transport			£ 132	£ -	-£ 134	-£ 336	-£ 370	-£ 840					←	

CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published on 1 March 2017

Agenda Item No: 12

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
14/03/17	Minutes and Action Log	Democratic Services	Not applicable	07/02/17	01/03/17	06/03/17
	Free School Proposals	H Belchamber	Not applicable			
	Extended Entitlement to an additional 15 hours free childcare for eligible 3 and 4 year olds nationally from September 2017 and Early Years Funding Formula	H Belchamber	Not applicable			
	Children's Change Programme: Update	T Leavy	Not applicable			
	Children's Centres	T Leavy/ J Sollars	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Cambridgeshire Culture	K Grimwade/ M Gunn	Not applicable			
	Gamlingay VC Primary School	C Buckingham	Not applicable			
	Risk Register	W Ogle-Welbourn	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[11/04/17] Provisional Meeting</i>				28/02/17	29/03/17	03/04/17
06/06/17	Minutes and Action Log	Democratic Services	Not applicable	27/04/17	23/05/17	26/05/17
	Free School Proposals	H Belchamber	Not applicable			
	0-19 Joint Commissioning of Children's Services	M Teasdale	2017/021			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
11/07/17	Minutes and Action Log	Democratic Services	Not applicable		28/06/17	30/06/17
	Free School Proposals	H Belchamber	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	No Wrong Door: Update	T Leavy	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	R Greenhill	Not applicable			
	Cambridgeshire Catering and Cleaning Services: Future Options +	K Grimwade/ R Imhoof	2017/010			
<i>[15/08/17] Provisional Meeting</i>					02/08/17	04/08/17
12/09/17	Minutes and Action Log	Democratic Services	Not applicable		30/08/17	01/09/17
	Free School Proposals	H Belchamber	Not applicable			
	Business Planning	W Patten/ M Teasdale	Not applicable			
	Risk Register	W Ogle-Welbourn	Not applicable			
	Sufficiency Statement	J Davies	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
10/10/17	Minutes and Action Log	Democratic Services	Not applicable		27/09/17	29/09/17
	Free School Proposals	H Belchamber	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Business Planning	W Patten/ M Teasdale	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
14/11/17	Minutes and Action Log	Democratic Services	Not applicable		01/11/17	03/11/17
	Free School Proposals	H Belchamber	Not applicable			
	Business Planning	W Patten/ M Teasdale	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
05/12/17	Minutes and Action Log	Democratic Services	Not applicable		22/11/17	24/11/17
	Free School Proposals	H Belchamber	Not applicable			
	Business Planning	W Patten/ M Teasdale	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
09/01/18	Minutes and Action Log	Democratic Services	Not applicable		22/12/17	28/12/17

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[13/02/18] Provisional Meeting</i>						
13/03/18	Minutes and Action Log	Democratic Services	Not applicable		28/02/18	02/03/18
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[10/04/18] Provisional Meeting</i>						
22/05/18	Minutes and Action Log	Democratic Services	Not applicable		09/11/18	11/05/18
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			

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

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

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private
2017/010	11 July 2017	Cambridgeshire Catering and Cleaning Services: Future Options	Children and Young People Policy and Service Committee	Report by the Director of Learning	The decision is an exempt item within the meaning of paragraph 3 of Schedule 12A of the Local Government Act 1972 as it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

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

Date of Chairman's agreement	Matter in respect of which the decision is to be made	Reasons why meeting urgent and cannot reasonably be deferred

For further information, please contact Quentin Baker on 01223 727961 or Quentin.Baker@cambridgeshire.gov.uk