

Tuesday, 06 October 2020

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

14:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

COVID-19

During the Covid-19 pandemic Council and Committee meetings will be held virtually for Committee members and for members of the public who wish to participate. These meetings will held via Zoom and Microsoft Teams (for confidential or exempt items). For more information please contact the clerk for the meeting (details provided below).

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1. Apologies for Absence**
- 2. Declarations of Interest**
Guidance for Councillors on declaring interests is available at:
<http://tinyurl.com/cc-conduct-code>
- 3. Minutes of the meeting on 15 September 2020**
- 4. Action Log**
- 5. Petitions and Public Questions**

DECISIONS

6. **Service Committee Review of the Draft 2021-22 Capital Programme**
7. **Service Committee Review of Draft Revenue Business Planning Proposals for 2021-22 to 2025-26**
8. **Corporate Parenting Annual Report 2019-20**
9. **Service Director's Report - Children and Safeguarding**
10. **Agenda Plan, Appointments and Training Plan**

The Children and Young People Committee comprises the following members:

For more information about this meeting, including access arrangements please contact

Councillor Simon Bywater (Chairman) Councillor Samantha Hoy (Vice-Chairwoman) Councillor David Ambrose Smith Councillor Peter Downes Councillor Lis Every Councillor Anne Hay Councillor Lucy Nethsingha Councillor Simone Taylor Councillor Joan Whitehead and Councillor Julie Wisson Andrew Read (Appointee) Flavio Vettese (Appointee)

Clerk Name:	Richenda Greenhill
Clerk Telephone:	01223 699171
Clerk Email:	Richenda.Greenhill@cambridgeshire.gov.uk

Children and Young People Committee: Minutes

Date: 15 September 2020

Time: 2.09pm – 3.50pm

Venue: Meeting held remotely in accordance with The Local Authorities (Coronavirus) (Flexibility of Local Authority Meetings) (England) Regulations 2020

Present: Councillors S Bywater (chairman), S Hoy, D Ambrose Smith, P Downes, L Every, M Goldsack, A Hay, L Nethsingha, S Taylor and J Whitehead

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

Also present: Councillor Joshua Schumann (until 2.25pm)

Constitutional Matters

344. Apologies for Absence

Apologies for absence were noted from Councillor J Wisson, substituted by Councillor M Goldsack.

345. Declarations of Interest

Councillor Ambrose Smith declared an interest in Item 6: Service Director's Report – Education as a school governor and Chair of Trustees of the Littleport Leisure Trust. Councillor Ambrose Smith left the meeting for the duration of the discussion and vote on this item. Minute 349 below refers.

346. Minutes of the meeting on 7 July 2020

The minutes of the meeting on 7 July 2020 were approved as an accurate record. A copy would be signed by the Chairman when practical to do so.

347. Action Log

The Committee reviewed the updated action log which had been published on Monday 14 September 2020. The updated action log was noted.

348. Petitions and Public Questions

There were no petitions or public questions.

Decisions

349. Service Director's Report: Education

Councillor Ambrose Smith declared an interest in this item at the beginning of the meeting as a school governor and Chair of Trustees of the Littleport Leisure Trust. He left the meeting for the duration of the discussion and vote on this item. Minute 345 above refers.

The report provided an overview of the Education Service's continuing response to Covid-19 and the re-starting of education in September 2020. A significant amount of new guidance had been issued to schools and early years settings over the August bank holiday weekend, but settings had responded positively. The start to the new academic year was going well and attendance figures were amongst the best in the country. The Service Director for Education expressed his pride in how all sectors had come together to share their expertise for the benefit of Cambridgeshire's children. In particular, he wished to place on record his thanks to Andrew Read, Diocesan Director of Education, and his team from the Diocese of Ely in leading the Cambridgeshire Academy Trust CEO forum; Tracy Bryden, Headteacher of Roundhouse Primary Academy and chair of Cambridgeshire Primary Headteachers association; Mark Woods, CEO of Cambridge Meridian Academy Trust, who chaired the Cambridgeshire Secondary Headteacher Association; Dr Kim Taylor OBE, Executive Headteacher of Spring Common Special School, who led the Cambridgeshire Special School Headteachers group; and the Regional School Commissioner's team.

Section 3 of the report set out the work which was being done around the acquisition of playing field land from Littleport Leisure Trust. If approved, this acquisition would future-proof the site to allow for the further development of the Littleport Education Campus. The commercial decision would rest with the Commercial and Investment Committee, but the Children and Young People Committee's endorsement of the proposals was sought to inform that decision.

A reduction had been made to the Published Admission Number (PAN) for Eastfield Infant School in St Ives, but officers would try to be flexible to local need as and when demand for places increased. The Committee was also invited to confirm a reduced PAN for Burwell VC Primary School to 60, effective for entry to Reception from September 2021. Officers judged that there was sufficient capacity in place for Post-16 provision and significant work had been done in relation to the curriculum and recovery for early years settings. Officers had also worked with outdoor education centres to support their viability. The lockdown had enabled good progress to be made on clearing the backlog on education, health and care plan (EHCP) assessments and work was continuing to identify the savings that would be needed to balance the special educational needs and disability (SEND) budget. Following consultation, a decision had been taken to make two posts supporting the Duke of Edinburgh Award Scheme redundant. To mitigate the impact, it had been agreed that the Council's licence to run Gold Residential Awards for the Duke of Edinburgh Scheme would be transferred to the Education Outdoor Centres.

The Chairman invited Councillor Joshua Schumann to address the Committee in his capacity as the Member for Burwell. Councillor Schumann expressed the wish to place on record his thanks to the Service Director for Education and his team with regards to the flexibility which they had promised to look at any future need for additional places at Burwell VC Primary School. He also wished to address the comment in the report about the low admission numbers relating to a large planned housing development not proceeding. In his capacity as a non-executive director of This Land, the site developer, he confirmed that the planning application was proceeding as planned, although due to the scale of the project there would be no houses on site for about two years. There were no questions of clarification to Councillor Schumann and he left the meeting at this point.

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

- Several Members expressed their thanks to school staff and all of those in the organisations supporting them for their work in response to Covid-19. With the consent of the meeting it was agreed that the Chairman would write to schools and early years settings on behalf of the Committee to formally recognise the efforts and commitment of school staff. [Action required]
- Asked about the reason for the reduction in the PAN at Eastfield Infant School. Officers stated that there was an on-going conversation around future arrangements for Eastfield Infants School and Westfield Junior School as the demographic in St Ives had decreased dramatically. Remedial work was being done on the fabric of the building.
- Two Members expressed concern about the narrow focus of specialist schools such as the Cambridge Mathematics School and whether schools like this offered access to a sufficiently broad range of academic subjects and extra-curricular activities. The Service Director for Education undertook to feed this back to the academy trust and to raise the opportunities which existed to work with other sixth form providers to broaden their offer. [Action required]
- Asked for more information about the Council's role as the 'provider of last resort' for an early years setting in Trumpington. Officers stated that where the Council was unable to source a provider at short notice the local authority could step in on this basis. There were some challenges involved in this, but both settings which were currently being operated on this basis were doing well. Officers were continuing to look to the market to take over this provision, but would continue to run them while this was needed. Numbers in early years settings generally were down in response to Covid-19.
- Highlighted that school staff had been working hard throughout lockdown and during school holidays in response to Covid-19.
- Welcomed confirmation that sufficient capacity existed for Post-16 provision, but asked whether anything was being done to influence what was provided. Officers stated that the focus of the review had been on capacity and suggested the question about the breadth of provision might be included in the report on what synergy existed between the work on young people not in education, employment of training (NEET) being carried out by the Combined Authority with that done by the local authority which had previously been requested from the Cambridgeshire and Peterborough Combined Authority. [Action required]

- Expressed concern at the reduction in the number of apprenticeships available and asked what was being done to respond to this.
- Asked for a note providing details of the percentage increase in the number of children receiving free school meals currently compared to the pre-Covid figure. [Action required]
- Asked whether new pupil premium funding would be received in the current or next financial year. Officers stated that pupil premium data was collected in January each year and that all families which were eligible for free school meals were being urged to apply.
- Noted that the Council had been allocated 946 laptops from Government and asked whether any surplus was available. Officers stated that more than the requested 946 laptops had been received and schools were being asked to get in touch if they could make use of these. Consideration was also being given about whether more laptops could be obtained for disadvantaged pupils through a new scheme being offered by the Department for Education.
- Asked whether the lack of Government guidance on school transport in relation to Covid-19 presented a risk and what was being done to encourage children to walk and cycle to school where possible. Specifically, whether any work was being done to provide lighting along school cycle paths to encourage their continued use during the winter. Officers stated that Government guidance had been issued in relation to home to school transport, although this had been vague and received quite late. The practice in Cambridgeshire went beyond the Government guidance in encouraging the use of face-coverings and providing additional transport to special schools. These measures had been generally welcomed by parents. A survey had been issued to parents the previous week about travel use and 1200 responses had been received so far. The Executive Director: Place and Economy would be asked to provide a briefing note on the measures which could be taken to support independent travel. [Action required]
- Expressed concern about the closure of some nursery schools and asked for more information. Officers confirmed that there had been a small number of closures, some due to financial issues and others part of the natural cycle of settings opening and closing. A report was being produced on early years' sufficiency and this would be shared with the Committee. There had been a reduction in the number of children attending early years settings due to Covid-19 and a media campaign was planned to emphasise that settings were safe and open for business. No announcements had been made on nursery funding so far and it was hoped that the current Government grant would be extended for a further year. [Action required]
- Welcomed the reduction in the backlog of EHCPs and asked for more details. The Service Director for Education stated that the number of assessments completed within the statutory timescale had been as low as 60%, but was now around 82-83% which was above the national average. However, this increasing demand for EHCP assessments meant that this remained an area of challenge.

- Asked for more information on the progress on the SEND recovery strategy. The Service Director for Education undertook to bring a report on this to a future meeting when more information was available. [Action required]
- Expressed disappointment at the end the Council's role in delivering the Duke of Edinburgh Award Scheme. Officers stated that the local authority's role had been primarily as a commissioning body, but that this function had now been delegated to schools and charities. The offer was still available within Cambridgeshire, just not delivered through the Council. Officers offered a note to confirm whether the Gold award was still being offered through the county's outdoor centres and the organisations offering the scheme within the county. The Chairman commented that he took part in Duke of Edinburgh events each year with his local school and highlighted the need for adult volunteers to enable these sessions to run. [Action required]
- Asked whether safeguarding responsibilities were being written into both new and existing contracts for those working in schools. The Service Director for Education confirmed that this was being added to the job descriptions of relevant members of staff.
- Welcomed the success of the virtual service delivery by Cambridgeshire Instrument Tuition.
- Asked for more information about how the tutoring programme in response to Covid-19 would be staffed. Officers stated that the National Tuition Service was a brokered service. The Council was hoping to establish its own provider to maximise the use of the available funding and draw on its wealth of experienced and trusted educators.
- Asked whether it would be possible to advocate for later dates of Key Stage 1 and Key Stage 2 SATs exams in 2020/2. The Service Director for Education stated that Key Stage 2 dates had already been published, so it was probably too late for this. His sense was that headteachers were not overly concerned about the timing of the SATs, provided that they were assessed fairly and not used to produce league tables. The focus remained on getting children back into school and learning.
- Asked about the Ofsted programme going forward. Officers stated that Ofsted would be in schools from the autumn term onwards offering supportive visits and that a number of pilot visits would be taking place in Cambridgeshire over the next few weeks. Inspections were expected to resume in January 2021 and the Committee would be kept updated on this. [Action required]
- Asked for an update on the test and trace process in schools. The Service Director for Education stated that the process had been in place now for some time and was working well. However, the limited accessibility to testing was an issue. From the following day the Council would have access to specific testing for education professionals.
- Asked about the impact of the problems with exam grading on Cambridgeshire pupils. The Service Director for Education stated that there had initially been significant concerns raised over the algorithm used to award grades. Anecdotally, it

appeared that the local experience mirrored that which had been seen nationally. Further Education colleges had taken a flexible approach in relation to admissions and close attention would be paid to the figures for those not in education, employment or training (NEET) in coming months to ensure that this cohort was supported.

- Commented that it was well known that using teacher assessments as a basis for grading led to grade inflation and that they would expect to see lower results next year as a result of this. The Service Director for Education stated that grades were now based on whichever was higher based on teacher assessment or the algorithm. There was no published results data either locally or nationally so he would not be able to produce his usual report setting out the validated examination data. The arrangements for next year's exams were not yet known.
- Highlighted the significant financial implications of Covid-19 on education.

The Chairman stated that he wanted to send a clear message to the Commercial and Investment Committee about the Children and Young People Committee's support for the proposal to purchase additional playing field land from Littleport Leisure Trust to ensure that the Littleport Education Campus could be developed and expanded to respond to the forecast increase in demand for school places. To that end, he proposed an additional recommendation, seconded by Councillor Hoy, to:

Support the acquisition of the additional playing field land to ensure that the Littleport Education Campus can be developed and expanded in response to the forecast demand for school places and planned housing growth and request that the Commercial and Investment Committee approve the terms of the land transfer.

The additional recommendation was endorsed unanimously by those present.

Returning to the original recommendations, it was resolved unanimously by those present to:

- a) Note the issues outlined in this paper and comment as appropriate.
- b) Confirm the reduced Published Admissions Number (PAN) for Burwell VC Primary School to 60, effective for entry to Reception from September 2021.
- c) Consider whether there are any areas within the report where they require further updates in future Service Director reports.
- d) Support the acquisition of the additional playing field land to ensure that the Littleport Education Campus can be developed and expanded in response to the forecast demand for school places and planned housing growth and request that the Commercial and Investment Committee approve the terms of the land transfer.

Councillor Ambrose Smith returned to the meeting after the vote.

350. Outline of People and Communities Priorities and Recovery Plan

The Committee received a presentation providing an overview of the People and Communities' Directorate priorities and recovery plan in preparation for the autumn business planning round.

The Service Director for Children and Safeguarding stated that it remained difficult to predict the likely impact of Covid-19 on Children's Services, but nationally there was a growing consensus of opinion that the lockdown would have a long-term impact on vulnerable families. This included the delayed impact of reduced schooling. Whilst vulnerable children had been eligible to attend school during lockdown not all of them had done so. The potential economic impact was also expected to have the greatest impact on families with less secure housing and employment. Increased financial stress compounded the problems faced by vulnerable families. These pressures on vulnerable families made it likely that more children would be taken into care, some of whom would require higher cost specialist placements. Families from black and ethnic minority backgrounds had been disproportionately impacted due to the greater health impacts of Covid-19 on adult members of this community. It had also been a particularly stressful time for the parents of children with complex health and additional needs. Care leavers were recognised as a vulnerable group, but this position was compounded for those not in education, employment or training (NEET). Children at risk in terms of safeguarding issues had also been less visible during lockdown and the summer holiday period and there was concern that a group might exist who had not yet been brought to the attention of Children's Services. The Business Intelligence team had done some work around demand forecasting, looking at various scenarios against the backdrop of the previously reducing numbers of children in care or open to child protection plans. More information on this would be included in the Service Director for Children and Safeguarding's October committee report. The use of 'virtual visits' to families had been useful to maintain contact, but less good for moving work on which meant that children might spend longer on child protection plans or within the care system than would otherwise have been the case. Ethnographic research carried out by Essex County Council with families who were assessed to be 'just managing' found that they were generally coping reasonably well, but were struggling most with education due to their focus on their children's emotional wellbeing. Work on outcomes and the potential financial implications across the full range of Children's Services activities was at an early stage. However, it was already clear that if the Ministry of Housing, Communities and Local Government did not meet the cost of any additional pressures arising from the response to Covid-19 this would create both in-year and future financial pressures. Officers judged that there would be a better understanding of the changes in demand within Children's Services in three to six months' time as the impact of Covid-19 became more clear. It did not now seem that there would be a large spike in demand following the September return to school, but some additional cases were still anticipated.

The Service Director for Education stated that September attendance rates in Cambridgeshire schools were amongst the best in the country, but that it was not yet clear what the recovery phase would be like within education services as it still felt that the Covid-19 crisis was on-going. There was a recognised need to support leadership teams in their return to business and to ensure that education within the county got back on track. Work was continuing with Ofsted to look at school improvement and developing the wider curriculum and it was hoped to develop an ICT programme for those children in need of this support. Support to vulnerable pupils was recognised as a key component of the wider school recovery plan. A significant increase had been

seen in the number of registrations for elective home education with around half of parents citing Covid-19 as a factor in this.

A Member commented on the potential increase in the number of high cost care placements needed and asked whether there was still capacity to accommodate some young people on a short-term basis in outdoor education centres. The Service Director for Children and Safeguarding stated that the option of using Grafham Water had been excellent, but that this type of provision would not generally provide the type of accommodation required for those placed in higher cost settings. The centre was also now returning to its normal business model so had less capacity available.

The Chairman reiterated the need for all services to work together. The autumn business planning round would begin in October and the Committee would begin looking in detail at the figures which lay behind the emerging picture.

It was resolved to discuss and agree the approach for People and Communities recovery plan and priorities.

351. People and Communities Risk Register

The risk register had been expanded to include the new and emerging risks associated with Covid-19 in addition to those which related to normal business operations. The register was kept under regular review by the People and Communities' Directorate senior management team and many of the identified risks had already been discussed during the course of the meeting.

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

- Asked the meaning of the acronym BAU. Officers stated that this was 'business as usual'. The Chairman asked that a key should be added in future versions of the report to explain any acronyms. [Action required]
- Asked for an explanation of what the numbers for each risk rating signified. Officers stated that this number was calculated by multiplying the likelihood of something happening with the consequences if it did. The higher the number, the greater the risk.

The Chairman noted that the risk register followed a standard format which was presented to all Committees, but commented that anything which could be done to make it as easy to read as possible would be welcome.

The People and Communities Risk Register was noted.

352. Agenda Plan, Appointments and Training Plan

The Committee reviewed and noted the Committee training plan and appointments and was advised of two changes to the published agenda plan.

It was resolved to:

- a) note the following changes to the Committee agenda plan:
 - i. 6 October 2020: New Item - Service Committee Review of the Draft 2021/22 Capital Programme
 - ii. 1 December 2020: Item removed – Home to School Transport Joint Dynamic Purchasing System
- b) note that there were no changes to Committee appointments;
- c) note the Committee training plan.

Chairman
(date)

Children and Young
People Committee

Minutes-Action Log



Purpose:

This log captures the actions arising from Children and Young People Service Committee meetings and updates Members on progress. Please note that due to the short gap between the September and October 2020 meetings it has not yet been possible to clear all actions arising from the September meeting. Officers will provide a comprehensive update for the November 2020 committee meeting.

Minutes of the meeting on 21 January 2020

291.	Service Director Education's Report: Educational Outcomes	Jon Lewis	To consider setting up a forum in Wisbech to look at why some children experiencing deprivation were able to attain positive outcomes and some did not. The example was given of the difference in outcomes at Peckover Primary School and St Peter's Junior School in Wisbech. The Chairman suggested this might be discussed more fully at the Educational Achievement Board.	03.02.20: The next Educational Achievement Board meeting is planned for 7 May 2020 and an update will be circulated to Members after that meeting. 18.03.20: Update to be circulated in September 2020. 14.09.20: The disadvantage gap was discussed in the September meeting and it was agreed to look at disadvantage again in the spring term when we have more feedback on the position. This will include school examples.	Further update to follow in Spring 2021
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291.	Service Director Education's Report: Educational Outcomes	Jon Lewis	Asked what synergy existed between the work on young people not in education, employment of training (NEET) being carried out by the Combined Authority with that done by the local authority. Officers suggested requesting a report from the Combined Authority.	03.02.20: A report has been requested from the Combined Authority. 30.04.20: Report awaited from the Combined Authority. 14.09.20: To be considered as part of the next Service Director's report.	To be included in next Service Director's report
306.	Best Start in Life Update	Jon Lewis	Members commented that this initiative would be of particular relevance to Opportunity Areas and suggested that it should formally be raised with them.	30.04.20 – A request has been made to present the BSiL work at a future Opportunity Area (OA) Board meeting as part of their work on legacy planning for when the OA project concludes. An update will be provided in September 2020. 14.09.20: Deferred due to Covid-19. An update will be provided in November.	Update in November 2020

Minutes of the meeting on 7 July 2020

339.	CCC's Response to Covid-19: Update	Lou Williams	To circulate a copy of the ISOS report when available.	08.09.20. The ISOS work is due for completion in January 2021, and the report will be circulated as soon as possible after this point.	On hold until January 2021
		Lou Williams	Members asked whether the statistics for NEETS in care could be considered against NEETS in the school system in general to see if there were any differences between the two cohorts. The Service Director: Children and Safeguarding agreed to review this as part of the update report to committee.	03.09.20: This information will be included in the update report to the committee in February 2021.	To be reported February 2021

Minutes of the meeting on 15 September 2020

349.	Service Director's Report: Education	Jon Lewis	To draft a letter to education settings on behalf of the Committee and for the Chairman's signature to formally recognise the efforts and commitment of staff in response to Covid-19.	23.09.20: A letter on behalf of the Committee and signed by the Chairman was sent to all Cambridgeshire Headteachers and CEOs on 23.09.20 and a copy sent to all Members for information.	Completed
		Jon Lewis	To raise with the Cambridge Mathematics School whether it offered access to a sufficiently broad range of academic subjects and extra-curricular activities and the opportunities which existed to work with other sixth form providers to broaden its offer.	<p>27.09.20: The following response has been received:</p> <p>Cambridge Maths School will offer A Levels in Maths, Further Maths, Physics, Chemistry, Economics and Computer Science. Students will all study three A levels and may choose a fourth from either the offer within the school or from a partner college.</p> <p>All students will take part in the extended curriculum which aims to develop a broader set of skills than is possible through A-levels alone. Students will undertake substantial collaborative research-based project. Projects will be set by academics from Cambridge University as well as by industry professionals from companies working in mathematical fields.</p> <p>Students will also benefit from an extra-curricular offer that will benefit from partnerships with the other local sixth form providers, as well as local organisations such as the Cambridge Philharmonic Orchestra.</p>	Completed

		Jon Lewis	Suggested the question about the breadth of Post -16 provision might be included in the report on what synergy existed between the work on young people not in education, employment of training (NEET) being carried out by the Combined Authority with that done by the local authority which had previously been requested from the Combined Authority.	20.09.20: This will be included. Further work is underway to review NEET and an update will be provided in future reports.	In progress
		Jon Lewis	To provide details of the percentage increase in the number of children currently receiving free school meals compared to the pre-Covid figure.	27.09.20: A briefing note was circulated to members of the Committee by email.	Completed
		Steve Cox	Is any work being done to provide lighting along school cycle paths to encourage their continued use during the winter.	20.09.20: Officers from the Place and Economy Directorate will provide advice.	In progress
		Jon Lewis	A report was being produced on early years' sufficiency and this would be shared with the Committee.	27.09.20: A briefing note was circulated to members of the Committee by email.	Completed
		Jon Lewis	Asked for more information on the progress on the SEND recovery strategy. The Service Director for Education undertook to bring a report on this to a future meeting when more information was available.	20.09.20: This will be included as part of the November Service Director Report.	To be reported in November 2020

		Jon Lewis	Officers offered a note to confirm whether the Duke of Edinburgh Gold award was still being offered through the county's outdoor centres and the organisations offering the scheme within the county.	20.09.20: This will be circulated to Members when complete.	In progress
		Jon Lewis	Ofsted Inspections were expected to resume in January 2021 and the Committee would be kept updated on this	20.09.20: Cambridgeshire has had three pilot reviews for the autumn supportive visits. A note will be shared with Members on this process. Any restarting of the full Ofsted inspection will be included in the next Service Director report.	In progress
351.	Risk Register	Dee Revens	The Chairman asked that a key should be added in future versions of the report to explain any acronyms.		

Service committee review of the draft 2021-22 capital programme

To: Children and Young People's Committee

Meeting Date: 6 October 2020

From: Executive/Corporate Director, People and Communities
Chief Finance Officer

Electoral division(s): All

Forward Plan ref: Not applicable

Key decision: No

Outcome: To present to Committee an overview of the draft Business Plan Capital Programme for People and Communities and provide an opportunity to comment.

Recommendation: The Committee is asked to:

- a) Note the overview and context provided for the 2021-22 Capital Programme for People and Communities (P&C)
- b) Comment on the draft proposals for P&C's 2021-22 Capital Programme and endorse their development

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1. Capital Strategy

- 1.1 The Council strives to achieve its vision through delivery of its Business Plan. To assist in delivering the Plan the Council needs to provide, maintain and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year. Expenditure on these long term assets is categorised as capital expenditure, and is detailed within the Capital Programme for the Council.
- 1.2 Each year the Council adopts a ten-year rolling capital programme as part of the Business Plan. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.
- 1.3 This report forms part of the process set out in the Capital Strategy whereby the Council updates, alters and refines its capital planning over an extended planning period. New schemes are developed by Services and all existing schemes are reviewed and updated as required before being presented to the Capital Programme Board and subsequently Service Committees for further review and development.
- 1.4 An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) is undertaken / revised, which allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its outcomes.

2. Development of the 2021-22 capital programme

- 2.1 Prioritisation of schemes (where applicable) is included within this report to be reviewed individually by Service Committees alongside the addition, revision and update of schemes. Prioritisation of schemes across the whole programme will also be reviewed by General Purposes Committee (GPC) in November, before firm spending plans are considered again by Service Committees in December. GPC will review the final overall programme in January, in particular regarding the overall levels of borrowing and financing costs, before recommending the programme as part of the overarching Business Plan for Full Council to consider in February.
- 2.2 The introduction of the Transformation Fund has not impacted on the funding sources available to the Capital Programme as any Invest to Save or Earn schemes will continue to be funded over time by the revenue payback they produce via savings or increased income. This is the most financially sensible option for the Council due to the ability to borrow money for capital schemes and defray the cost of that expenditure to the Council over the life of the asset. However, if a scheme is transformational, then it should also move through the governance process agreed for the transformation programme, in line with all other transformational schemes, but without any funding request to the Transformation Fund.
- 2.3 There are several schemes in progress where work is underway to develop the scheme, however they are either not sufficiently far enough forward to be able to include any capital

estimate within the Business Plan, or a draft set of figures have been included but they are, at this stage, highly indicative. The following are the main schemes that this applies to:

- There is the potential for further capital schemes to be developed as part of the Older People's Accommodation Strategy, in line with the Adults' Committee's previous decision for a blended approach to increasing capacity for residential and nursing care. One element of this is to procure an increase in capacity through a number of new build sites, which has potential for implications for the Council's capital plans through provision of land or other assets, or involvement with construction. The Council is engaged with health partners on these challenges, to maximize a 'one public estate' approach; however, plans are not yet developed sufficiently to include any capital estimate within the Business Plan.

2.4 Where the Covid-19 pandemic is anticipated to have an impact on the costs of a capital scheme and this has been quantified, this has been worked into revised budgets based on the current situation. However, work is still ongoing in some areas to quantify impact, and as such there is the potential for budgets to continue to be revised over the next few months as the situation unfolds. Any further changes to Government guidelines in response to the pandemic, or local lockdowns, would also require further revision of costs/timescales, and therefore capital budgets.

3. Revenue Implications

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to the cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have an impact via needing to provide alternative solutions, such as Home to School Transport (e.g. transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).
- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2017 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, GPC recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any three-year block (starting from 2015-16), so long as the aggregate limit remains unchanged.
- 3.3 For the 2020-21 Business Plan, the General Purposes Committee (GPC) agreed that this should continue to equate to the level of revenue debt charges as set out in the 2014-15 Business Plan for the next five years (restated to take into account the change to the MRP Policy agreed by GPC in January 2016), and limited to around £39m annually from 2019-20 onwards. GPC are due to set limits for the 2021-22 Business Plan as part of the Capital Strategy review in November.

4. Summary of the draft capital programme

4.1 The revised draft Capital Programme is as follows:

Service Block	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Later Yrs £'000
People and Communities	41,010	140,781	91,275	45,777	18,672	33,311
Place and Economy	40,488	21,620	15,206	15,185	15,185	15,200
Corporate and Managed Services	18,038	907	106	-	-	-
Commercial and Investment	63,748	5,412	8,882	5,960	1,000	10,757
Total	163,284	168,720	115,469	66,922	34,857	59,268

4.2 This is anticipated to be funded by the following resources:

Funding Source	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Later Yrs £'000
Grants	27,988	27,145	27,434	32,363	27,938	42,702
Contributions	45,988	69,727	58,628	42,706	3,113	102,672
Capital Receipts	33,386	200	2,200	2,200	2,200	10,000
Borrowing	60,613	68,416	49,053	16,327	1,606	-7,134
Borrowing (Repayable)*	-4,691	3,232	-21,846	-26,674	-	-88,972
Total	163,284	168,720	115,469	66,922	34,857	59,268

* Repayable borrowing nets off to zero over the life of each scheme and is used to bridge timing gaps between delivery of a scheme and receiving other funding to pay for it.

4.3 The following table shows how each Service's borrowing position has changed since the 2020-21 Capital Programme was set:

Service Block	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Later Yrs £'000
People and Communities	-3,566	-15,421	56,864	11,963	-669	3,019	563
Place and Economy	-4,974	12,288	1,830	-	-	-	-
Corporate and Managed Services	1,872	9,302	795	-6	-	-	-
Commercial and Investment	-1,024	20,407	-4,264	5,073	-2,040	-100	-2,676
Corporate and Managed Services – relating to general capital receipts	2,004	-	500	-1,500	-1,500	-1,500	-9,000
Total	-5,688	26,576	55,725	15,530	-4,209	1,419	-11,113

4.4 The table below categorises the reasons for these changes:

Reasons for change in borrowing	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Later Yrs £'000
New	390	1,917	14,094	2,494	4,191	1,980	150
Removed/Ended	-2,265	0	0	0	0	0	0
Minor Changes/Rephasing*	-49,277	-174	31,313	20,907	5,832	840	2,636
Increased Cost (includes rephasing)	10,760	5,342	8,471	4,276	1,983	382	0
Reduced Cost (includes rephasing)	-1,005	4,760	7,620	-9,142	-14,562	-530	0
Change to other funding (includes rephasing)	9,028	15,610	-4,056	-2,715	-1,725	-1,670	-8,759
Variation Budget	26,681	-879	-1,717	-290	72	417	-5,140
Total	-5,688	26,576	55,725	15,530	-4,209	1,419	-11,113

*This does not off-set to zero across the years because the rephasing also relates to pre-2020-21.

4.5 These revised levels of borrowing will have an impact on the level of debt charges incurred. The debt charges budget is also currently undergoing thorough review of interest rates, internal cash balances, Minimum Revenue Provision charges and estimates of capitalisation of interest – the results of this will be fed into the next round of committee papers on capital.

5. Overview of People and Communities draft capital programme

5.1 The Council has a statutory duty to provide a place for every child whose parents want them educated in a state-funded school, including academies. It also has a duty to secure sufficient childcare places including free early education for all three and four year olds and the most vulnerable two year olds (15 hours per week 38 weeks a year), and to meet the extended entitlement of 30 hours a week (38 weeks a year) free childcare for 3 and 4 year olds whose parents meet the qualifying criteria. This is known as basic need provision. Government funding for the basic need provision of mainstream school places together with S106 receipts (and to a lesser extent Community Infrastructure Levy (CIL)) provide the main funding sources for the P&C five year rolling programme of capital investment. In addition, the government provides funding for maintenance to address school condition needs, which cannot be met by schools from their devolved formula capital (DFC), and for specific initiatives such as the Priority Schools Building Programme. The Department for Education (DfE) determines the basic need capital allocation using data collected each July from the Council's School Capacity (SCAP) return.

5.2 The Council has been allocated no Basic Need for 2021-22 based on the Council's SCAP return submitted in July 2019. This takes account of the following:

- The number of new places and additional capacity created up to 2020-2021. During the period 2011-2022, the Council has secured significant Basic need allocations (£165m) through its SCAP return

- After a period of rising birth rates, these have now peaked and declined slightly. These data are now beginning to be reflected in future forecasts of demand for places and the future additional capacity required
- The major driver for additional capacity in the years ahead is housing growth. The assumption in SCAP is the capacity in school places generated by these developments will be fully met through developer contributions; either section 106 or CIL. These places, therefore, do not attract any funding allocation through the annual SCAP return.

Allocations for future years have not yet been announced and the annual SCAP return in the current year (2020) was cancelled because of Covid. However, using the school capacity return principles, officers have estimated that the Council is likely to receive a significantly reduced level of funding than previously anticipated for the 2022-23 financial year and in future years.

5.3 The Capital Programme has undergone a review to determine if schemes can be reduced, amended, removed or delayed in order to help deliver revenue savings through reduced costs of borrowing.

5.4 The results of this review can be summarised as follows:

- Where schemes have already been let to contractors, there is little opportunity to reduce costs further, although there is ongoing work on all schemes to identify value engineering savings which do not compromise the scheme. In addition, it would actually cost the Council more to remove or postpone these schemes due to contract and inflation costs.
- There are a significant number of schemes that are either being delivered in partnership, with the use of grant funding, or as a result of developer contributions. As such, there is little that can be done to amend these schemes.
- Where schemes are being delivered in response to a statutory requirement, it is unlikely that a scheme can be removed but it is possible that the scheme can be delivered in an alternative way, the cost can be reduced or the scheme could be delayed, all of which would provide either temporary (in the case of delay) or long-term revenue benefit to the Council.
- The schemes that have not yet been let to contractors tend to have start dates of 2021-22 and later. As such, they provide no immediate benefit to the revenue position. In addition, the Council's current accounting policies mean that neither Minimum Revenue Provision (MRP) – the cost of repaying borrowing – nor interest costs on borrowing are charged to revenue whilst a scheme is in progress. As these schemes generally taking at least one year to complete, the revenue benefit of removing, delaying or reducing the cost of these schemes would not be realised until at least 2022-23

An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) is undertaken, which allows schemes to be ranked and prioritised against each other.

5.5 The following new schemes have been added to the programme since it was approved by Full Council in February 2020.

Project	Description
Genome Campus(Hinxton) - New Primary	New 1 form entry school (210 places) with 2 form entry core (420 places) and 26 Early Years provision linked to new development.
Manea Primary Expansion	Expansion of 90 places due to local growth
Soham Primary Expansion	Expansion of 1 Form Entry (210 places) & 26 Early Years Places due to local growth
Sawston Primary Expansion	Expansion of 1 Form Entry (210 places) linked to local growth and developments.
Sutton Primary Expansion	Expansion from 330 to 420 places. This includes basic need requirement of 30 places linked to developments and 60 places being made permanent from existing temporary provision.
Waterbeach New Town Primary	New 2 form entry school (420 places) with 3 Form Entry Core (630 places) and 52 place Early Years provision linked to the development of Waterbeach Barracks.
Friday Bridge Expansion	Expansion of 90 places to 1 form entry (210 places). This is to accommodate catchment need.
Duxford Community C of E Primary School Rebuild	Rebuild after fire damage to a significant area of the school.
Sawtry Infants Adaptations	Significant works required to address deficiencies in condition and suitability as a result of a planned larger capital project not progressing.
Soham Secondary Expansion	Expansion of 1 Form Entry (150 places) due to local growth.
Acquisition of playing field land	Acquisition of additional land at Littleport to support future development of the Littleport Education campus
Acquisition of Land North of Cherry Hinton	Acquisition of site for potential new secondary school to provide sufficient places in response to planned housing growth

- 5.6 The following schemes have been identified for proposed removal from the Programme:
- St Ives Site Acquisition

This scheme has been removed as the current occupant decided not to sell. It may be in the future the opportunity presents itself again. If so, a further options appraisal will be undertaken at that time.

- 5.7 The following schemes have experienced changes in Total Scheme Costs. Where an increased cost is showing, this is above inflation.

Scheme	Reason for Change in Scheme Cost
St Ives, Eastfield / Westfield	The original scheme to amalgamate the schools into a new all through primary has not been progressed following a decision by the two governing bodies to maintain separate Infant and Junior schools. There will be a programme of works to both schools in place of this. Cost reduction of £6,510k
Samuel Pepys School	£5,110k increase in costs due to ongoing demand for SEN provision this scheme has been redesigned in order to provide an additional 63 0-19 places along with an additional 19 places for profound and multiple learning difficulties (PMLD) aged 19-25 It will also address ongoing suitability issues for more complex needs.
Northstowe 2 nd Primary	Increased cost of £3,115k due to the scope of the project being expanded to deliver a 3 form entry school (630 place school) with 3 early years classes in a single phase.
WING Development - Cambridge (new primary)	Increased cost of £1,044 as a result of more detailed planning works for the required scheme in order to secure planning approval.
Cromwell Community College	The overall cost of the scheme has increased by £7,115k due to merging the business plan lines for this scheme with the Chatteris new primary. The projects are interlinked as part of the development of an all-through school with a 2-19 age range.

Scheme	Reason for Change in Scheme Cost
Cambourne West secondary	Reduction in cost of £10,200k due to a review of the future demand for secondary school places. The delay of the housing development west of Cambourne has seen the maturing of the existing community in Cambourne and a decline in pupil numbers from their peak. This means that a new 6 FE secondary school (or second campus) with sixth form is no longer required. The revised new 4FE (600 places) requirement and sixth form can be delivered through the expansion of the existing Cambourne VC.
Various low level schemes changes	There are 7 schemes where small changes have been made due to the full allowance for contingency and risk not being required, or small additional costs have arisen. Overall resulting in total cost reduction of £558k

- 5.8 Member are asked to note that the 2021-22 business plan currently does not reflect any additional costs that have arisen due to the Covid-19 pandemic. Work is ongoing with the Council's consultants to scrutinise and agree claims from contractors for those schemes either on site or already tendered at the time of the introduction of the Covid restrictions.

For future schemes, contractors are expected to factor in the current government guidelines within their tenders and adhere to these. Specific Covid clauses are not being included in contracts as the aim is to encourage contractors to submit competitive prices working within the current social distancing framework. However, if there is a change in current guidelines or further national or local lockdowns are required it is likely to increase scheme costs. These will be detailed in the Finance Performance Report for approval initially by the CYP Committee and then General Purposes Committee

- 5.9 The draft programme is set out in detail in Appendix A (Exempt), with anticipated funding sources per scheme for the draft P&C capital programme identified in Table 5 of Appendix A (Exempt). Some schemes are exempt from publication at this point as they have not yet been let to a contractor, so Appendix B had been produced which sets out the anticipated expenditure on those schemes which are non-exempt.

6. Alignment with corporate priorities

- 6.1 A good quality of life for everyone
The Council's investment plans create employment as schools, early years and childcare providers are employers in their own right.

Availability and access to high quality childcare enables parents to take up employment or training that may lead to employment, thus supporting families to be less reliant on Welfare Benefits.

Provision of safe walking and cycling routes minimises the need for children to be transported to and from their early years' or childcare setting or school.

Expansion of settings and schools to meet identified demand in their local or catchment areas minimises the need for children to be transported to and from more distant schools.

6.2 Thriving places for people to live

A number of the schemes in the Children and Young People capital programme provide school places to meet predicted demand from planned housing development. This policy is aimed at directly supporting the establishment and development of new communities.

6.3 The best start for Cambridgeshire's children

Evidence shows that good quality early education and childcare provision makes a significant contribution to a child's attainment and future life chances it also supports their future health and wellbeing.

The Council is committed to ensuring that children and young people with special educational needs and/or disabilities (SEND) are able to attend their local mainstream school where possible, with only those with the most complex and challenging needs requiring places at specialist provision. Where a child or young person requires a specialist placement, the Council's aim is to ensure that this is as close to their family home and community as possible.

6.4 Net zero carbon emissions for Cambridgeshire by 2050

The implications for school buildings of the Council's climate emergency policies are currently being considered as part of the design process for a major schools capital project. This work may have a wider application in the future in meeting this target.

7. Significant Implications

7.1 Resource Implications

The following bullet points set out details of significant implications identified by officers; these are additional to those set out in Section 5.

7.1.1 Since April 2015, S106 has been limited to site/development specific requirements and only what is required to mitigate the impacts of planned development. Any contributions being sought from developers must demonstrate that they are:

- Necessary to make the development acceptable in planning terms;
- directly related to the development; and
- Fairly and reasonably related in scale and kind to the development.

As a result, services are now required to provide far greater detail of projects and costs at an earlier stage than previously to demonstrate the case for funding and to meet the test set out in the CIL regulations. The main implication of this approach is that the Council now needs to invest upfront in feasibility studies, which adds to its costs without there being any

certainty that it will secure developer contributions to offset these.

7.1.2 Where the Council is successful in securing S106 funding this is typically released in two tranches: 10% on commencement of the development and 90% after the occupation of the first 100 houses. In cases where more than one school is required and/or larger schools are to be provided, the trigger points will be agreed to reflect this. To achieve opening a new school to coincide with the requirement for places from the first families moving in, the Council has usually found it necessary to bridge the gap in funding between commencement of the enabling works for the school building and release of the first tranche of S106 funding.

7.1.3 CIL contributions are collected and held by the district councils, at a level set by the individual districts. Each district determines the priorities for use of this funding, which will include other infrastructure requirements as well as Education. As a consequence, the Council faces the prospect of having to fund a higher proportion of the total cost of expanding schools from its available resources,

7.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications. At its next meeting on 10th November this Committee will receive a full report on the options for procurement of school construction projects contained in the capital programme.

7.3 Statutory, Legal and Risk Implications

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

The vast majority of the schemes within the CYP capital programme are focused on creating additional capacity to provide for the identified need for new places for Cambridgeshire's children and young people in response to demographic need and housing growth. Should the Council not be able to proceed with these projects as planned, the only alternatives available to it would be:

- Provision of mobiles in place of permanent accommodation. Although it must be recognised that planning applications for mobiles are subject to the same rigorous process as permanent build applications and are usually only granted for between 3 to 5 years. In addition, the Council would be unable to secure Basic Need funding from the DfE to replace the mobiles with permanent accommodation as it would deem that the Council had already met the Basic Need requirement for places.
- Provision of free transport to alternative, more distant schools whilst those children remain of statutory school age. Where it proves necessary to transport children to more than one school, this would have the effect of fragmenting the community, as well as increasing revenue costs.
- Phasing of projects. Although it must be recognised that this has cost implications in that construction tender price inflation is increasing rapidly.

7.4 Equality and Diversity Implications

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

- Take up of free early years education for 2, 3 and 4 year olds supports school readiness on entry to statutory education (Reception) and contributes to improved outcomes for children. Free early education for two year olds is targeted at families on low incomes, those who are Looked After and those whose parents are in the Forces.

- All accommodation, both mobile and permanent has to be compliant with the provisions of the Public Sector Equality Duty and current Council standards.

7.5 Engagement and Communications Implications

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

- Significant levels of engagement and consultation take place with all schools and early years settings identified for potential expansion to meet the need for places in their local areas over the development and finalisation of those plans. Schemes are also presented to local communities for comment and feedback in advance of seeking planning permission.
- Any decision to change the scale or scope of those plans in order to reduce capital costs would need to be communicated to the affected schools individually as a matter of urgency in order to avoid the potential of them hearing about this from third parties.

7.6 Localism and Local Member Involvement

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

- Through its commissioning role, the Council ensures that:
 - those private, voluntary and independent providers who tender to establish and run new early years and childcare provision understand the local context in which they will operate, should they be successful in being awarded contracts by the Council;
 - potential sponsors who apply to establish and run new schools understand the local context in which they will operate, should their applications be approved for implementation by the Regional Schools' Commissioner and the Secretary of State for Education;
- Local Members are:
 - kept informed of planned changes to provision in their wards and their views sought on emerging issues and actions to be taken to address these;
 - invited to participate in the assessment of potential sponsors' proposals to establish and run new schools in the county in response to the Council's identified published need for new schools to meet its basic need requirements.

7.7 Public Health Implications

There are no significant implications within this category

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Kerry Newson

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

Name of Officer: Gus de Silva

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? No

Name of Legal Officer:

Have the equality and diversity implications been cleared by your Service Contact? Yes

Name of Officer: Jonathan Lewis

Have any engagement and communication implications been cleared by Communications? No

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

Have any Public Health implications been cleared by Public Health? No

5. Source documents

5.1 Source documents

Business Plan 2020/21
Letter from Lord Agnew re: Basic Need Allocations
Pupil forecast data 5.2 Location

5.2 Location

0-19 Place Planning & Organisation Service
Second Floor
Octagon
Cambridge
CB3 0AP

6. Appendices

- 6.1 Exempt Appendix A – Draft Capital Programme 2021/22. Exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 6.2 Appendix B - Draft Capital Programme 2021/22 (public). An accessible version of this appendix is available on request from lan.trafford@cambridgeshire.gov.uk

Appendix B

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
A/C.01	Basic Need - Primary											
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £8,876k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places		Committed	11,777	646	40	6,852	4,000	239	-	-
A/C.01.034	St Neots, Wintringham Park primary	New 3 form entry school with 78 Early Years provision: £11,310k Basic Need requirement 630 places £2,665k Early Years Basic Need 78 places		Committed	13,885	13,475	300	110	-	-	-	-
A/C.01.041	Barrington Primary	Expansion to 1 form of entry: £2,580k Basic Need requirement		Committed	2,850	2,809	41	-	-	-	-	-
A/C.01.048	Histon Additional Places	Expansion of 2 form entry primary and 2 form entry Early Years in the Histon area: £14,886k Basic Need requirement 210 places £2,000k Early Years Basic Need 52 places		Committed	16,976	16,633	343	-	-	-	-	-
A/C.01.062	Waterbeach Primary School	Expansion of 1 form of entry due to in-catchment development: £6,766 Basic Need requirement 120 places		Committed	6,611	6,446	165	-	-	-	-	-
A/C.01.065	New Road Primary	Expansion to 2 form of entry: £6,608k Basic Need requirement		Committed	6,559	6,188	371	-	-	-	-	-
A/C.01.066	Bassingbourn Primary School	Expansion		2019-20	2,825	2,683	142	-	-	-	-	-
A/C.01.067	WING Development - Cambridge (new primary)	New 2 form entry school with 52 Early Years provision and community facilities: £9,210k Basic Need requirement 420 places £1,560k Early Years Basic Need 52 places		2019-20	11,294	817	7,100	3,200	177	-	-	-
A/C.01.068	St Philips Primary School	Expansion of 0.5 form of entry: £1,627k Basic Need requirement 60 places		Committed	1,627	136	851	600	40	-	-	-
	Confidential Schemes	Confidential Schemes			116,208	683	5,056	46,526	40,073	19,737	4,133	-
	Total - Basic Need - Primary				190,612	50,516	14,409	57,288	44,290	19,976	4,133	-
A/C.02	Basic Need - Secondary											
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities) & 100 place SEN Provision: £49,361k Basic Need requirement 600 places		Committed	49,361	47,953	971	437	-	-	-	-
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £27,900k Basic Need requirement 600 places £13,000k SEN 110 places		Committed	40,940	880	1,200	20,000	12,000	6,000	860	-
A/C.02.011	New secondary capacity to serve Wisbech	New 4 form entry school with 8FE core and SEMH provision: £26,500k Basic Need requirement 750 places £12,300 SEMH Provision		2019-20	38,800	1,283	3,342	30,300	3,270	605	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £9,012k Basic Need requirement 150 places		2019-20	16,127	15,166	961	-	-	-	-	-
A/C.02.016	Cambourne West secondary	New 6 form entry school with 300 place sixth form provision: £38,500k Basic Need requirement 900 places		2019-20	28,300	500	6,000	17,500	3,900	400	-	-
	Confidential Schemes	Confidential Schemes			54,690	52	971	10,800	22,150	14,155	6,222	340
	Total - Basic Need - Secondary				228,218	65,834	13,445	79,037	41,320	21,160	7,082	340
A/C.03	Basic Need - Early Years											
A/C.03.003	LA Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	6,164	5,710	454	-	-	-	-	-
A/C.03.004	Cottenham Early Years	Full Day Nursery Provision - Cottenham		2019-20	809	297	211	301	-	-	-	-
	Total - Basic Need - Early Years				6,973	6,007	665	301	-	-	-	-
A/C.04	Adaptations											
A/C.04.009	Sawtry Infants Adaptations	Works to address long standing deficiencies and condition issues.		2021-22	800	-	800	-	-	-	-	-
	Confidential Schemes	Confidential Schemes			4,851	301	700	3,435	400	15	-	-
	Total - Adaptations				5,651	301	1,500	3,435	400	15	-	-
A/C.05	Condition & Maintenance											
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	20,000	-	2,500	2,500	2,500	2,500	2,500	7,500
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		Committed	1,570	1,570	-	-	-	-	-	-
	Total - Condition & Maintenance				21,570	1,570	2,500	2,500	2,500	2,500	2,500	7,500
A/C.07	Schools Managed Capital											
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	7,317	-	813	813	813	813	813	3,252
	Total - Schools Managed Capital				7,317	-	813	813	813	813	813	3,252
A/C.08	Specialist Provision											
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		Ongoing	450	150	150	150	-	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		Ongoing	13,000	1,300	1,300	1,300	1,300	1,300	1,300	5,200
A/C.12.006	East Cambridgeshire Adult Service Development	Provision of 6 units of accommodation on one site to provide a specialist Supported Living Service for adults with learning disabilities and /or autism.		2020-21	3,000	375	1,500	1,125	-	-	-	-
	Total - Adult Social Care				57,400	5,815	6,940	6,565	5,440	5,440	5,440	21,760
A/C.13	Cultural & Community Services											
A/C.13.002	Library Service - Card payments in Libraries	Installation of cashless (Chip & PIN or contactless) option for library payments on the self-service machines (RFID) to reduce, and over time negate, the need for cash handling.		2019-20	148	148	-	-	-	-	-	-
A/C.13.003	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,875	1,875	-	-	-	-	-	-
A/C.13.004	Community Fund	A £5m fund that will help to deliver a range of community based investments that support the Council's aspiration of "Making Cambridgeshire a great place to live".		2019-20	5,000	5,000	-	-	-	-	-	-
	Confidential Schemes	Confidential Schemes			340	340	-	-	-	-	-	-
	Total - Cultural & Community Services				7,363	7,363	-	-	-	-	-	-
A/C.14	Capital Programme Variation											
A/C.14.001	Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-50,068	-	-5,445	-19,049	-12,323	-6,164	-2,546	-4,541
A/C.14.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	4,714	1,513	1,109	791	735	566	-	-
	Total - Capital Programme Variation				-45,354	1,513	-4,336	-18,258	-11,588	-5,598	-2,546	-4,541
	TOTAL BUDGET				520,088	149,262	41,010	140,781	91,275	45,777	18,672	33,311

Service Committee Review of Draft Revenue Business Planning Proposals for 2021/22 to 2025/26: Opening Update and Review

To: Children & Young People Committee

Meeting Date: 6 October 2020

From: Wendi Ogle-Welbourn, Executive Director for People and Communities
Chris Malyon, Chief Finance Officer

Electoral division(s): All

Forward Plan ref: Not applicable Key decision: No

Outcome: The Committee is asked to consider:

- the current business and budgetary planning position and estimates for 2021-2026
- the principal risks, contingencies and implications facing the Committee and the Council's resources
- the process and next steps for the Council in agreeing a business plan and budget for future years

Recommendation: The Committee is asked to:

- a) Note the overview and context provided for the 2021-22 to 2025-26 Business Plan.
- b) Comment on the draft proposals for CYP Committee set out in section 5.4 and endorse their development

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1. Overview

- 1.1 The Council continues to undertake financial planning of its revenue budget over a five year period which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue budget, with a focus on those which are relevant to this Committee. Increasingly the emerging proposals reflect joint proposals between different directorate areas and more creative joined up thinking that recognise children live in families and families live in communities, so some proposals will go before multiple Committees to ensure appropriate oversight from all perspectives.
- 1.2 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.
- 1.3 The uncertainty of the current environment means that we are working to some assumptions on how different scenarios may play out. As our proposals try to account for this, in many instances they become less certain. Some proposals will deliver more or less than anticipated, equally some may encounter issues and delays, (particularly in response to a changing picture locally and nationally) others might be accelerated if early results are promising. We have adapted our approach to business planning in order to manage these risks, specifically;
- By developing a scenario approach which allows us to try and factor in things like the impact of a second wave, national lockdowns, local lockdowns, or further impact to the economy etc. We have developed trigger points for these.
 - Through the development of robust and deliverable proposals.
 - Taking a managed approach to risk – with clarity for members about which proposals have high confidence and certainty and which represent a more uncertain impact.
 - Developing a budget strategy that brings together thinking from across the organisation on our recovery from the pandemic, and ensures we have a coherent plan to make the budget sustainable.
 - Undertaking an exercise of prioritisation to understand the areas we could achieve further efficiencies if our worst case scenario position is realised.
- 1.4 The Committee will be asked to comment on proposals for consideration as part of the development of the Council's Business Plan. These savings proposals are currently being developed to ensure a robust plan and to allow as much mitigation as possible against the impact of current financial challenges.
- 1.5 All service committees will receive details of their relevant revenue business planning proposals in December 2020 at which point they will be asked to endorse proposals to the January 2021 meeting of the General Purposes Committee (GPC) as part of the consideration for the Council's overall Business Plan.

The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the priority outcomes we want for people.

- 1.6 Our priorities are based around putting communities at the heart of everything we do; a good quality of life for our citizens, protecting and caring for our most vulnerable, making Cambridgeshire a clean green place to live and ensuring children have a good start in life and an education that enables them to achieve their potential.
- 1.7 To ensure we deliver on our priorities, the focus will continue to be on getting the maximum possible value for residents from every pound of public money we spend, and responding effectively and efficiently to changing needs and new opportunities. We are in the midst of an unprecedented global pandemic from COVID-19, this has had and will continue to have a significant and material impact on the way we do our business and our finances. The Business Plan therefore sets out how we aim to provide good quality public services and achieve the best outcomes that we can for our communities, whilst responding to the changing challenges of the pandemic.
- 1.8 The scale of the economic challenge across the country is unprecedented. We, like all other Councils across the country, have seen our financial challenges exacerbated and heightened. There is new and changing demand, with further increases likely to follow; putting one-off Covid grants aside, the Council's core funding remains static at a time when the cost of providing services continues to rise significantly, in markets with reduced resilience that may put service delivery at risk.
- 1.9 As one of the fastest growing Counties in the country, this financial challenge is greater in Cambridgeshire than elsewhere. We have already delivered £153m of savings over the last five years and have a strong track record of changing the way we deliver services, delivering good outcomes for our residents for less money. We know that there will be challenges to continuing to deliver improved services for our residents and that the current and ongoing pressure on public finances will remain.
- 1.10 The challenges we face include; maintaining crucial frontline services in times that are uncertain, recovering the organisation from the effects of the pandemic and taking the opportunity to "build back better". To support this we will continue to develop our five year budget strategy on an annual basis to support the priorities in our Place and Economy Strategy, Recovery & Resilience Plans, and Business Plan.
- 1.11 As the scope for traditional efficiencies diminishes, our plan is increasingly focused on a range of more fundamental changes to the way we work. Some of the key themes driving our thinking are;
 - Economic recovery_– we know that the impact of the measures to reduce the spread of COVID-19 will impact the economic recovery substantially. The Office for Budget Responsibility is forecasting at least a 10% drop in GDP in the UK in 2020. This will impact employment and household income levels for many people across Cambridgeshire. The stress and anxiety caused by worrying about money, or not having enough money to maintain the right housing or buy basic necessities or afford basic utilities, is an important factor that affects demand for many of our services. Economic recovery is therefore

at the heart of improving outcomes for people and managing demand for Council services.

- Demand Management – this is fundamentally about supporting people to remain as healthy and as independent as possible, for as long as possible, a significant priority as demands increase as a result of COVID-19. It is about working with people and communities to help them help themselves or the person they care for or their community e.g. access to advice and information about local support, asset building in communities and access to assistive technology. We saw communities rise to the challenges of the pandemic and support networks appearing to gather around those who needed it. We must build on this and look at how we further support these networks and groups to continue, and where public services are undisputedly needed, it is about ensuring support is made available early so that people's needs don't escalate to the point where they need to rely heavily on public sector support in the long term.
- Think Communities – In support of the need to manage demand and enable people to remain living in their own homes in their local communities and delay the need for more specialist services, continued investment in our Think Communities approach is paramount. Harnessing the capacity within our local district and parish councils, the voluntary, community and faith sectors, volunteers and local place based health, County Council and blue light services will enable us to build place based support services wrapped around our vulnerable people and communities; which will reduce or delay the need for more specialist expensive services and build resilient and sustainable communities where people feel proud to live.
- Income and Commercialisation - identifying opportunities to bring in new sources of income which can help to fund crucial public services and to take a more business-like approach to the way we do things in the Council.
- Strategic Partnerships – acting as 'one public service' with our partner organisations in the public sector and forming new and deeper partnerships with communities, the voluntary sector and businesses. The aim being to cut out duplication and make sure every contact with people in Cambridgeshire counts and delivers what they need now and might need in the future.
- Value for Money – ensuring all services that are commissioned or directly delivered by the council result in services to our residents that deliver the right outcomes that people want at the cost that represents value for money.
- Modernisation – taking advantage of the latest technologies and most creative and dynamic ways of working to deliver the best value for money.

2. Building the revenue budget

- 2.1 Changes to the previous year's budget are put forward as individual proposals for consideration by committees, General Purposes Committee and ultimately Full Council. Proposals are classified according to their type, as outlined in the attached Table 3, accounting for the forecasts of inflation, scenarios, demand pressures and service pressures, such as new legislative requirements that have resource implications, as well as savings and investments.

- 2.2 The usual process of building the budget begins by identifying the cost of providing a similar level of service to the previous year. The previous year's budget is adjusted for the Council's best forecasts of the cost of inflation, the cost of changes in the number and level of need of service users (demand), proposed investments, and the expected impact of any change in the council's approach to service delivery (such as Think Communities or the Adults Positive Challenge Programme). Due to the significant uncertainties surrounding the impact of COVID-19 on service provision, we have elected to model three possible budget scenarios based on low, medium and high levels of disruption due to COVID-19. These scenarios will consider the potential impacts on demand and income as a result of any changes in the environment as well as direct impacts on service users. We are working on mitigation responses to these scenarios but it is important that we account for the full cost impacts of these in our planning as we build the budget.
- 2.3 Should services have pressures, our default would be to manage these within that service where possible, if necessary being met through the achievement of additional savings or income. However in light of the situation and scale of the financial challenge we absolutely need to look at other ways to balance the budget.
- 2.4 The total expenditure level is compared to the available funding and where this is insufficient to cover expenditure, the difference is the savings or income requirement to be met through transformational change and/or savings projects in order to achieve a set of balanced proposals. With no additional resources and recognising the novel situation we are in, we are progressing additional avenues such as lobbying central Government for increased funding and flexibility in raising revenue through local taxation, and exploring areas in which we may be able to achieve further improvements in efficiency. We must however accept that unless additional funding is forthcoming the Council will have to consider reductions in service delivery in order to balance next year's budget.
- 2.5 The budget proposals being put forward include revised forecasts of the expected cost of inflation following a detailed review of inflation across all services at an individual budget line level. Inflation indices have been updated using the latest available forecasts and applied to the appropriate budget lines. Inflation can be broadly split into pay, which accounts for inflationary costs applied to employee salary budgets, and non-pay, which covers a range of budgets such as energy, waste, etc. as well as a standard level of inflation based on government Consumer Price Index (CPI) forecasts. All inflationary uplifts require robust justification and as such general inflation is assumed to be 0%.
- 2.6 Although general price inflation is running at near record low levels nationally, the Council is seeing substantial inflationary cost increases in a number of areas, most significantly impacting the Adult Social Care market. Factors such as the rising national living wage, with resulting implications for national insurance and pension payments, as well as a constrained local supply of care placements and challenges in recruiting and retaining care workers, have resulted in high price inflation. There is a strategy in place to contain inflation by moving towards more block purchasing, however a number of existing block bed contracts are due for retender in 2021/22 so average prices will move closer to current market rates as these contracts are renewed. Other

services for which costs are expected to increase above general levels of inflation include Coroners (3.6%), Public Transport (3.2%) and Home to School Transport (3.2%). Key inflation indices applied to budgets are outlined in the following table:

Inflation Range	2021-22	2022-23	2023-24	2024-25	2025-26
Non-pay inflation (average of multiple rates) where applicable	2.4%	2.2%	1.9%	2.0%	2.0%
Pay (admin band)	2.75%	2.75%	2.0%	2.0%	2.0%
Pay (management band)	2.0%	2.0%	2.0%	2.0%	2.0%

2.7 Forecast inflation, based on the above indices, is as follows:

Service Block	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
People and Communities (P&C)	8,388	6,760	5,416	5,516	5,617
Place and Economy (P&E)	888	1,502	2,257	2,471	2,576
Commercial and Investments (C&I)	213	145	149	174	205
Public Health	47	34	34	34	34
Corporate and Managed Services	-124*	221	224	225	224
LGSS Operational	306	236	238	239	239
Total	9,718	8,898	8,318	8,659	8,895

*Includes removal of corporate provision for nationally set local government pay award. Staff-related inflationary pressures have instead been provided for within service budgets.

2.8 A review of demand pressures facing the Council has been undertaken. The term demand is used to describe all anticipated demand changes arising from increased numbers (e.g. as a result of an ageing population, or due to increased road kilometres) and increased complexity (e.g. more intensive packages of care as clients age, or arising from COVID-19). We have included the impact of a low scenario being realised to give a more realistic view of demand pressures. It should be noted that this is only the low scenario. Should the current trajectory continue, for instance, we could move to a medium scenario increasing that demand picture again. The demand pressures calculated are:

Service Block	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
People and Communities (P&C) - Base	12,278	13,579	14,526	14,795	14,757
People and Communities (P&C) - Low Scenarios	3,427	-802	-459	-345	-273
Place & Economy (P&E) - Base	142	271	298	268	240
Place & Economy (P&E) - Low Scenarios	638	-	-	-	-
Total	16,485	13,048	14,365	14,718	14,724

- 2.9 In 2021-22 the Council expects to experience a minimum of £4m additional demand pressures as a result of COVID. These pressures are expected to reduce in the subsequent years of the business plan as the acute impacts of COVID subside, however the Council is likely to see continued impacts throughout the period of the business plan with the residual pressure reducing to £2.2m by 2025-26.
- 2.10 The scenario modelling undertaken has also considered the impacts of COVID-19 on the Council's income streams, including sales, fees and charges, commercial income and precept income. The figures below reflect the anticipated losses in a low impact scenario, however for 'business rates modelling' a medium impact scenario has been assumed due to the severity of the national picture and uncertainty surrounding expected reforms to the business rates system.

Service Block	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
People and Communities (P&C)	662	-483	-179	-	-
Place & Economy (P&E)	3,113	-1,557	-1,556	-	-
Commercial & Investment (C&I)	2,083	-482	60	82	6
Council tax	2,865	4,606	4,727	3,612	1,869
Business rates	1,258	725	730	518	220
Total	9,981	2,809	3,782	4,212	2,095

- 2.11 The Council is facing a number of cost pressures that cannot be absorbed within the base funding of services. Some of the pressures relate to costs that are associated with responses to the pandemic, the introduction of new legislation and others as a direct result of changes to contractual commitments. These costs are included within the revenue tables considered by service committees alongside other savings proposals and priorities:

Service Block / Description	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
New Pressures Arising in 21-22					
P&C: Sleep-in Carers	400				
P&C: Deprivation of Liberty Safeguards	45				
P&C: Personal Protective Equipment	1,000				
P&C: Libraries to serve new developments			50	50	
P&C: Home to School Transport - Special	800				
P&C: Home to School Transport - Mainstream	200				
C&I: Renewable energy – Soham			6	6	
C&I: Spokes Building Operating Costs	115				
CS: IT – Continued Remote Working	420	-420			
CS: IT – New Connections	102				
Subtotal – New Pressures	3,082	-420	56	56	-
Existing Pressures Brought Forward					

P&C: Impact of National Living Wage on Contracts	4,040	4,625	4,184	3,372	3,372
P&C: Potential Impact of Changing Schools Funding Formula	1,500				
P&C: Libraries to serve new developments	49				
P&C: Independent reviewing officers (numbers of children)	-85				
P&C: Coroner Service	-37				
P&E: Minerals and Waste Local Plan	-54				
P&E: Guided Busway Defects		-1,300			
C&I: Renewable energy – Soham	5	40			
C&I: East Barnwell Community Centre	100				
C&I: LGSS Law dividend expectation			-96		
C&I: St Ives Smart Energy Grid - operating costs		39	1	1	1
C&I: Babraham Smart Energy Grid - operating costs		45	2	3	
C&I: Trumpington Smart Energy Grid - operating costs			63	2	
C&I: Stanground Closed Landfill Site - operating costs		120	3	3	3
C&I: Woodston Closed Landfill Site - operating costs		48	1	2	
C&I: North Angle Solar Farm, Soham - operating costs		499	14	15	15
C&I: Babbage House dilapidation costs	-190				
CS: Repatriation of LGSS Services	750				
Subtotal – Existing Pressures	6,078	4,116	4,172	3,398	3,391
Total	9,160	3,696	4,228	3,454	3,391

3. Summary of the draft revenue budget

3.1 In order to balance the budget in light of the cost increases set out in the previous section and uncertain Government funding, savings, additional income or other sources amounting to at least £32.8m are required for 2021-22, and a total of £75.7m across the full five years of the Business Plan. This assumes a relatively swift recovery following the initial impacts of the pandemic on service delivery and is predicated on the following general assumptions:

- A low likelihood of a second peak requiring a further national lockdown
- Tracking and tracing is relatively successful in containing the spread of the virus

- A vaccine is available within 12 months
- A soft, open lockdown, with social distancing eased over summer 2020-21
- Demand does not return to pre-COVID levels due to economic and social impacts

The medium and high impact scenarios assume further peaks of the virus leading to periods of significant disruption on a national scale. The total savings required in each scenario are as follows:

Scenario	2021-22 Savings Requirement £'000	5 Year Savings Requirement £'000 (2021-22 – 2025-26)
Low	32,796	75,651
Medium	50,269	84,071
High	82,167	114,281

None of the scenarios assume any additional on-going Government support in response to the pandemic in 2021/22, either through grant funding or compensation for foregone fees and charges.

- 3.2 The following table shows the total level of savings necessary for each of the next five years (assuming a low impact scenario), the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found:

Service Block	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Total Saving Requirement	32,796	16,425	15,312	14,302	10,097
Identified Savings	-	-1,702	-153	-	-
Identified additional Income Generation	-	-7,533	-2,974	-812	-107
Residual Savings to be identified	32,796	7,190	12,185	13,490	9,990

- 3.3 The actions currently being undertaken to close the gap are:

- Reviewing all the existing proposals to identify any which could be pushed further – in particular where additional investment could unlock additional savings. Including reviewing all strategies.
- Reviewing all income generation opportunities.
- Looking at the areas we wanted to lobby central government for additional funding.
- Identifying, through benchmarking, any areas across the organisation we could potentially look to find additional efficiencies whilst ensuring outcomes are maintained.
- Reviewing the full list of in-year and 2021-22 pressures – particularly in line with the scenarios to see if there are any opportunities to prevent assumed increases in demand being realised.
- Being clear on areas which we wish to invest in.

3.4 There are also a number of financing options available to the Council to contribute towards closing the gap for 2021-22:

- Additional central Government funding may be forthcoming in response to the pandemic and previously announced funding (such as Roads Fund and support for Social Care) rolled forwards.
- Around £1.5m is available next year following an earlier change in how the Council accounts for the minimum revenue provision. These funds have previously been allocated into the Transformation Fund reserve, and decrease each year in value. This is available to the Council for a further three years before this becomes a pressure on the General Fund.
- Up to £1.5m may be available through deployment of existing grants, subject to local decision making about Public Health and Schools grant priorities
- Funds could be re-allocated on a one-off basis from reserves: in view of the risks facing the Council it is not considered that the General Fund Reserve could be reduced, however a decision could be taken to utilise the resources within the Transformation Fund, in full or in part, but recognising in so doing there will be less capacity to fund and drive any transformational investments in the future.
- There is an option to increase the planned levels of council tax, further details are set out in section 3.8 below

3.5 Through the scenarios we have identified a number of additional risks and assumptions with potential impacts on the numbers above and accompanying tables. These will be monitored closely and updated as the Business Plan is developed to ensure that any financial impacts are accurately reflected in Council budgets:

- The National Joint Council pay scales have not been confirmed for 2021-22 onwards and it is possible that the agreed uplifts will be greater than those modelled.
- The result of schools funding reforms, in particular the control of the Dedicated Schools Grant (DSG) shifting further toward individual schools. Potential additional funding from Government, and the local situation on the deficit held within the high needs block, is still under discussion. Changes in regulations mean that the Council is not permitted to support the deficit in the DSG from the General Fund, however the Department for Education (DfE) consideration of requests for cash flow support has been paused during the pandemic. Meanwhile, the deficit in the high needs block continues to rise, and authorities across the country continue to call for a significant increase in funding to this area to meet rising needs.
- Movement in current year pressures is being picked up via the scenario modelling work. We are putting monitoring measures in place so we can put in place mitigations before trigger points are met. Work is ongoing to manage our in-year pressures downwards however any change to the out-turn position of the Council will impact the savings requirement in 2021-22. This is particularly relevant to demand led budgets such as children in care or adult social care provision.

- The inflationary cost increases set out above assume that inflation on the cost of bed-based care within Adults & Older People's Services will continue to be higher than general inflation in 2021-22.
 - The Council has worked closely with local MPs in campaigning for a fairer funding deal for Cambridgeshire. Changes to the fairer funding scheme and business rates retention were postponed until 2021-22, as yet no announcements have been made on how this will look. The Government response to Local Government Association (LGA) campaigning has been in relation to council tax increases and continuation of key Government grants to decrease the gap, however a significant gap still remains. Notwithstanding any additional funding the Council may receive, it is expected that significant savings are required to balance the budget for 2021-22 and services continue to develop plans at pace.
- 3.6 In some cases, services have planned to increase income to prevent a reduction in service delivery. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.
- 3.7 This report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets. New proposals are developed across the Council to meet any additional savings requirement and all existing schemes are reviewed and updated before being presented to service committees for review during December.
- 3.8 The level of savings required is based on a 2% increase in the Adults Social Care precept (ASC) and a 0% increase in Council tax. The Government has not yet confirmed that Local Authorities will be granted the continued flexibility to levy the ASC precept in 2021-22 or announced the Council tax limitation regulations for 2021-22. Local Authorities were permitted to increase general Council tax by a maximum of 2.99% in 2018-19 and 2019-20 and 1.99% in 2020-21 without the requirement for approval from residents through a positive vote in a local referendum. It is likely that the Council will be presented with the option to increase Council tax by not less than a further 1.99% in 2021-22 and, given the financial impacts of the pandemic and precedent set in previous years, it is possible that Government could elect to set a higher referendum threshold for 2021-22. It is estimated that the cost of holding a referendum for increases deemed to be excessive would be around £100k, rising to as much as £500k should the public reject the proposed tax increase (as new bills would need to be issued).
- 3.9 Following October and December service committees, THE General Purposes Committee will review the overall programme, before recommending the programme in January 2021 as part of the overarching Business Plan for Full Council to consider in February 2021.

4. Business planning context for the Children and Young People Committee

- 4.1 We continue to experience high levels of demand with the number of children in care remaining at a high level and a rising prevalence of special educational

need and disability. At the same time, our grant funding continues to diminish, creating further pressure on the budget model.

- 4.2 COVID-19 has put pressure on service delivery during the current financial year and as a result there are significant pressures within the service relating to COVID-19. These pressures continue to be regularly monitored, understood and mitigated as appropriate.
- 4.3 It is likely that early help, social care and placement funding will be needed across the 2020/21 and 21/22 financial years since the lockdown and schools closure has extended beyond the timeframe envisaged at the time they were developed. The assumption is that these costs will be met from the Ministry of Housing, Communities and Local Government (MHCLG) funds; if this is not the case, they will become pressures.
- 4.4 Much of the impact of COVID-19 for vulnerable families, children and young people will not be immediate. Harm will emerge over time as a result of lack of school and limited opportunities for play and social development. Impact will be greatest for:
- Families with fewer means, lower job security or less secure housing;
 - Families struggling with routines, possibly compounded by increased financial stress;
 - Children & young people from black and minority ethnic groups;
 - Young people of secondary age already disaffected at school;
 - Children and young people with special educational needs and disabilities;
 - Young people leaving care;
 - Relatively smaller numbers of children at acute need of safeguarding, who are currently less visible to schools, early years and health services;
 - Significant increase in Domestic Abuse; children suffering significant neglect, emotional and sexual abuse in particular – harms that are difficult to spot even when services are operating normally.

Education

- 4.5 Ensuring our children have every opportunity to reach their potential is paramount, this will be reliant on:-
- a) Schools and Settings reopen successfully and leadership is supported until we return to business as usual:
- On-going horizon scanning of DfE guidance and working with key stakeholder groups.
 - Ad hoc advice and guidance is provided when needed as government policy changes.
 - Effective processes for dealing with the closure of bubbles and local lockdowns to minimise the need for school closures.
- b) Ensure focus returns to academic achievement and progress and schools are ready for inspection from January 2021:
- Ensure all schools use the Ofsted recovery planning template.
 - Continue to work on developing wider curriculum coverage in Key Stage 2.

- Support the teaching / research school to establish a tuition agency.
 - Establish the size of the 'gap' in key pupils groups to help develop process for catch up.
 - ICT equipment programme for children that need it.
- c) Continue work around special educational needs and disability (SEND) to ensure high and sustainable outcomes are delivered:
- Move back to statutory processes and ensure all children return to school in a planned and appropriate way.
 - Continue the on-going SEND recovery work.
 - Review Elective Home Education (EHE) cases with an education, health and care plan (EHCP) and the options for blended learning to ensure children don't fall further behind.
- d) Focus on impact on vulnerable groups and provide support and challenge to schools / settings on inclusion:
- Review attendance in schools in light of return and support focus on families that have ongoing poor attendance without reason.
 - Understand the impact of new group for free school meals (FSM) on schools and how families need to be supported differently.
 - Review data / challenges between Education / Early Help / Social Care to establish trends / where we can be proactive.
 - Deploy additional capacity / services where required (which may require additional funding).
- 4.7 There are a number of proposals currently being considered. Work will continue and those considered appropriate for implementation will be worked into Business Cases and Equality Impact Assessments (EqIAs). These will be reviewed during December Committee meetings.

5. Overview of the Children and Young People Committee's draft revenue programme

- 5.1 Proposals already in the business plan (agreed during previous business planning cycles). These savings have been slightly altered based on some savings being delayed this year by COVID-19 and therefore will be achieved in 2021/22.

Existing Proposal	BP Reference	Saving 2021/22 (£'000s)
Children in Care - Placement composition and reduction in numbers	A/R.6.255	-246
Children in care stretch target - Demand Management	A/R.6.266	-1,000
Children's Disability 0-25 Service	A/R.6.267	-50
Home to School Transport	A/R.6.270	-405

- 5.2 The below list (see 5.4) includes new areas that are currently being explored. Ideas which are viable and align with the strategic priorities of the organisation will be developed into full proposals for consideration by the Children and

Young People Committee in December before they are considered by the General Purposes Committee in January 2021 and full Council in February 2021.

5.4 There are obvious pressures in Childrens' services as mentioned, however theming potential opportunities around what can be stopped, paused or started, or amplified post-COVID may help us think differently about recovery opportunities that may also deliver savings:

- Additional funding from the Home Office should enable the Council to release base budget from the service as a saving.
- Opportunities around the digital offer, exploring areas such as counselling in schools or online parenting sessions. This work was made possible during COVID-19 and offers clear links with our digital strategy.
- Restructuring of school improvement function including opportunities to develop elements of shared services with Peterborough City Council.
- Review the risks and opportunities around income generating services within Education, particularly where a reduction in income is expected to continue into 2021/22 as a result of COVID-19.
- A different model around our support for Elective Home Education.
- There may be further opportunities within Home to School Transport, particularly around exploring safer routes and active travel, independent travel training and ongoing work on route optimisation in Children in Care Transport.

6. Longer term transformation to create a sustainable service model

6.1 This programme of work includes innovative approaches that will improve outcomes whilst continuing to deliver a further level of efficiency and significant savings.

6.2 A Transformation resource was established in 2016 to enable investment in longer term initiatives, identifying opportunities where better outcomes can be delivered at reduced cost and demand for services can be reduced. To date, savings of £26m have been released as a result of services using this resource.

7. Next steps

7.1 The high level timeline for business planning is shown in the table below.

December	Business cases go to committees for consideration
January	General Purposes Committee will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

8. Alignment with corporate priorities

8.1 A good quality of life for everyone

8.2 Thriving places for people to live

8.3 The best start for Cambridgeshire's children

The purpose of the Business Plan is to consider and deliver the Council's vision and priorities and section 1 of this paper sets out how we aim to provide good public services and achieve better outcomes for communities, whilst also responding to the changing challenges of the pandemic.

8.4 Net zero carbon emissions for Cambridgeshire by 2050.

The budget is reviewed at each stage of development to assess the carbon implications of any new investments or savings initiatives. Additionally, the Council is committed to reviewing the sufficiency of climate mitigation funds included in the Business Plan on an annual basis to deliver the Climate Change and Environment Strategy.

9. Significant implications

9.1 Resource Implications

The proposals set out the response to the financial context described in section 4 and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget is described in the financial tables of the business plan, attached as Appendix 1. The proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

9.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for the proposals set out in this report.

9.3 Statutory, Legal and Risk implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our citizens.

9.4 Equality and Diversity Implications

As the proposals are developed ready for December service committees, they will include, Equality Impact Assessments that will describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

9.5 Engagement and Consultation Implications

Our Business Planning proposals are informed by the CCC public consultation and will be discussed with a wide range of partners throughout the process. The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report would be provided to GPC.

9.6 Localism and Local Member Involvement

As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents, the voluntary sector and other groups about where

they can make an impact and support us to mitigate the impact of budget reductions.

9.7 Public Health Implications

We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Tom Kelly

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

Name of Officer: Gus da Silva

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

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes

Name of Officer: Beatrice Brown. Disproportionate social, health and economic impact of COVID-19 on children experiencing poverty, children from Black and minority ethnic groups, SEND children, children leaving care and children and families experiencing domestic abuse. Equality Impact Assessments will consider impacts of policy changes being considered at December Committee. EqIAs will include mitigating actions to lessen the impact on these groups to ensure an inclusive recovery.

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

Name of Officer: Matthew Hall

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

Name of Officer: Kelly Allen

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Helen Freeman

10. Source documents

10.1 None.

11. Appendices

11.1 Appendix 1 – Revenue overview 2021-2026. An accessible version is available on request from Wendi.Oglewelbourn@cambridgeshire.gov.uk

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
1	OPENING GROSS EXPENDITURE	461,304	496,221	520,062	543,838	567,683		
A/R.1.004	Transferred Function - Independent Living Fund (ILF)	-34	-	-	-	-	The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year, with none remaining past 2021/22.	Adults
A/R.1.010	Increase in expenditure funded from ringfenced grants	-1,600	-	-	-	-	- Increase in expenditure budgets funded from ringfenced grants (compared to published 2020-25 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2020-21.	C&P, C&YP, Adults
1.999	REVISED OPENING GROSS EXPENDITURE	459,670	496,221	520,062	543,838	567,683		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	2,637	1,928	1,928	1,928	1,928	Forecast pressure from inflation relating to pay and employment costs. 2% pay inflation has been budgeted for years 1 and 2, with 1% for years 3-5.	C&P, C&YP, Adults
A/R.2.002	Centrally funded inflation - Care Providers	2,066	2,096	2,158	2,223	2,290	Forecast pressure from general inflation relating to care providers, particularly on residential and nursing care for older people, which has seen around 7% of inflation through 2019/20 and 2020/21. Further pressure funding is provided below to enable the cost of the rising minimum wage to be factored into rates paid to providers. This line includes a challenging trajectory to bring care home inflation back to RPI by 2024/25.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Children in Care placements	639	653	666	680	694	Inflation is currently forecast at 1.8%.	C&YP
A/R.2.004	Centrally funded inflation - Transport	770	497	507	517	527	Forecast pressure for inflation relating to transport. This is estimated at 3.2%.	C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	1,507	1,454	658	675	692	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 0.2% increase.	C&P, C&YP, Adults
A/R.2.006	Centrally funded inflation - Recommissioning of existing blocks	1,266	636	-	-	-	- The Council's 360 historic block residential and nursing beds are reaching the end of the original contract period and need to be recommissioned. These beds are below the current market rate because of fixed uplifts over the contract life. While this has saved the council money, when recommissioned these beds will likely cost similar to current market rates, and so result in a pressure. If this was not done, the cost of 360 spot beds would be higher, and would be subject to greater inflationary increases each year.	Adults
2.999	Subtotal Inflation	8,885	7,264	5,917	6,023	6,131		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Funding for additional Physical Disabilities demand	740	717	658	618	415	The needs of people with physical disabilities are increasing and so care packages are becoming more complex. In particular, more hours of domiciliary care are being provided per person, and there is expected to be a rise in the number of residential placements. Funding has been redirected from the Older People's demand bid to allow service users over 65 to continue being supported within the Physical Disabilities service.	Adults

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.3.003	Additional funding for Autism and Adult Support demand	303	264	269	274	280	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 33 people will enter this service in 2021/22 with 8 leaving and so, based on the anticipated average cost, we are investing an additional £195k to ensure we give them the help they need. We are also investing an additional £64k to meet the increasing complexity in the needs of the people already cared for by the service and a further £45k to employ an additional social worker to help the team manage an unprecedented increase in the number of people accessing the service. This brings the total demand funding requested to £303k for 2021/22.	Adults
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	1,989	1,972	2,041	2,112	2,186	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £707k in 2021/22 to provide care for a projected 51 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £1,768k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. A further £83k is needed to increase the number of social workers, which has remained static for a number of years as service user numbers have increased. We're therefore allocating a total of £1,989k as the council's share to this pooled budget to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	212	217	204	189	191	Additional funding to ensure we meet the increased demand for care amongst working age adults with mental health needs. The current pattern of activity and expenditure is modelled forward using population forecasts and data relating to the prevalence of mental health needs, and we estimate that numbers will increase by about 1.5% each year. Some account is taken of the recovery over time of clients in receipt of section 117 aftercare and the additional demand this is placing on social care funding streams. This work has supported the case for additional funding of £212k in 2021-22 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.006	Additional funding for Older People demand	6,225	6,604	7,270	7,325	7,078	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 5.6% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £6,225k in 2021-22 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.007	Funding for Older People Mental Health Demand	305	313	328	341	352	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. We estimate that numbers will increase by about 3.3% each year. Some account is then taken of the recovery over time of clients in receipt of section 117 aftercare and the additional demand this is placing on social care funding streams. This work has supported the case for additional funding of £305k in 2021-22 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	270	331	317	193	173	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2.8% increase in the number of pupils attending Cambridgeshire's schools in 2021-22.	C&YP
A/R.3.009	Home to school transport Children in Care	47	50	52	54	54	Additional funding required to provide home to school transport for Children in Care. This additional funding is required due to an anticipated 3.1% increase in the number of school-aged Children in Care in 2021-22.	C&YP

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.3.010	Funding for Home to School Special Transport demand	1,510	1,688	1,888	2,110	2,360	Additional funding required to provide transport to education provision for children and young people with special educational needs (SEN). The additional funding is needed as there are increasing numbers of children with SEN and there is a trend towards increasingly complex needs, often requiring bespoke transport solutions.	C&YP
A/R.3.011	Funding for rising Children in Care Numbers and need	246	950	980	1,010	1,042		Additional budget required to provide care for children who become looked after. As with many local authorities we have experienced a steady rise in the number of Children in Care in recent years, and an increase in the complexity of need and therefore the cost of suitable placements. The additional investment will ensure we can fully deliver our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children entering care.
A/R.3.016	Funding for additional Special Guardianship Orders demand costs	263	295	332	373	419	Additional funding required to cover the cost of placing children with extended family and other suitable guardians. For children who come into the care system we need to invest in guardianship placements which provide stable, loving and permanent care for these children.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	32	33	34	34	35	Over the last five years, our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of service users supported to live independently, through the provision of community equipment and home adaptations. This requirement is patent in the context of a rising population and the increasing complexity of the needs of the people in question.	Adults
A/R.3.018	Coroner Service	55	60	64	69	75	Extra costs associated with an increasing population and thus a higher number of deaths.	C&P
A/R.3.019	Children with Disabilities	81	85	89	93	97	Additional funding required for the increase in care packages provided for children and young people with disabilities under the age of 18 years	C&YP
A/R.3.022	Scenario (Low) - Adult Social Care Demand	3,139	-514	-459	-345	-273	In the low scenario, adult social care is expected to face additional costs from Covid-19 mainly due to increased need over 2020/21. In older people, despite a reduction in people receiving care, more people are now receiving more expensive residential and nursing care than would otherwise have been the case. Within working age adults with disabilities, there has been some deconditioning over the pandemic period and more breakdowns in placements resulting in increased need, as well as more community packages where day centres have closed.	Adults
A/R.3.023	Scenario (Low) - Home to School Transport Mainstream demand	75	-75	-	-	-	In a low scenario it is assumed that additional costs for ensuring that no LA transport serves multiple schools will continue into summer term 2021.	C&YP
A/R.3.024	Scenario (Low) - Home to School Transport Special demand	139	-139	-	-	-	In a low scenario it is assumed that some pupils at special schools will continue to travel in bubbles in the summer term of 2021.	C&YP
A/R.3.025	Scenario (Low) - Domestic Abuse Service	74	-74	-	-	-	In a low scenario it is assumed that we will see increased referrals for Domestic Abuse services in 2021-22 requiring additional staffing capacity.	C&P
3.999	Subtotal Demography and Demand	15,705	12,777	14,067	14,450	14,484		
4	PRESSURES							
A/R.4.009	Impact of National Living Wage (NLW) on Adult Social Care Contracts	4,040	4,625	4,184	3,372	3,372	Following announcements in December 2019, the NLW rose by 51p to £8.72 per hour for 2020/21, and we project further steady rises in future years taking the wage to £11.08 by 2025/26. This will have an impact on the cost of purchasing care from external providers. Our analysis suggests it will have between a 1% and 4% impact on costs depending on the type of care being purchased.	Adults

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.4.012	Sleep-ins	400	-	-	-	-	- Pressure due to the need, should the resolution to an ongoing court case require, to ensure external care providers are funded sufficiently to pay care staff at least the minimum wage for working hours spent sleeping. Currently a flat, per-night rate amounting to less than the minimum wage is commonly used.	Adults
A/R.4.013	Deprivation of Liberty Safeguards	45	-	-	-	-	- The council has seen rising costs due to the need to progress a large number of best interest assessments where people are subject to deprivation of liberty safeguards. This has resulted in an increased level of spend on independent assessors. As legislation changes over coming years, the level of resource needed will be kept under review.	Adults
A/R.4.014	Personal Protective Equipment	1,000	-	-	-	-	- Due to Covid-19, the amount of PPE being used by frontline council staff has increased considerably. These are staff working in Reablement, council-run day centres and supported living units, schools and others. The pressure is an estimate based on experience and prices in 2020/21.	Adults, C&YP
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	1,500	-	-	-	-	- Based on historic levels of spend, an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and, following national changes, these historic commitments/arrangements will unwind over time. This pressure reflects the potential reduction in the contribution to combined budgets, although is subject to a decision by Schools Forum, to be taken during the autumn term.	C&YP
A/R.4.023	Libraries to serve new developments	49	-	50	50	-	- Revenue costs of providing library services to new communities.	C&P
A/R.4.028	Independent reviewing officers	-85	-	-	-	-	- Reversal of temporary investment into additional Independent Review Officer (IRO) capacity.	C&YP
A/R.4.029	Coroner Service	-37	-	-	-	-	- Reversal of temporarily funded posts in the Coroner Service.	C&P
A/R.4.032	Home to School Transport - Special	800	-	-	-	-	- A greater than anticipated increase in the number of pupils with Education, Health and Care Plans (EHCPs) requiring transport to school, especially in the post-19 cohort, has resulted in an ongoing pressure of £800k on the Home to School - Special budget.	C&YP
A/R.4.035	Home to School Transport - Mainstream	200	-	-	-	-	- Additional funding to cover inflationary market pressures in prior years.	C&YP
4.999	Subtotal Pressures	7,912	4,625	4,234	3,422	3,372		
5	INVESTMENTS							
A/R.5.001	Permanent Funding for Investments into Social Work	640	-	-	-	-	- As part of the Adults Positive Challenge Programme, a number of investments were made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, particularly investment in additional staff and equipment in Technology enabled Care, and the ongoing costs of a mobile working system for Reablement.	Adults
A/R.5.003	Flexible Shared Care Resource	-	174	-	-	-	- Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.	C&YP
A/R.5.005	Investment in additional block beds	107	-	-	-	-	- Following review by Adults Committee, a large number of additional block beds are being commissioned to replace spot purchases. This investment is the small increase in cost that results as newly commissioned beds will replace older ones that had lower prices. Over the medium term, this will save the council money as price increases will be managed, reflected in saving A/R.6.185 below.	Adults
A/R.5.006	Care Homes Team	240	-120	-120	-	-	- A two year pilot starting in October 2020, using a dedicated team of social workers to provide support to care homes.	Adults

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans		Outline Plans			Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.5.007	Adult Social Care - Market Resilience	4,000	-	-	-	-	- Covid-19 has greatly increased the costs faced by providers of social care. In particular, costs have increased due to greater use of personal protective equipment, as well as infection control processes (such as reducing the extent to which staff move between care homes). These pressures were recognised in 2020/21 through council funding, and a government grant, but it is likely that this will continue into 2021/22. This investment would average a 2.5% increase in costs over the year.	Adults
5.999	Subtotal Investments	4,987	54	-120	-	-		
6	SAVINGS Adults							
A/R.6.114	Learning Disabilities Commissioning	-400	-	-	-	-	- A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focusing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2020/21.	Adults
A/R.6.174	Review of Supported Housing Commissioning	124	-	-	-	-	- An ambitious saving was included in the 2018-23 Business Plan linked to a review of commissioning arrangements for supported housing. In 2021/22 there remains £124k of this saving left. Due to Covid-19 and other changes in legislation, it is not possible to deliver the rest of this saving.	Adults
A/R.6.176	Adults Positive Challenge Programme	1,095	-100	-100	-	-	- Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This programme had a savings target of £7.6m over two years, but delivery in 2020/21 was severely impacted by Covid-19. A full review of what opportunities identified by the programme remain deliverable is taking place, but initial estimates suggest part of the saving is permanently impaired. This will be updated as the review concludes. In later years, the effect of the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	Adults
A/R.6.177	Cambridgeshire Lifeline Project	-	-10	-122	-50	-	- The aim of this project is for Cambridgeshire Technology Enabled Care (TEC) to become a Lifeline provider so that the income from the charges to customers funds the provision of the Lifeline service, as well as additional savings.	Adults
A/R.6.179	Mental Health Commissioning	-24	-24	-	-	-	- A retender of supported living contracts gives an opportunity to increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes took place in 2019/20 that have enabled a saving to be taken.	Adults
A/R.6.180	Review of commissioning approaches for accommodation based care	-175	-175	-	-	-	- We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that should deliver savings to the council.	Adults
A/R.6.181	Review of commissioned domiciliary care	300	-	-	-	-	- A saving was identified for 2020/21 around reviewing packages of domiciliary care to ensure that they were appropriate to meet people's needs. Following the impact of the Covid-19 pandemic, this saving is no longer achievable. The pandemic has highlighted that domiciliary care needs to be commissioned in a more outcomes focussed way, which minimises the savings opportunity originally identified. A further efficiency should be achieved once outcome focussed commissioning is established.	Adults

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.6.184	Revised commissioning approach for interim bed provision	-150	-	-	-	-	- Provision of interim beds, particularly in older people's services, is being reviewed. A new approach to interim bed provision should reduce delayed discharges from hospital and improve the reablement of people on leaving hospital. Therefore, more people will be able to return home instead of needing permanent residential or nursing care.	Adults
A/R.6.185	Additional block beds - inflation saving	-412	-470	-	-	-	- Through commissioning additional block beds, referred to in A/R.5.005, we can reduce the amount of inflation funding needed for residential and nursing care. Block contracts have set uplifts each year, rather than seeing inflationary increases each time new spot places are commissioned.	Adults
A/R.6.255	C&YP Children in Care - Placement composition and reduction in numbers	-246	-	-	-	-	- Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independent Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2021/22.	C&YP
A/R.6.266	Children in Care Stretch Target - Demand Management	-1,000	-	-	-	-	- Please see A/R.6.255 above.	C&YP
A/R.6.267	Children's Disability 0-25 Service	-50	-100	-100	-	-	- The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.	C&YP
6.999	Subtotal Savings	-938	-879	-322	-50	-		
	TOTAL GROSS EXPENDITURE	496,221	520,062	543,838	567,683	591,670		
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-186,208	-184,443	-185,137	-185,817	-186,324	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	C&P, C&YP, Adults
A/R.7.003	Fees and charges inflation	-497	-504	-501	-507	-514	Increase in external charges to reflect inflation pressures on the costs of services.	C&P, C&YP, Adults
A/R.7.107	Changes to fees & charges Scenario (Low) - Education income	107	-107	-	-	-	- In a low scenario it is assumed that there will be a reduction in various traded income streams across Education.	C&YP
A/R.7.108	Scenario (Low) - Outdoor Centres	378	-264	-114	-	-	- In a low scenario we expect some reduction in the level of income received across the Cambridgeshire Outdoor Centres.	C&YP
A/R.7.109	Scenario (Low) - School Absence Penalty Notices	48	-48	-	-	-	- In a low scenario we assume a small reduction in penalty notice income.	C&YP
A/R.7.110	Scenario (Low) - Registration Service	129	-64	-65	-	-	- In a low scenario it is assumed that we will see a reduced number of weddings and civil partnerships in the early part of 2021-22 resulting in a corresponding reduction in income.	C&P
A/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	293	-	-	-	- Change in ring-fenced Public Health grant to reflect expected treatment as a corporate grant from 2022-23, due to removal of ring-fence.	C&P, C&YP, Adults
A/R.7.205	Strengthening Families Protecting Children Grant	1,600	-	-	-	-	- To improve work with families and safely reduce the number of children entering care through adopting the Family Safeguarding approach	C&YP
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-184,443	-185,137	-185,817	-186,324	-186,838		
	TOTAL NET EXPENDITURE	311,778	334,925	358,021	381,359	404,832		

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-311,778	-334,925	-358,021	-381,359	-404,832	Net spend funded from general grants, business rates and Council Tax.	C&P, C&YP, Adults
A/R.8.002	Fees & Charges	-60,985	-61,972	-62,652	-63,159	-63,673	Fees and charges for the provision of services.	C&P, C&YP, Adults
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	Expected income from Cambridgeshire maintained schools.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-75,849	-75,849	-75,849	-75,849	-75,849	Elements of the DSG centrally managed by P&C to support High Needs and central services.	C&YP
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-16,950	-16,950	-16,950	-16,950	-16,950	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	Adults
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-14,725	-14,725	-14,725	-14,725	-14,725	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.015	Staying Put Implementation Grant	-175	-175	-175	-175	-175	DfE funding to support young people to continue to live with their former foster carers once they turn 18	C&YP
A/R.8.016	Unaccompanied Asylum Seeking Children (UASC)	-3,400	-3,400	-3,400	-3,400	-3,400	Home Office funding to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children	C&YP
A/R.8.018	Pupil Premium Grant	-1,364	-1,364	-1,364	-1,364	-1,364	Deployment of Pupil Premium Grant to support the learning outcomes of care experienced children	C&YP
A/R.8.401	Public Health Funding	-293	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	C&P, C&YP, Adults
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-496,221	-520,062	-543,838	-567,683	-591,670		

Corporate Parenting Sub-Committee Annual Report 2019/20

To: Children and Young People Committee

Meeting Date: 6 October 2020

From: Lou Williams, Service Director, Children and Safeguarding

Electoral division(s): All

Forward Plan ref: n/a

Key decision: No

Outcome: The Committee is asked to consider the annual report which outlines key Council business for 2019/20 in relation to children in care and young people leaving care.

Recommendation: Note the contents of this report.

Name: Fiona Van Den Hout
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Tel: (office) 01223 518379

Member contacts:

Name: Councillor Simon Bywater
Role: Chairman, Children and Young People Committee
Email: Simon.Bywater@cambridgeshire.gov.uk
Tel: (office) 01223 706398

1. Background

- 1.1 The Corporate Parenting Sub-Committee Annual Report sets out the Sub Committee's activity over the year 2019/20 and looks at the performance and progress in the Council's work with Children in Care and young people leaving care against the following five key priorities:
- Being and feeling safe
 - Being healthy and leading a healthy lifestyle
 - Achieving stability and permanence
 - Preparing for adulthood
 - Hearing the voices of children and young people
- 1.2 The Corporate Parenting Sub Committee provides an annual report to the Children and Young People Committee detailing activity undertaken by the Sub-Committee throughout each year. The report details the performance and achievements relating to the Council's work with children in care and those leaving care from April 2018 to March 2019

2. Main Issues

- 2.1 Please see the full draft report in Appendix 1.

3. Alignment with corporate priorities

- 3.1 A good quality of life for everyone
This corporate priority is explicit throughout the report as it relates to children in care supported by the Council and the experiences of children and young people leaving the Council's care.
- 3.2 Thriving places for people to live
This corporate priority is explicit throughout the report as it relates to children in care supported by the Council and the experiences of children and young people leaving the Council's care.
- 3.3 The best start for Cambridgeshire's children
This corporate priority is explicit throughout the report as it relates to children in care supported by the Council and the experiences of children and young people leaving the Council's care.
- 3.4 Net zero carbon emissions for Cambridgeshire by 2050
There are no significant implications for this priority.

4. Significant Implications

- 4.1 Resource Implications
There are no significant implications within this category.
- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

5. Source documents

5.1 Source documents

None

6. Appendices

6.1 Corporate Parenting Annual Report 2019/20. An accessibility-friendly version of the report is available on request from fiona.vandenhout@cambridgeshire.gov.uk .

Cambridgeshire County Council Corporate Parenting Annual Report Sub Committee

2019/20



Welcome Foreword from Councillor Lis Every, Chairperson of the Corporate Parenting Sub-Committee



Welcome to this year's Corporate Parenting Sub-Committee Annual Report. In this report we will be looking back on our successes and achievements throughout 2019 and the progress we have made against our priorities for children in care and care leaving young people.

In writing this foreword, I realise that any report covering this period would not be complete without an acknowledgement of the impact of the COVID 19 pandemic which arrived with us in the latter part of this reporting year. I fully appreciate the enormity of effect this has had on many people's lives, on the children we support and the staff that have worked tirelessly to continue to deliver a service to our most disadvantaged and vulnerable children. I extend a sincere and wholehearted thank you to all our staff from myself and from my colleagues who sit on the Sub-Committee. We have been reassured that the children and young people whom the Council cares for and supports have been in the forefront of everyone's mind during these challenging times.

A key event took place in October 2019 when we were fortunate to participate in a supportive peer review visit by Central Bedfordshire which looked at our services for children in care and young people leaving care and provided us with an expert external perspective on our services. Whilst peer reviews are not inspections, they are a key tool for improvement, identifying strengths and challenging us to think about areas for development. The areas for improvement are noted within the body of this report but the key positive messages included:

- Children's Services had clearly evidenced significant improvement because of considered and effective change in the structure of the service, processes and priorities
- Improvement was reflected in performance data, reviews of case files and the view of practitioners
- Social Workers and Personal Advisors know their children well and are able to articulate considered and effective planning for children, the service knows itself well

In February 2020, Cambridgeshire's children's services also received a focused visit from Ofsted, looking specifically at the Local Authority's arrangements for children in care. Inspectors noted that senior leaders had focussed on addressing actions highlighted for improvement in the last inspection (early 2019) and that they fully understood both the service strengths and areas for development working systematically, together with partners, to drive up the quality of social work practice. Crucially for children, Inspectors recognised the improvements that had been made in services for children in care and that these improvements had positively impacted on their experiences and progress.

The Corporate Parenting Sub-Committee was also considered within the focused visit and Inspectors did note that the committee provided a forum to challenge and hold officers to account, as well as providing direction to inform improvements. When I met with the Inspectors, I did agree that more work needed to be undertaken to ensure that we develop processes and structures that support our ambition for children in care and care leavers to be fully involved in steering and influencing the committee agenda and outcomes. Alongside our participation service and Council officers, we have identified this as a target area for next year and I look forward to noting the improvements in next year's annual report.

Finally, in recognition that the service children in care experience is enhanced by the passion and commitment of the Council's workforce, I would also like to thank our Children and Safeguarding Director Lou Williams, his staff and our foster carers for all their continued hard work. This year I am also noting the departure of Assistant Director, Sarah Jane Smedmor and welcoming Assistant Director Nicola Curley who joined the Corporate Parenting service in March and I look forward to working with her as we continue on our improvement journey



CONTENT GUIDE TO THE 2019- 2020 CORPORATE PARENTING SUB- COMMITTEE ANNUAL REPORT

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The role of the Corporate Parenting Sub Committee – how we do things in Cambridgeshire

What is corporate parenting?

Corporate parenting is founded on the principle that the Local Authority, collectively with other relevant services, should have the same aspirations and provide the same kind of care that any good parent would provide for their own children

Background

In April 2017, the Corporate Parenting Sub-Committee of the Children and Young People (CYP) Committee became active following a review of the long established Corporate Parenting Board. The new arrangements reflected the drive to strengthen arrangements for oversight and decision making in respect of corporate parenting activity with clear accountability to the CYP Committee through adopting a scheme of delegated authority and a framework for decision making.

Purpose

The purpose of Sub-Committee is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in its care and provides a key role in ensuring accountability. The transformation of the Sub Committee has been led by the Chair, reinvigorating it into one which is proactive in challenging service delivery and advocating strongly for children in care and care leavers resulting in a more robust constitution with stronger governance principles.

The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery, by or on behalf of the Council, of Corporate Parentings functions with the exception of policy decisions which remains with the CYP Committee.

Delegated authority includes:

- Working with the Virtual School to raise standards of attainment and developing education, employment and training opportunities for children in care, former children in care and children leaving care.
- Ensuring mechanisms for consultation and participation are positively promoted and that the Council actively listens and responds to the views and experiences of children in care, former children in care and children leaving care.
- Receiving regular reports on the provisions of services for children in care and care leavers as required by legislation and for the purpose of monitoring and offering advice.
- Working with the Clinical Commissioning Group and health providers to ensure delivery of services to meet health needs including health assessments and plans, emotional health, sexual health, substance misuse and teenage pregnancy.

The National Care Advisory Service (NCAS) reminds us that: 'corporate parenting should seek to ensure supportive relationships where young people feel cared for, not just looked after'. Being a Good Corporate Parent involves championing the rights of children in care and care leavers, ensuring they have access to good services and support from the local authority and from other partner agencies working with them

Future developments

Over the last year, the Sub-Committee has been focussing its activity around five key priorities which has helped us to maintain scrutiny on specific areas and topics that are central to the lived experience of children in care and those leaving care. This report will follow the format of the following priorities:

- Being and feeling safe
- Being healthy and leading a healthy lifestyle
- Achieving stability and permanence
- Preparing for adulthood
- Hearing the voices of children and young people

During the focused visit from Ofsted in February 2020, Inspectors told us that we needed to improve on how, as a Council, we demonstrate “the impact of children’s involvement and participation, so that children are told what is being done in response to their views and wishes, both for their own individual case plans and when contributing to strategic service planning.”

In response, the Corporate Parenting Sub-Committee agreed to review and consider a restructure of meetings in order to help us to bring about more effective engagement with children and young people. During 2020, a proposed structure will be considered that will see the Sub- Committee continuing to hold six meetings a year but these will arranged over three formal and three informal meetings. The meetings will be themed around Placement, Education and Health and each topic will be considered in both sets of meetings.

The informal meetings will be chaired by the Corporate Parenting Sub-Committee Chairperson, attended by representatives from the Children in Care Council, Elected Members and Council officers. The informal meeting is seen as an opportunity for Corporate Parents to listen to young people in an environment where they feel able to talk freely about their experiences in care and as care leavers and discuss ways to improve services going forward.

Be someone to talk to if you just want a listening ear

Talk about Covid or anything you want

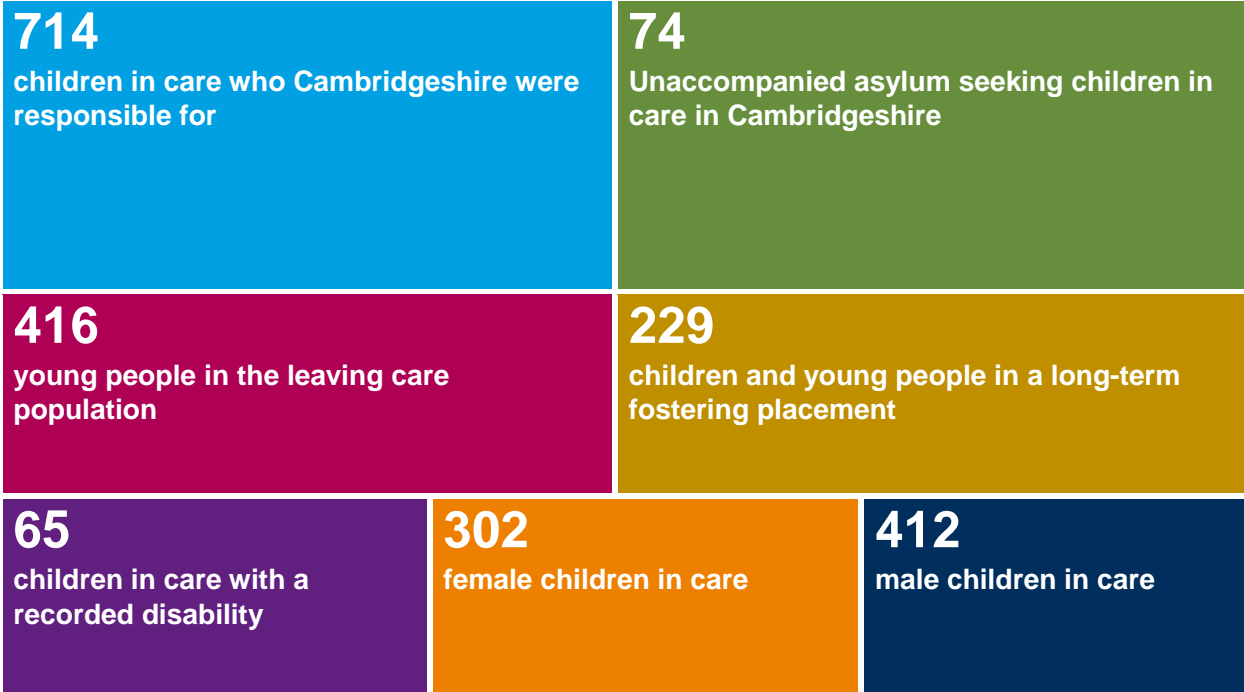
Help you with tools to manage anxiety

Follow a recipe, prepare a meal with you or do a quiz or game with you

Help you find useful things online

Share fun things to do online like zoo tours, plays and musicals and games

Children in Care and Care Leaver demographics
Who our children are;



Children in Care	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Total CIC Population	785	786	778	783	771	766	750	752	743	740	727	714
Non-Unaccompanied Children	713	717	712	710	696	690	672	668	658	655	645	640
Unaccompanied Children (UC)	72	69	66	73	75	76	78	84	85	85	82	74
Unaccompanied Children %	9.17 %	8.78%	8.48 %	9.32 %	9.73 %	9.92 %	10.40 %	11.17 %	11.44 %	11.49 %	11.28 %	10.36 %
Rate per 10,000	57.8	57.9	57.3	57.7	56.8	56.4	55.3	55.4	54.7	54.5	53.6	52.6

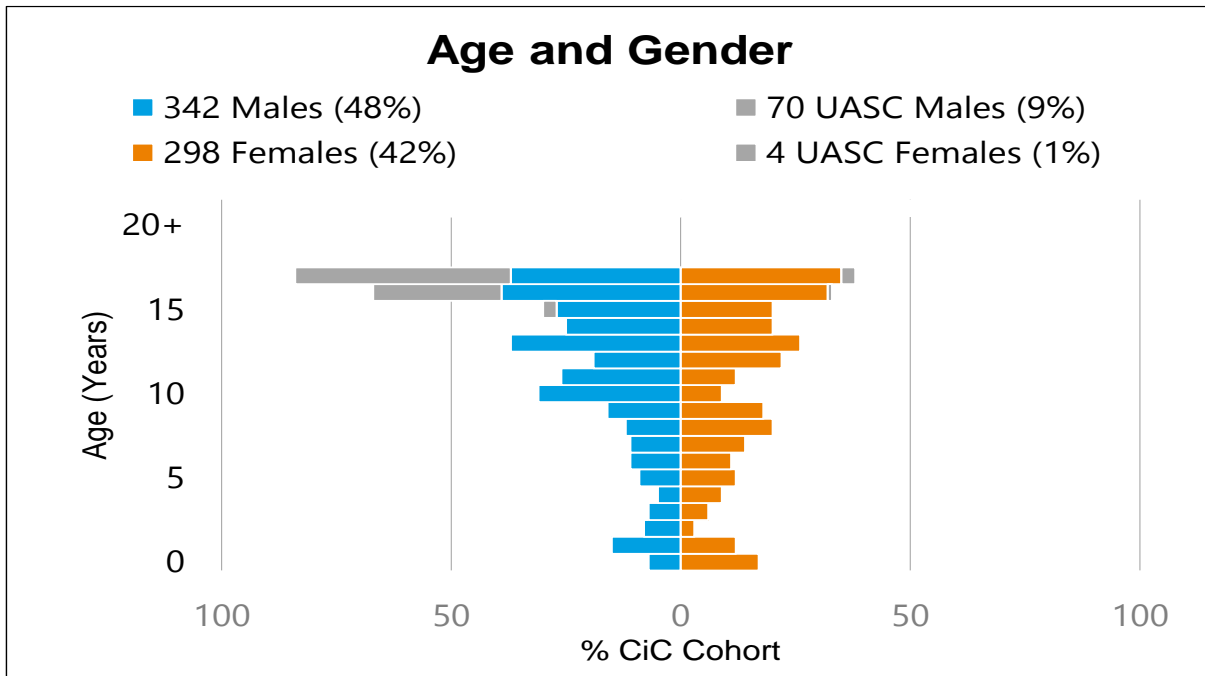
Children in Care

As of 31st March 2020, Cambridgeshire County Council is responsible for caring for and looking after 714 children in care (excluding children in respite care), a decrease when compared to the 772 children in care at the end of March 2019. Between April and July 2019 there was a significant increase in the numbers of children, which slowly went down during the year.

The rise in the numbers of children during April and July was also reflected in the increased number of unaccompanied children and young people seeking asylum who arrived in Cambridgeshire during the summer months, with numbers of spontaneous arrivals decreasing over the latter part of the year.

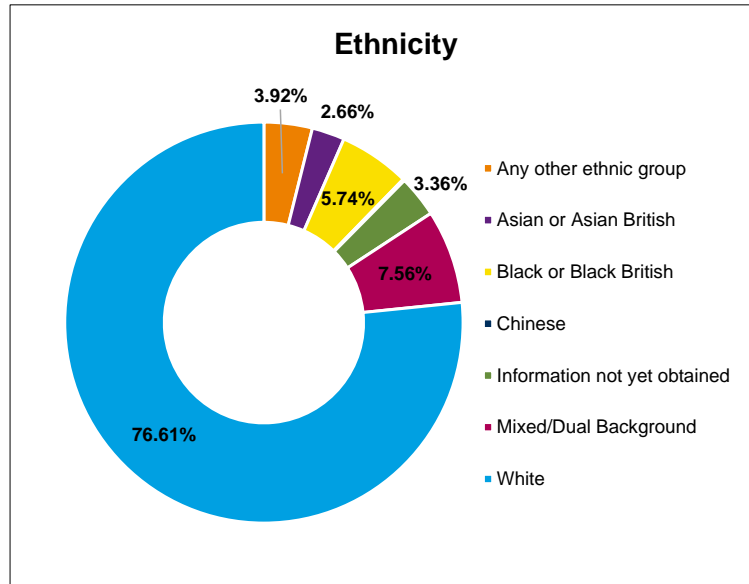
The vast majority of these children will have experienced frightening and distressing experiences during their journey to the UK and in order to ensure social workers had the capacity to respond to these children's complex needs, it was agreed with the Eastern Region Network that Cambridgeshire would be exempt from receiving children from other Local Authorities via the National Transfer Scheme for a short period in late summer.

The chart below shows the age and gender of Cambridgeshire's children in care as of 31st March 2020. Unaccompanied asylum seeking children made up 10% of the care population and all but four children are male.

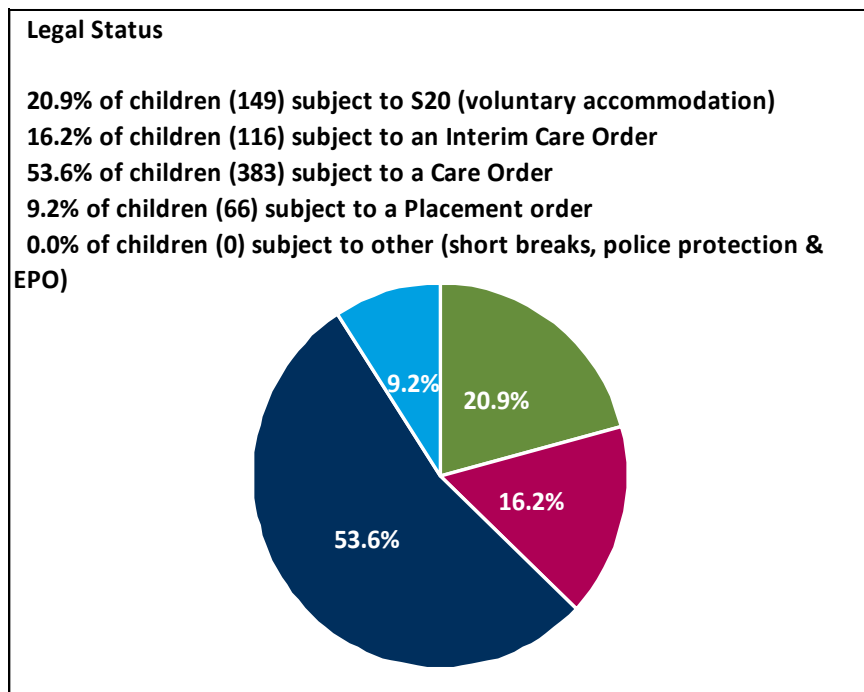


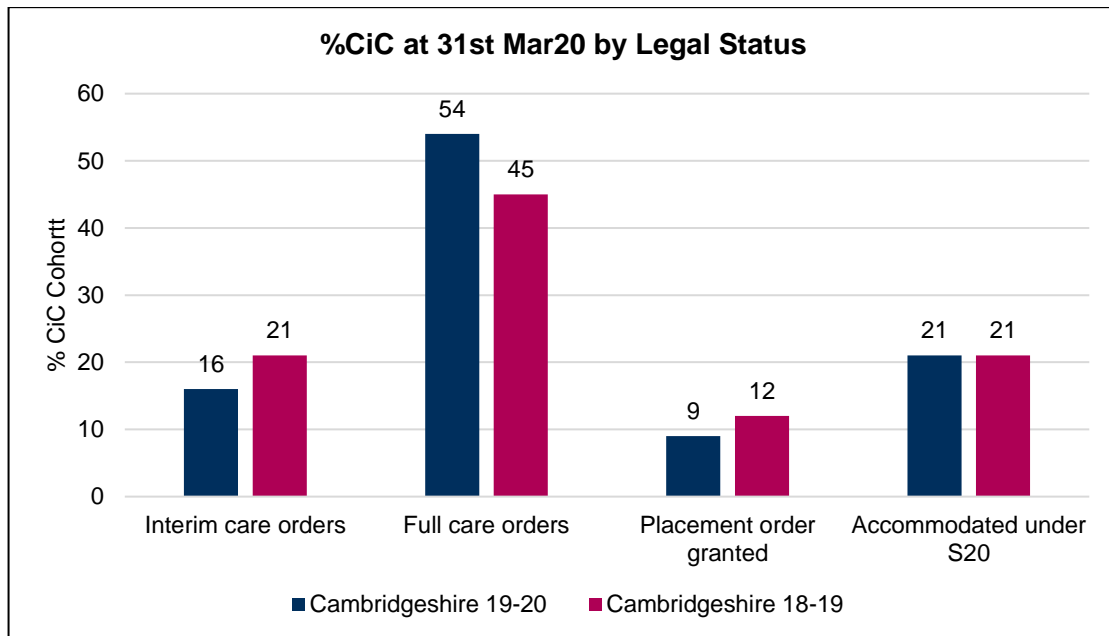
At the end of the year there are 65 children in care with a recorded disability, representing 9% of the care population. Of these the most prominent disabilities recorded are Learning Difficulties (26.9%) and Autism and Asperger Syndrome (17.6%).

The chart below shows the ethnicity of Children in Care as of the 31st March 2020.



The chart below provides a breakdown of the legal status of children as of the 31st March 2020. The numbers in brackets represent the numbers of children.





Care Leavers

As of the 31st March 2020 the leaving care population consists of 416 young people, compared to 360 children at the end of 2019. We do recognise that the care leaving cohort will continue to rise in the coming years as a result of legislation extending the support of Personal Advisors to all care leavers up to the age of 25 years (Children and Social Work Act 2017).

To support this activity, capacity in the specialist Leaving Care Teams has been increased through additional Personal Advisor posts and Personal Advisor posts within the Children in Care Teams who have a focus on transition planning for children moving into adulthood. To further support our care leavers, specialist posts have also been created: a Local Offer Personal Advisor, an Education, Employment and Training Coordinator and a Homelessness Reduction Personal Advisor.

26 Care Leavers (6.3%) have a recorded disability and of these the most common conditions recorded are Autism or Asperger Syndrome (46%), Behavioural Difficulties (23%), and Learning Difficulties (19%).

Whilst these demographics are important to help us understand who are children are, we need to take into account that each one of these figures is an individual child or young person with their own unique life experiences, aspirations and asks of their Corporate Parent

Corporate Parenting Priorities 2019/2020

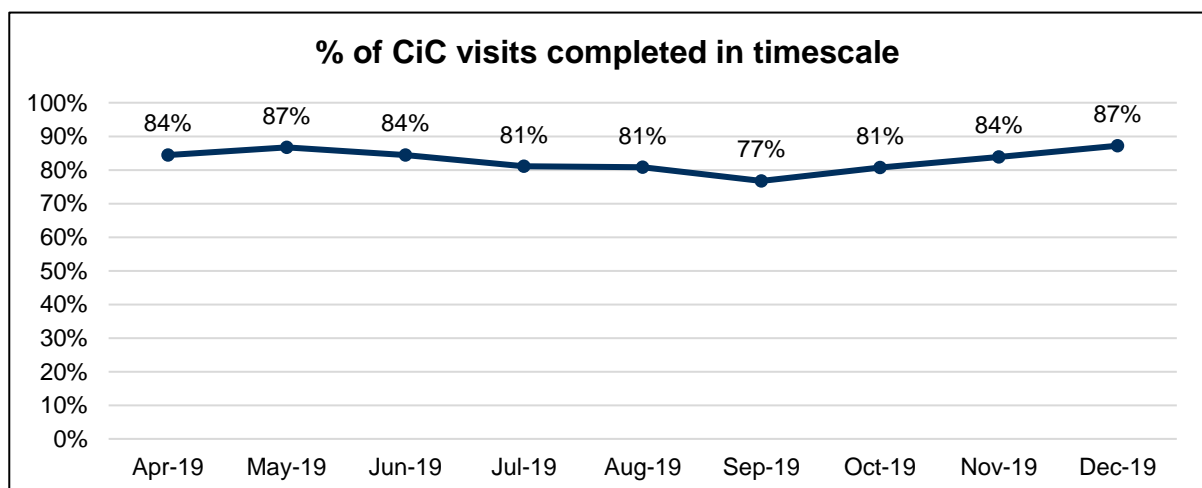
Being and Feeling Safe

- To ensure all children in care receive a timely visit from their social worker and have the opportunity to build meaningful relationships
- To have consistent oversight of children in care who are at risk of exploitation
- To continue to improve workforce recruitment, retention and agency rates so children and young people benefit from consistent relationships

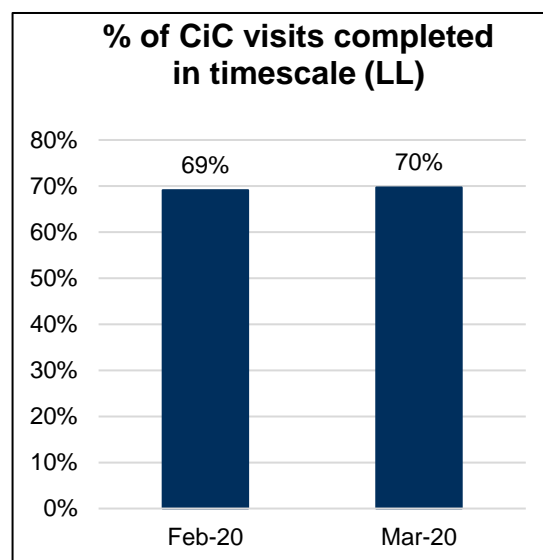
A key indicator for this priority is the percentage of children in care receiving regular visits from their social worker.

In January 2020, Cambridgeshire Children's Services moved its case management system to a new system (Liquid Logic). As part of this move there were a number of changes to reporting which included a change in the definition of how visits were reported. Therefore, the data pre- and post-January is not comparable, so is reported separately.

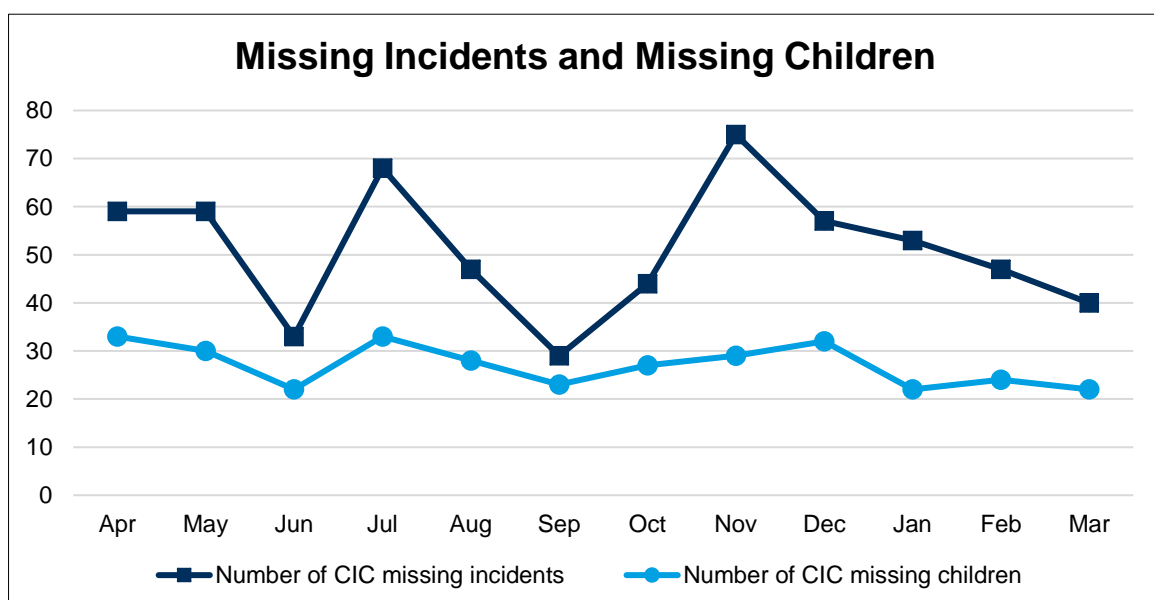
This graph shows the percentage of visits completed in each month that were in timescale. Whilst performance improved slightly from April to December 2019 it remains below our target of 95% of visits in timescale.



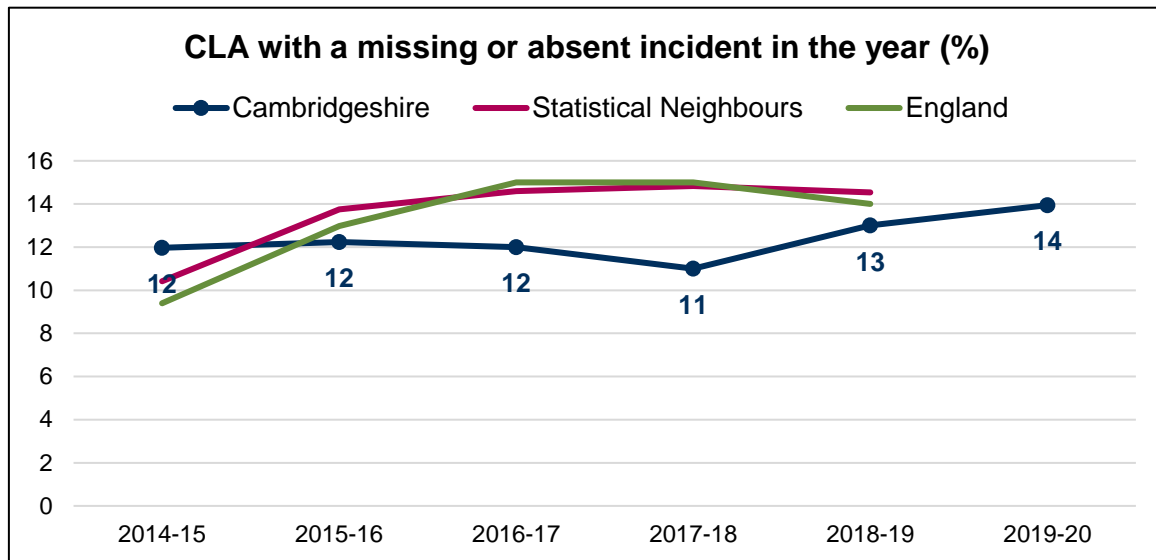
This second graph shows the percentage of children in care who had a visit in the last 6 weeks (standard visit pattern) at month end. Figures are not available for January due to the move onto the new Liquid Logic system. This definition is currently under review as it does not take into account children who are on a 3 monthly visit pattern (usually children in settled and longer term care arrangements), which accounts for the significant drop in the percentage of children visiting within timescale from December onwards. If these children were included, the percentage on visits carried out on time would be higher.



Another key indicator relating to this priority is the number of children who are reported missing and how many times they have been reported as missing. The graph below captures these figures and show that a small number of children will have been reported missing on a number of occasions. These children and their plans are monitored carefully with increased oversight from the social work teams alongside our partner agencies such as the police.



The graph below details the comparative data up to 2018/19 which showed that Cambridgeshire has previously reported less Children in Care as missing than our statistical neighbours. The comparative data for Cambridgeshire's statistical neighbours and the national picture for 2019/20 is not yet available.



Note: Cambridgeshire do not record absent incidents, but rather report all these as missing incidents. They have been added together in this graph for comparisons to Statistical Neighbours and England.

The number and timeliness of Return Home interviews (RHIs) with children and young people who have been reported missing is another key indicator relating to this priority. In Cambridgeshire the RHIs are conducted by specialist staff within the Missing, Exploited and Trafficked HUB (MET HUB). The MET HUB sits within the Integrated Front Door which enables timely access to key information about children and families from across partner agencies.

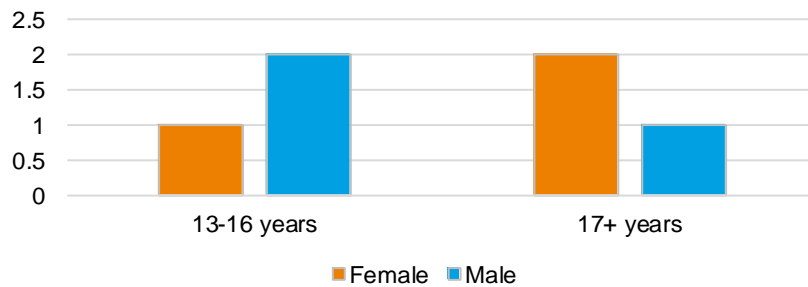
The target timeframe to conduct return interviews is 72 hours from the point the child is found and returns to their care accommodation. For children in care, 583 RHIs were required during the year with 491 being completed. Some RHIs will not be completed as the young person refuses to engage with the interview

The following two graphs show the number of children assessed as at risk and under what category at the end of March 2020.

Child Sexual Exploitation

In March there were 6 CIC who were identified as at mild/emerging or moderate risk of Child Sexual Exploitation (CSE).

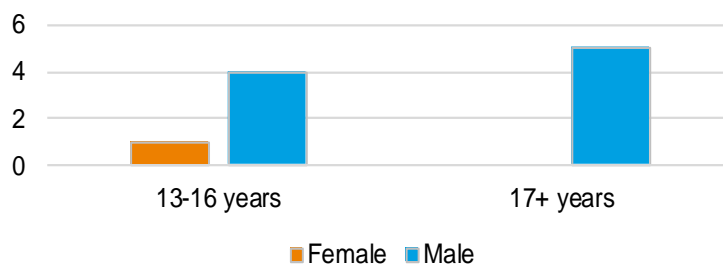
CIC CSE by Age & Gender



Child Criminal Exploitation

In March there were 10 CIC who were identified as at mild/emerging, moderate & significant Child Criminal Exploitation

CIC Criminal exploitation by Age & Gender



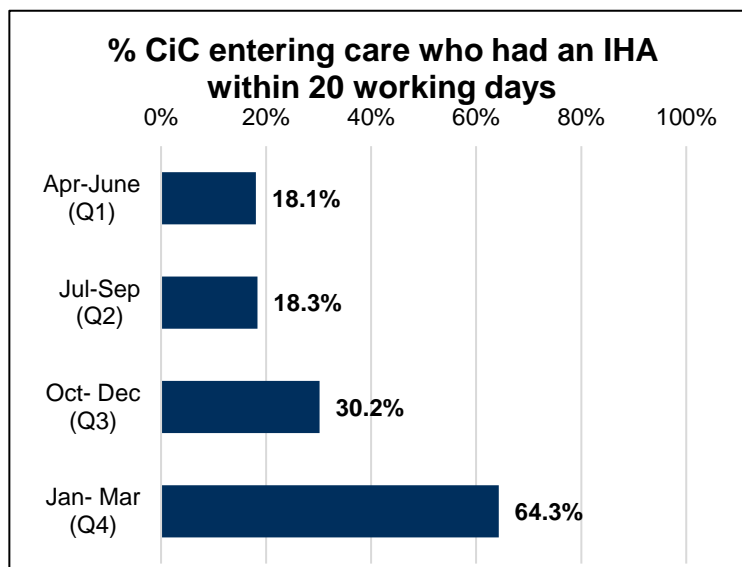
**Being and Feeling Safe
Ofsted told us in February:**

Strengths	Areas for development
<p>Decisions that children should come into care are appropriate and are appropriately escalated into Court</p> <p>Most children in care have social workers who regularly visit and build meaningful relationships with them, often going the extra mile to ensure children are well supported</p> <p>Investment and success with attracting new staff to Cambridgeshire has increased capacity and reduced caseloads allowing social workers more time to conduct direct work with children and promote greater stability in their lives</p> <p>Every Cambridgeshire child who goes missing is offered a return home interview and risk assessment tools are completed to a high standard leading to effective plans that help keep children safe</p>	<p>Greater focus is needed on planning before children are born, specifically when older siblings are no longer living with their parents or birth families</p> <p>Whilst there has been increased focus by workers and carers on helping children to understand their family history and make sense of why they are in care, life story work needs to be given continual focus and be shared and discussed with children in a way that they will understand</p> <p>Whilst this has promoted stability in many teams, further improvement is needed in some teams to ensure children are able to maintain meaningful relationships with their worker</p> <p>More work is needed to show that arrangements and plans for monitoring and protecting children at risk of exploitation are making a difference to children and communities, for example planned activity to disrupt adults who are involved in targeting children to become involved in criminality</p>

Being Healthy and Leading a Healthy Lifestyle

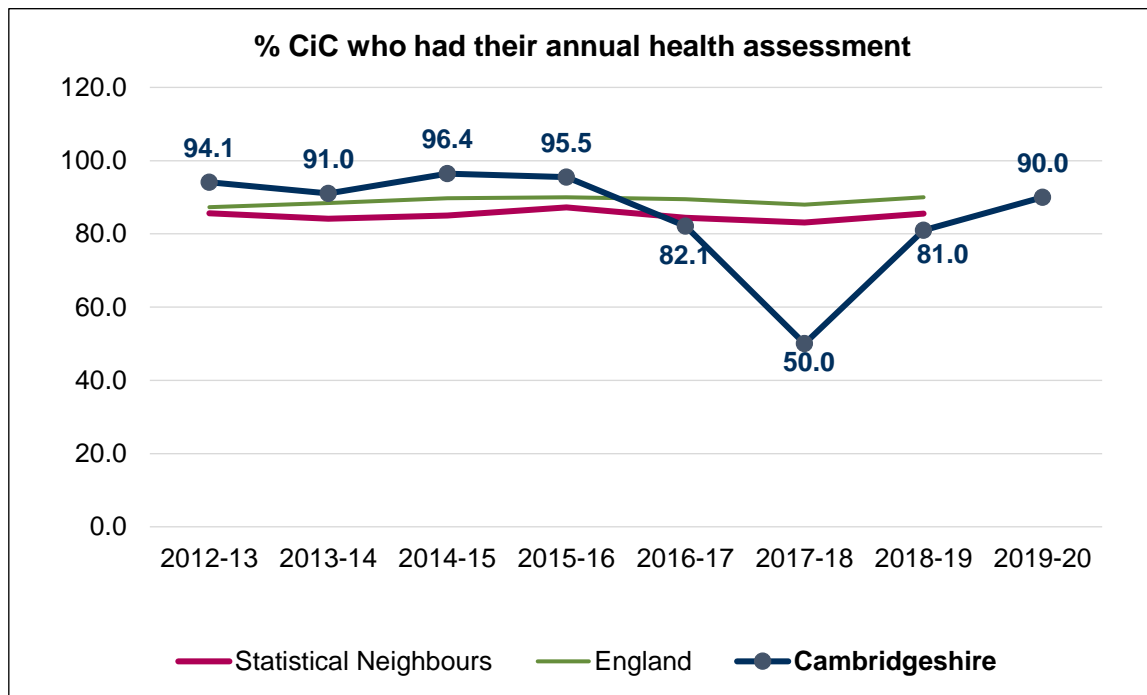
- To ensure improvement in the timeliness of initial and review health assessments
- To ensure that all children and young people are registered with a dentist and have regular check ups

The graph below shows that whilst we have seen steady improvement throughout the year, we still need to significantly improve on our performance to make sure that the initial health needs of children in care are responded to in a timely way. Initial Health Assessments can be delayed for a number of reasons such as obtaining consent which allows referrals to be made to health, delayed clinic appointments and non-attendance at clinic appointments. There are also different arrangements that apply to children who live in Cambridgeshire and those who live outside of Cambridgeshire that affect how other health authorities prioritise Cambridgeshire children.

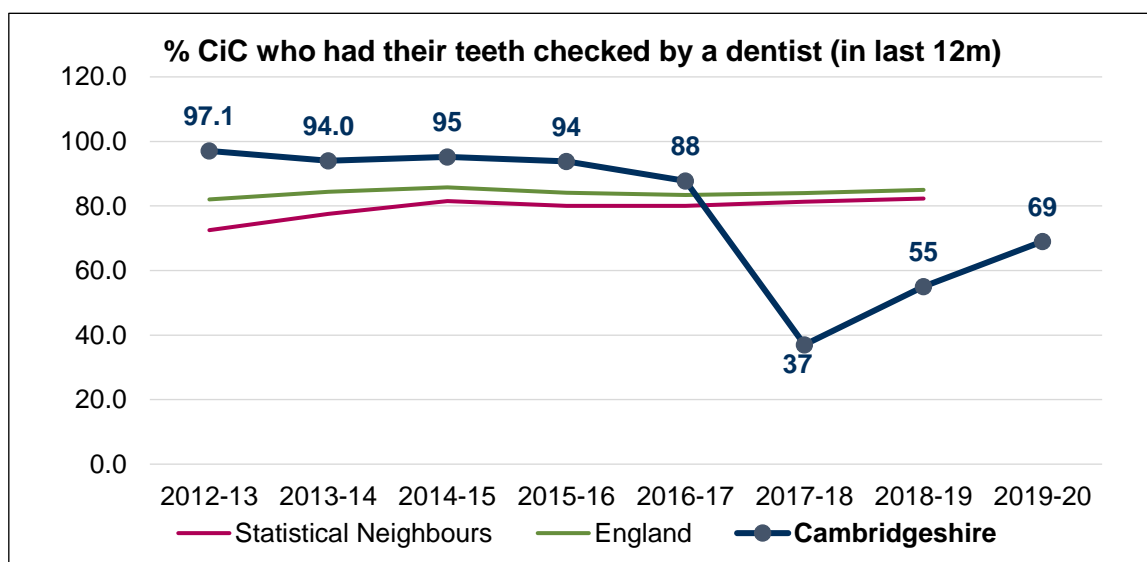


A joint working group completed a great deal of activity around health assessments during this reporting year and now that the new case management system is in place, requests for assessments are triggered automatically when children come into care and a health questionnaire within the system pre-populates information to ensure that health colleagues have all the information they need in order to be able to carry out effective medicals. Whilst there has been an understandable delay due to the Covid-19 pandemic, these new processes are now live within the Liquid Logic system. Ensuring improvement and scrutinising this activity will remain a priority for the Sub-Committee next year.

The chart below shows the percentage of children who received their annual health assessment, this is the cohort of children on the 31st March who have been in care continuously for over 12 months and received their health assessment within the last 12 months (or 6 months for under 5 year olds). Cambridgeshire has seen a 9% improvement as compared to 2018/19.



The chart below shows the percentage of children who had been in care continuously for over 12 months on 31st March 2020 and had a dental check in the last 12 months. Again performance for Cambridgeshire's children in care improved in 2019-2020, however there is room for further significant improvement.



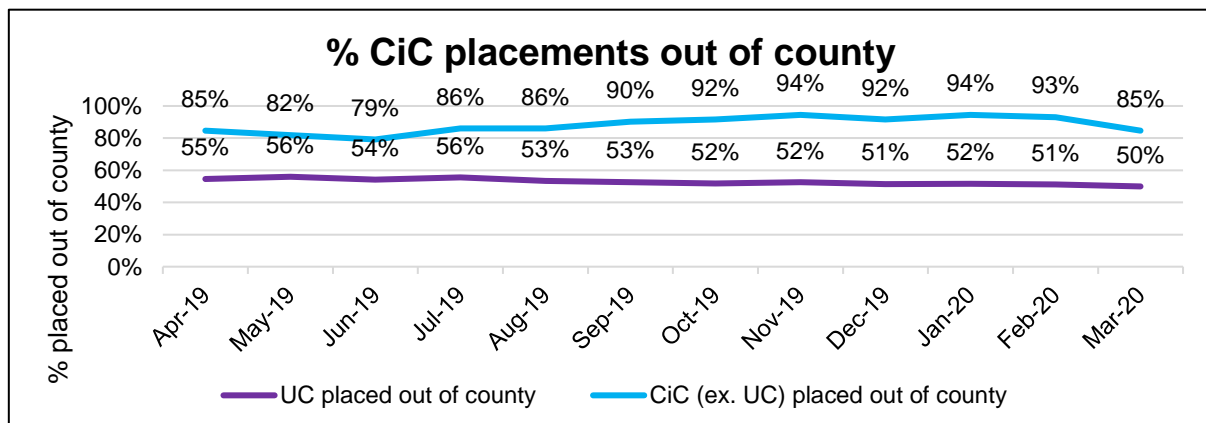
Being Healthy and Leading a Healthy Lifestyle Ofsted told us in February:

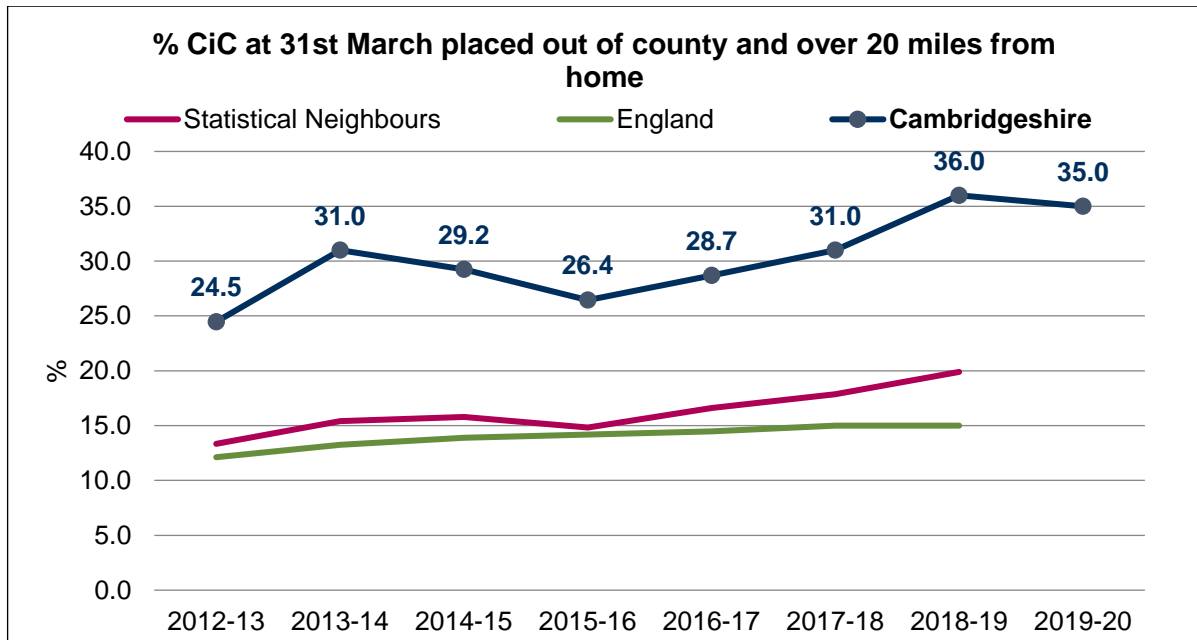
Strengths	Areas for development
<p>Senior leaders recognise that mental health and emotional well-being services are fragmented and the restructure of the corporate parenting service's clinical team will support this activity</p> <p>There has been some recent improvement in children accessing timely health assessments</p>	<p>Waiting times need to be reduced and pathways clarified in order to make sure that children in care and care leavers can access the right help and support when they need it</p> <p>Some children when they come into care are still not getting timely health assessments, Local authority leaders are discussing this with health strategic leads but substantial progress is yet to be made</p> <p>Challenges remain in accessing timely health assessments for children living outside of Cambridgeshire</p>

Achieving stability and permanence

- To support the increase in the number, quality and range of local foster carers and placement provision
- To ensure improvement around placement stability
- To increase the number and timeliness of permanent care arrangements

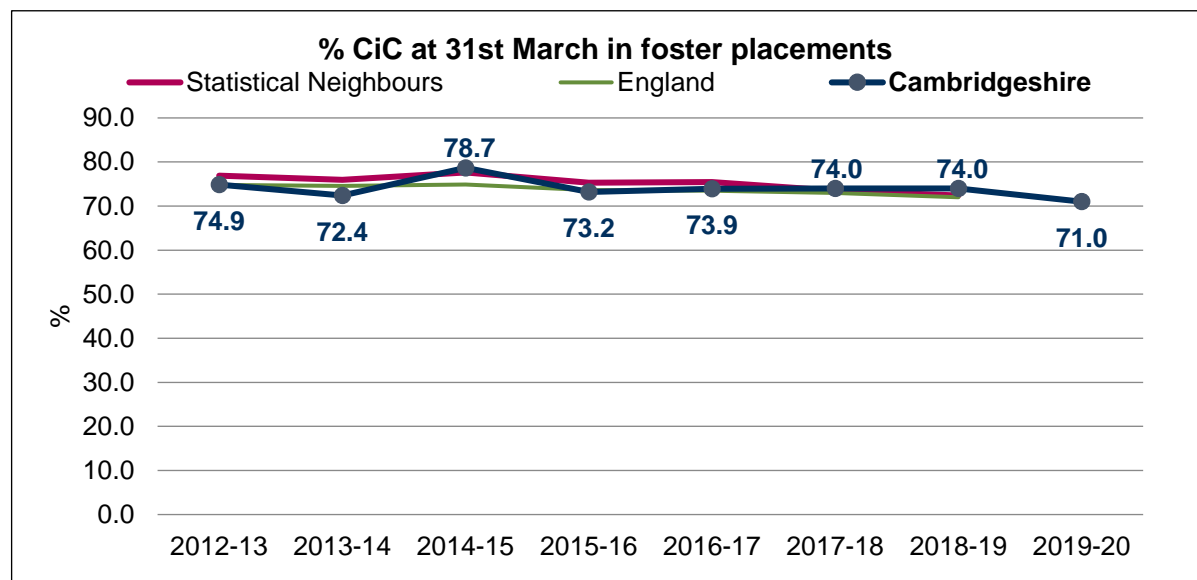
The graphs below show the percentage of children living out of county and those living out of county and over 20 miles from their home with 35% of the total children in care cohort living further than 20 miles outside of Cambridgeshire's borders. The number of children living outside of Cambridgeshire (excluding unaccompanied children) rose by 9.0% by November 2019 before decreasing to 85% in March 2020, the same as at the start of the year. It must be noted that unaccompanied young people are often supported to live in communities outside of Cambridgeshire that better meet their religious and cultural needs.



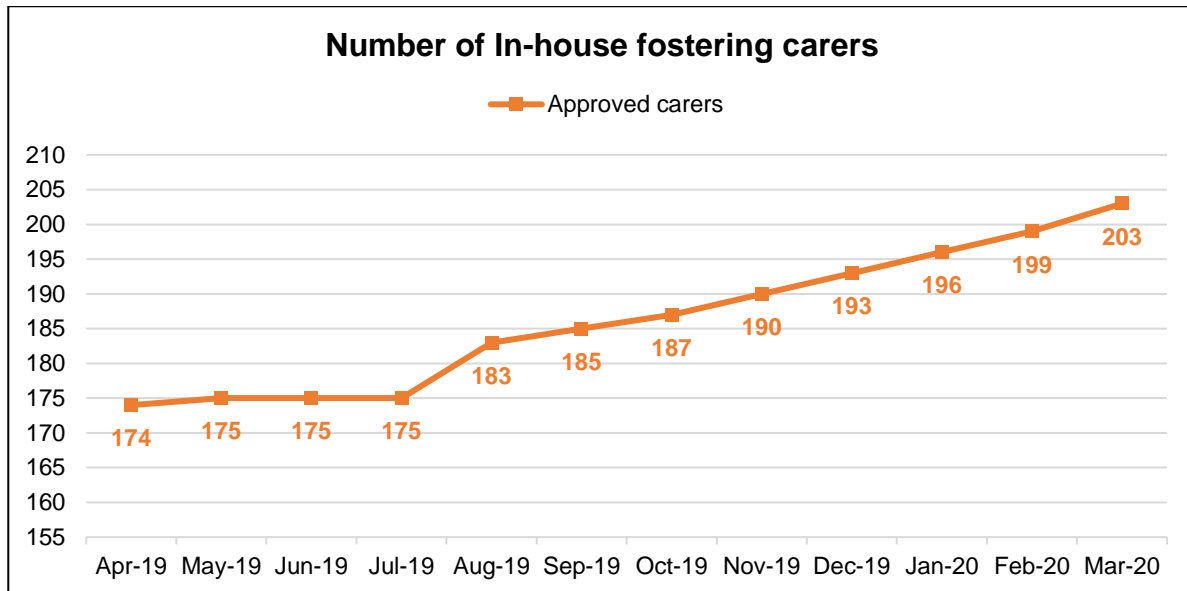


Fostering

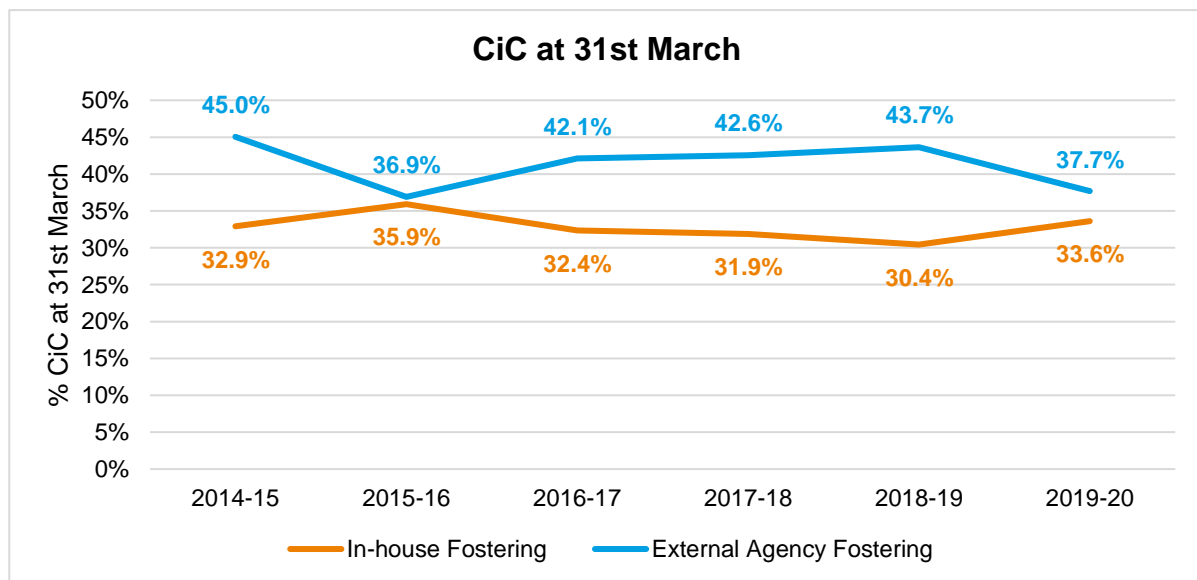
The number of children living in a foster care arrangement (both Cambridgeshire County Council foster carers and agency foster carers) decreased to 71% of the overall children in care cohort, a decrease of 3% compared to previous year.



The number of approved Cambridgeshire fostering households increased throughout the year in 2019/20 by 29 fostering families compared to an increase of 12 fostering families during 2018/19. This is inclusive of all types of approved foster carers.

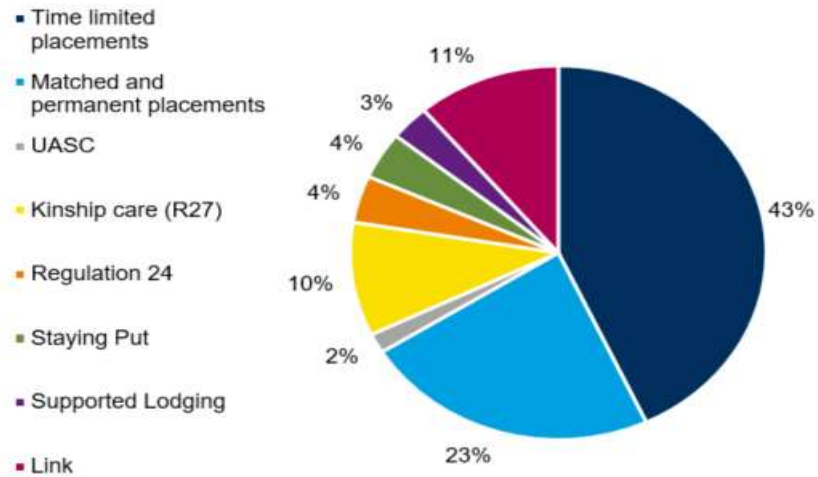


The graph below details the percentage of children living with Cambridgeshire foster carers and those living with agency foster carers. The number of children living with in-house foster carers has increased to 33.6% whereas the number of children living with agency foster carers has fallen to 37.7%.

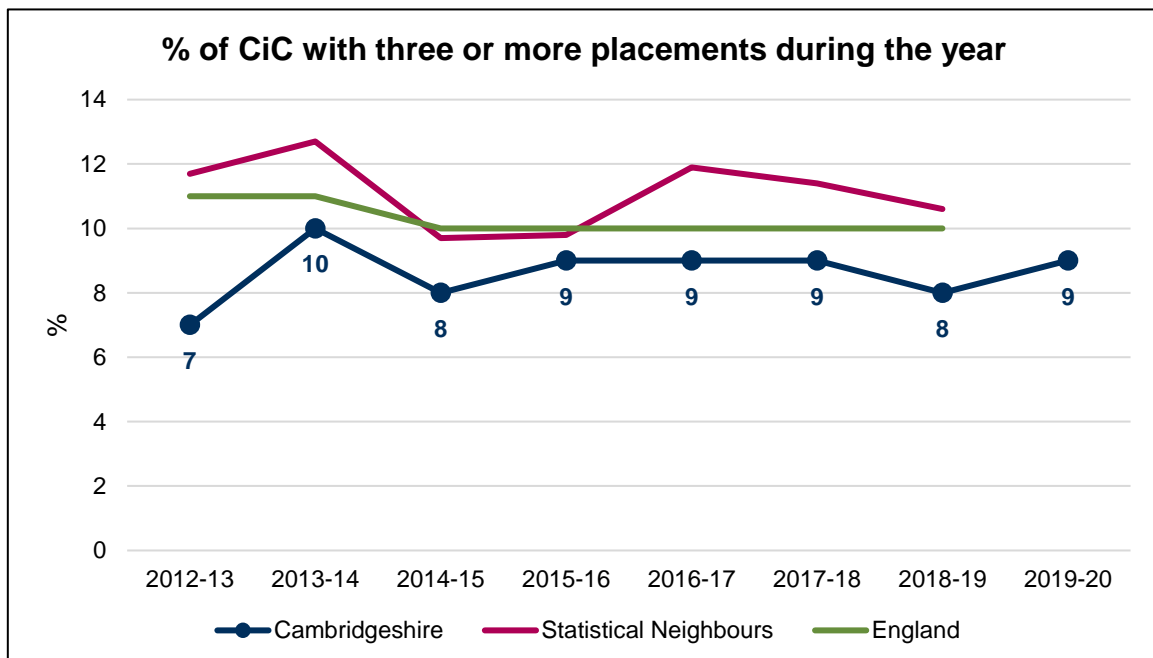


The chart below shows the type of in-house care arrangements that children and young people were living in as of the 31st March 2019 with Cambridgeshire foster carers, former foster carers and supported lodgings carers.

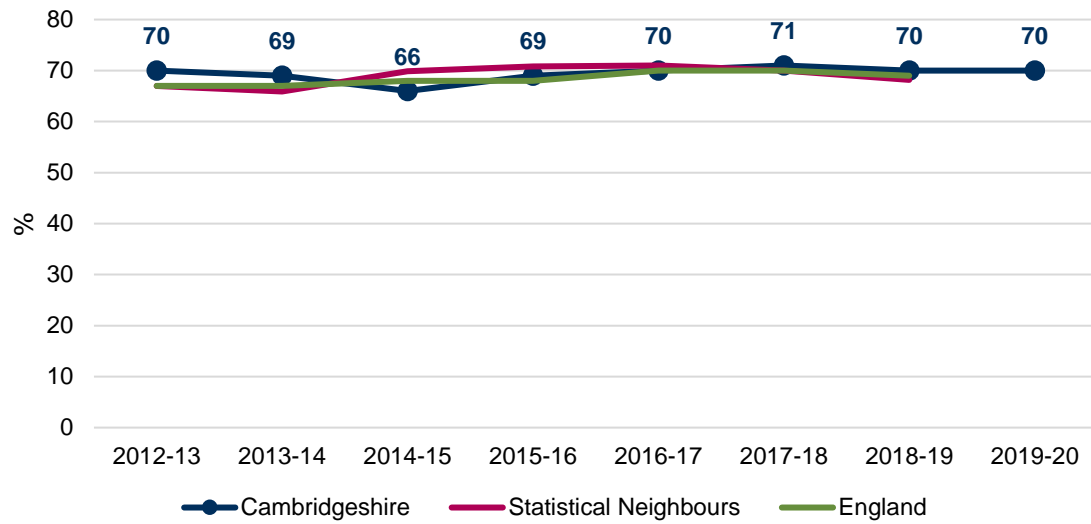
In March 2019 there were a total of 295 children placed in in-house fostering placements (including staying put & link).



Performance in relation to the stability of care arrangements for Cambridgeshire's children in care remains better than our statistical neighbours reported last year, with less children experiencing three or more moves during the year and more children being cared for by the same carers for at least 2 years.

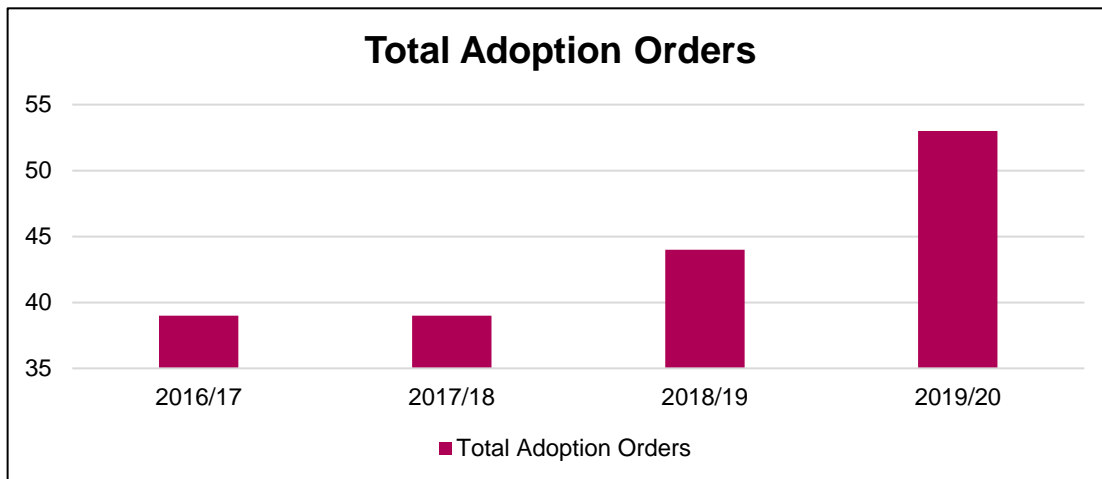


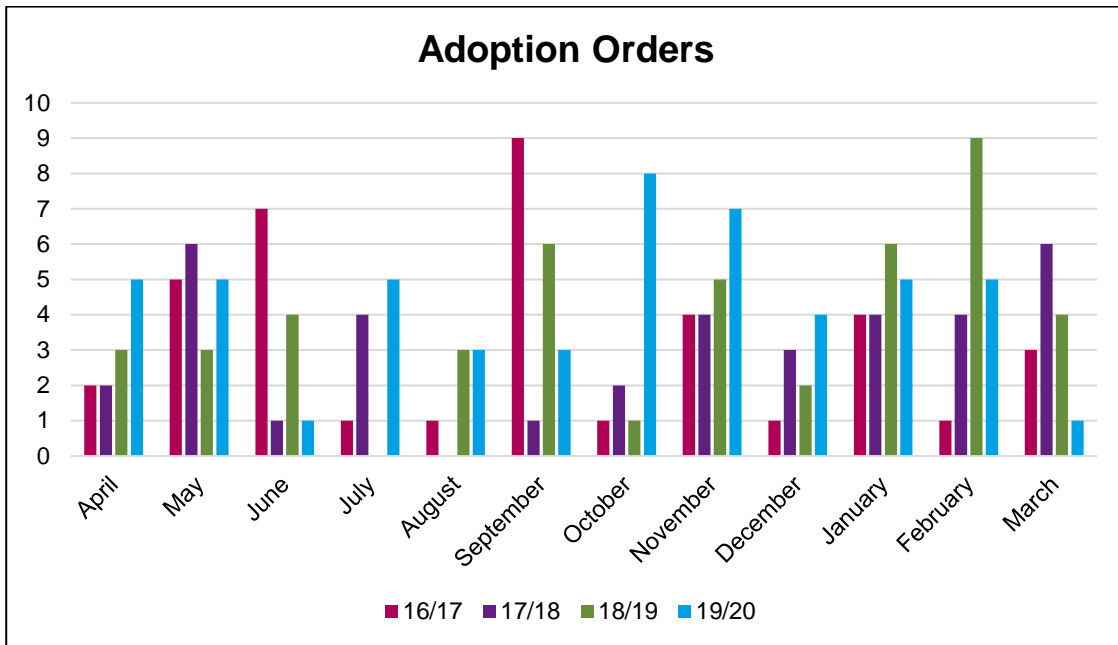
Children in care for at least 2.5 years and aged under 16 who have been in the same placement for at least 2 years



Adoption

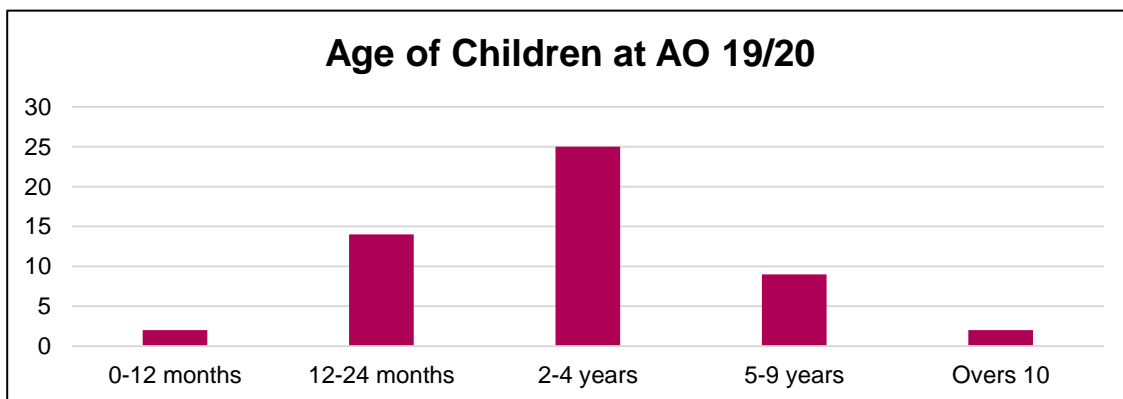
The graph below shows a steady increase over the last two years in the number of Cambridgeshire children who have been adopted. 52 Adoption Orders were granted in Court during 2019/20 which is an increase of 15% compared to the number of Adoption Orders granted in 2018/19.



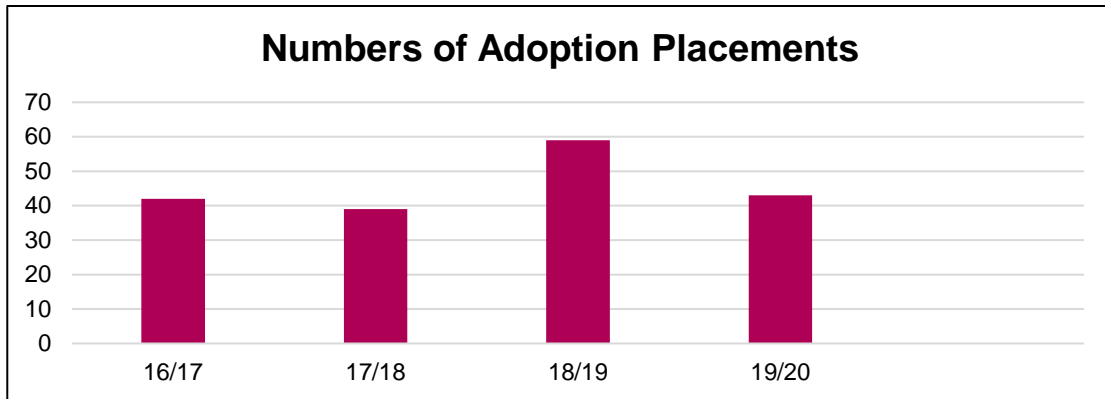


In total 17.9% of children who left care in 2019/20 were adopted and 24 (46%) of these children belonged to a sibling group. Three children (6%) moved to their Early Permanence carers shortly after their birth and Care and Placement Orders were granted for all these children, so this prevented additional moves for them.

The graph below shows the age range of children at the point their Adoption Orders were granted, ages ranged from 10 months to over 12 years. The average age for children moving in with their pre adoptive families was 3 years and 3 months in 2019/20.



On average 79% of children moved to live with their adoptive family within 12 months of the decision being made that they will be adoptive. The average time between a child becoming looked after and being adopted was 458 days in 2019/20. Whilst this is an increase on the previous year, some children had complex histories and vulnerabilities which led to delays in decision making in Court. 43 children moved to live with their adoptive families during 2019/20, which is a decrease in number when compared to the previous year which saw 59 children moving to live with their adoptive families. This is largely due to the substantial increase in the number of Care Proceedings in 2018/19 as can be seen in the graph below.



In 2019/20, 31 children moved to live with Cambridgeshire adopters and 12 children moved to live with adopters from external adoption agencies. This is a significant decrease in the use of external agency adopters compared to the previous year.

This year, 27 children met the 'harder to place' definition as defined by the DFE, these children included children from a Black Minority Ethnic background, children with a diagnosed disability and children from large sibling groups.



Adoption changes futures

www.cambridgeshire.gov.uk/adoption
adoptionenquiries@cambridgeshire.gov.uk
 0300 123 1093



**Achieving Stability and Permanence
Ofsted told us in February:**

Strengths	Areas for development
<p>Most children live in good quality care arrangements, with carers who meet their needs and make a positive difference in their lives</p> <p>Recent recruitment activity has successfully increased the number of in house carers</p> <p>Efforts are made to manage and minimise the impact of out of area care arrangements, with additional support to maintain school placements and investment in meaningful family time</p> <p>The number of children being helped to achieve permanence with matched foster carers and families is steadily increasing</p> <p>The local Authority recognises the importance of children understanding whether they can remain with their carers throughout their childhood and beyond and leaders have strengthened systems and processes to monitor and track arrangements to secure permanence</p> <p>The work of the relatively new permanence workers now provides children and their carers with the best possible chance of successfully achieving permanence</p> <p>For new entrants to care, work now continues at pace to ensure plans progress for children to either return home or to secure permanence through care</p> <p>Where it is possible that children can return home to the care of their birth families, this is supported well and skilfully coordinated</p>	<p>Cambridgeshire needs foster carers with the right skills, knowledge, experience and cultural match to meet children's presenting needs</p> <p>Greater availability of foster to adopt (early permanence) care arrangements would help to avoid placement moves for very young children</p> <p>Still too many Cambridgeshire children in care live outside of the county and a long way from family and friends</p> <p>For some children, a lack of translating plans into practice means that they are left waiting too long for these arrangements to be confirmed</p>

Preparing for Adulthood

- To close the gap between the educational outcomes for Children in Care and all children
- To ensure Cambridgeshire Children in Care do at least as well as Children in Care nationally
- To continue to monitor the use and impact of the Pupil Premium
- To continue to improve the engagement of older children in care and care leavers in positive employment, education or training activities
- To ensure suitable housing options for care leavers are in place
- To continue to develop the Leaving Care Offer

The Virtual School

In May 2020, there were 716 Children in Care on the Virtual School roll compared to 706 children in May 2019 and 376 of these children had been looked after by Cambridgeshire for a year or more on the 31st March 2019. The Virtual School identify these children as the 'qualifying cohort' for reporting purposes. Of these 376 children 51% were living in Cambridgeshire. The table below shows where these children were living.

Placement Region for Cambridgeshire Children in Care	% of Cohort	Number
East	73.7%	277
South West	1.1%	4
South East	4.5%	17
North West	0.8%	3
East Midlands	13.0%	49
London	4.3%	16
West Midlands	1.6%	6
North East	1.1%	4
Total	100.0%	376

As 49% of this cohort of children were living outside of Cambridgeshire, the Virtual School has introduced measures to support schools and these children. These measures include:

- Researching OFSTED ratings for school and seeking advice from the Virtual School and SEND service where appropriate in the area
- Support and training for out of county schools with Cambridgeshire's PEP process
- The Virtual School supports all children in care from two years old (if attending an early years provision) to eighteen years old (until the end of year 13 if in education), eliciting support to navigate other local authority systems where necessary
- The offer of advisory meetings is according to need rather than location
- Working closely with the Admissions Team within Cambridgeshire to support with identifying out of county schools for children in care and where this is likely to be delayed, the Virtual School will identify and fund a tuition package

Special Educational Needs and Disabilities (SEND)

The percentage of Cambridgeshire's children and young people in care reported as having a categorisation of SEN Support remains broadly the same as last year and slightly below the national figure, whereas those being supported by an EHCP remains above the national level. This reflects the complexities of this cohort of children as depicted in the table below.

	SEN Support			EHCP		
	2018	2019		2018	2019	
	% of Cohort		<i>Difference 2018 to 2019</i>	% of Cohort		<i>Difference 2018 to 2019</i>
<i>National - ALL Pupils</i>	11.6%	11.7%	0.1%	2.9%	3.1%	0.2%
<i>Cambridgeshire - All Pupils</i>	11.1%	10.7%	-0.4%	3.0%	3.2%	0.2%
National - CiC	29.6%	29.0%	-0.6%	26.5%	27.2%	0.7%
Cambridgeshire - CiC	25.8%	22.6%	-3.2%	30.8%	29.3%	-1.5%

Early Year's Attainment

GLD refers to Good Level of Development. This is the national benchmark for children at the end of the Early Years Foundation Stage (aged 5). Children are deemed to have met GLD if they have achieved the Early Learning Goals in the curriculum areas of Personal, Social and Emotional Development, Physical Development, Communication and Language Development, Literacy and Mathematics.

There are only 8 children in the Early Year's qualifying cohort, last year there were 12 children. As there is such a small number of children, this makes comparing Cambridgeshire against the national picture misleading.

The table below shows that Cambridgeshire is 10% below the figure for children in care nationally in relation to meeting the requirements of GLD (less than one child).

Good Level of Development (GLD)	RECEPTION (EYFSP)			
	2016	2017	2018	2019
Cambridgeshire - CiC Number in Cohort	x	x	12	8
Cambridgeshire - CiC	x	x	42%	38%
National - CiC	x	x	47%	48%
<i>Cambridgeshire - All Pupils</i>	70%	71%	71%	71%
<i>National - All Pupils</i>	69%	71%	72%	72%

Key Stage One and Two attainment

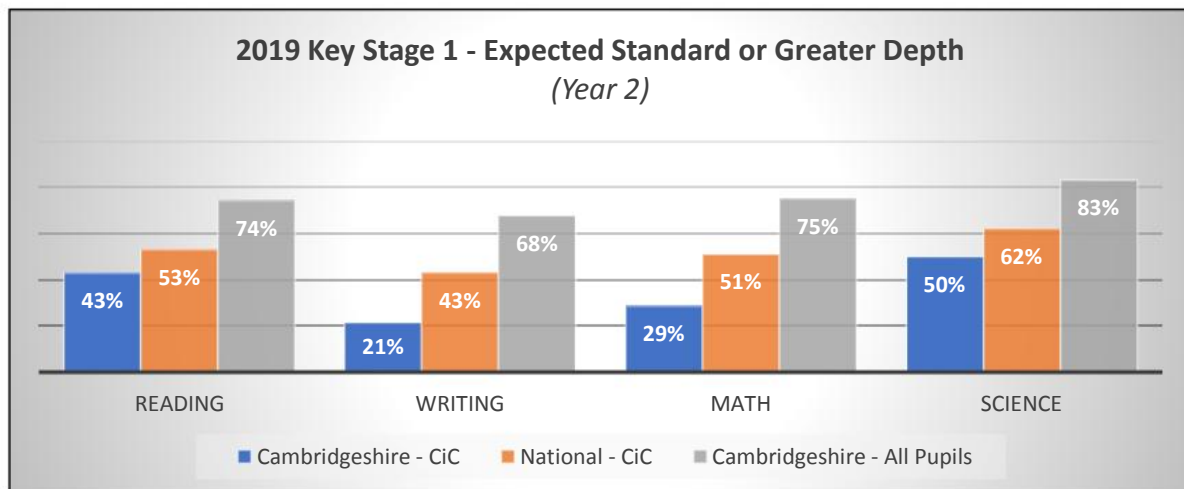
At the end of Key Stage 1 (aged 7) and Key Stage 2 (aged 11), children are assessed as:
Working towards the expected standard: not yet reaching the standard expected for their school year

Working at expected standard: at the level expected for their year group

Working at greater depth: working more deeply with the expectations for their year

Key Stage One

Of the 14 children (16 the previous year) in this cohort, the graph below shows that the percentage of children in care achieving the expected standard in reading, writing and maths has fallen. As a result, the Virtual School has put in place greater scrutiny through advisory visits and PEP quality assurance processes, with a specific focus on how to use the Pupil Premium to maximise progress.



Cambridgeshire Virtual School

Key Stage Two

There are 26 Cambridgeshire children in care in this cohort (29 the previous year). The table below shows that children in care are achieving better than the national children in care picture for writing and maths and broadly in line for grammar, punctuation and spelling. Cambridgeshire compares favourably with its statistical neighbours (11 authorities), with Cambridgeshire being ranked the highest in writing, maths and grammar, punctuation and spelling. Cambridgeshire is ranked 6th for reading.

ALL Subjects - 2019 (Expected Standard or Greater Depth Standard)					
Expected or Better	KEY STAGE 2				
	Reading	Writing	Maths	GPS	RWM Combined
Cambridgeshire – Number in CiC Cohort	26				
Cambridgeshire - CiC	35%	52%	54%	50%	28%
National - CiC	50%	51%	52%	53%	37%
Cambridgeshire - All Pupils	73%	75%	76%	76%	63%
National - All Pupils	73%	78%	79%	78%	65%

The table below shows the progress made by children from their Key Stage 1 results to their Key Stage 2 results. This shows that children have made less progress in reading but have made above expected progress in writing and maths, making better progress than all children in Cambridgeshire and all children nationally.

Progress from Key Stage 1 to Key Stage 2	KEY STAGE 2		
	Reading	Writing	Maths
Cambridgeshire - CiC	-1.05	0.83	0.43
National - CiC	-0.22	-0.77	-0.95
Cambridgeshire - All Pupils	0.16	-0.80	-0.30
National - All Pupils	0.03	0.01	0.04

Key Stage Four Attainment

Unlike last year, all GCSEs are now graded 9-1, with 9 being the highest grade and 1 the lowest. It is important to note that the new GCSE content is recognised as more challenging. Grades 4 and 5 are equivalent to what was a 'C' in the old GCSE grades. Grade 5 is known as a strong pass and grade 4 as a standard pass. Students that do not achieve at least a 4, will be expected to re-sit the GCSE (unless there are specific circumstances, for example SEND).

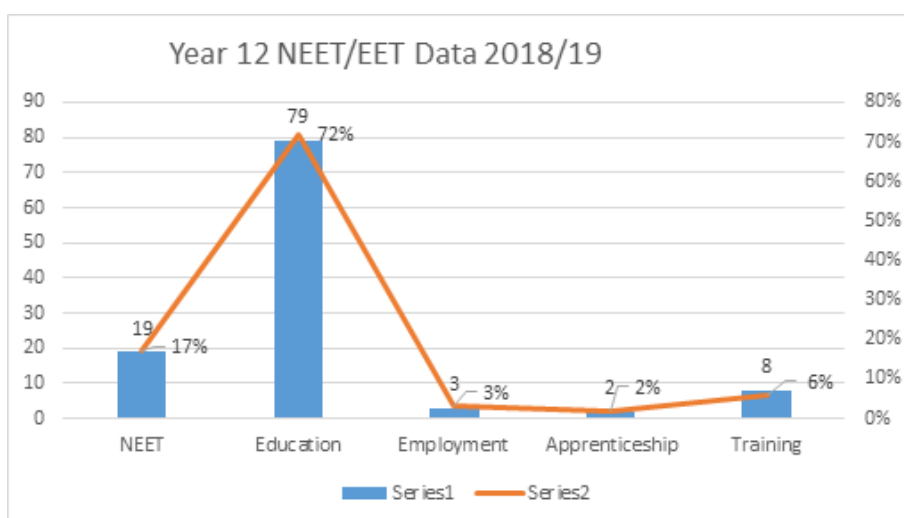
There are 64 children in total in this cohort. The number of Cambridgeshire Children in Care achieving a standard pass is 5% below the nation figure for children in care but within 2% for a strong pass.

Achieved Basics	KEY STAGE 4					
	2017		2018		2019	
	Standard (9-4)	Strong (9-5)	Standard (9-4)	Strong (9-5)	Standard (9-4)	Strong (9-5)
Cambridgeshire - CiC Cohort	43		55		64	
Cambridgeshire - CiC	12%	7%	15%	7%	13%	5%
National - CiC	17%	7%	17%	8%	18%	7%
Cambridgeshire - All Pupils	67%	47%	67%	46%	57%	43%
National - All Pupils	x	43%	64%	43%	56%	40%

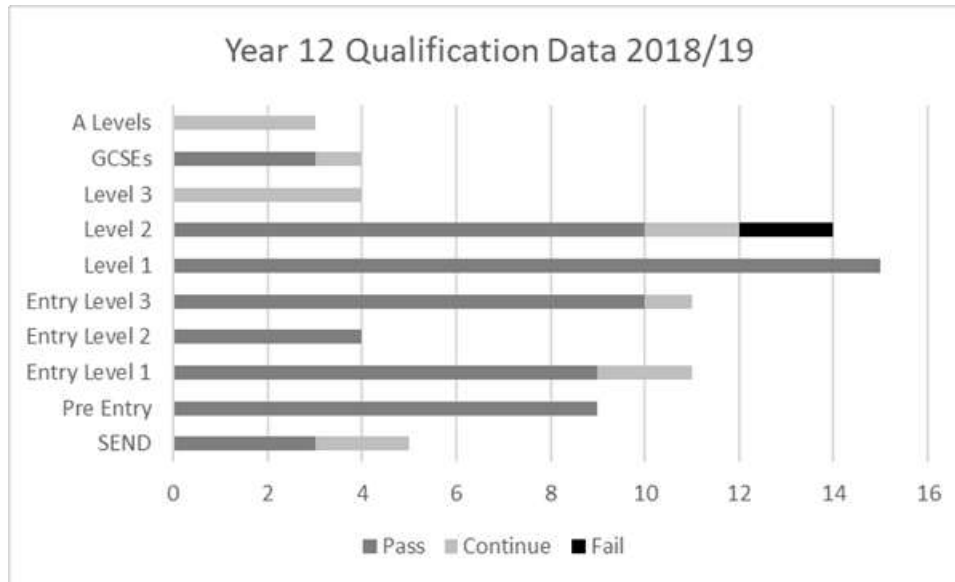
Post 16 Attainment

Year 12

Of the 111 children in care within this cohort, 19 are not in education, employment or training as shown in the table below.

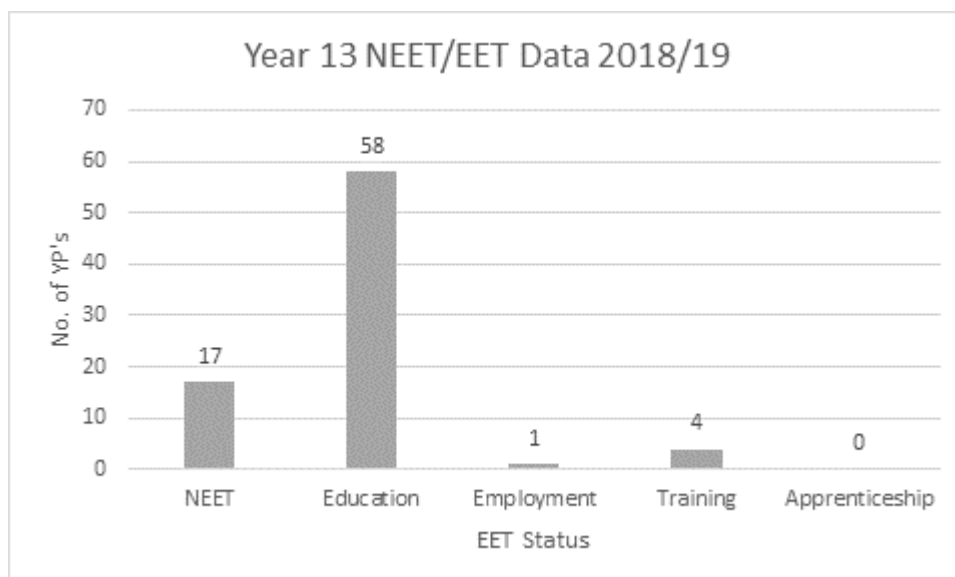


Of the 79 children who continued in education, at the end of year 12 the following qualifications were achieved as outlined in the graph below. 47 of these children are unaccompanied Children in Care arriving in Cambridgeshire, which accounts for the high number of Pre Entry – Entry 3 figures. ‘A’ level and level 3 studies are two year courses which is why all of these students are continuing and not completing in year 12.

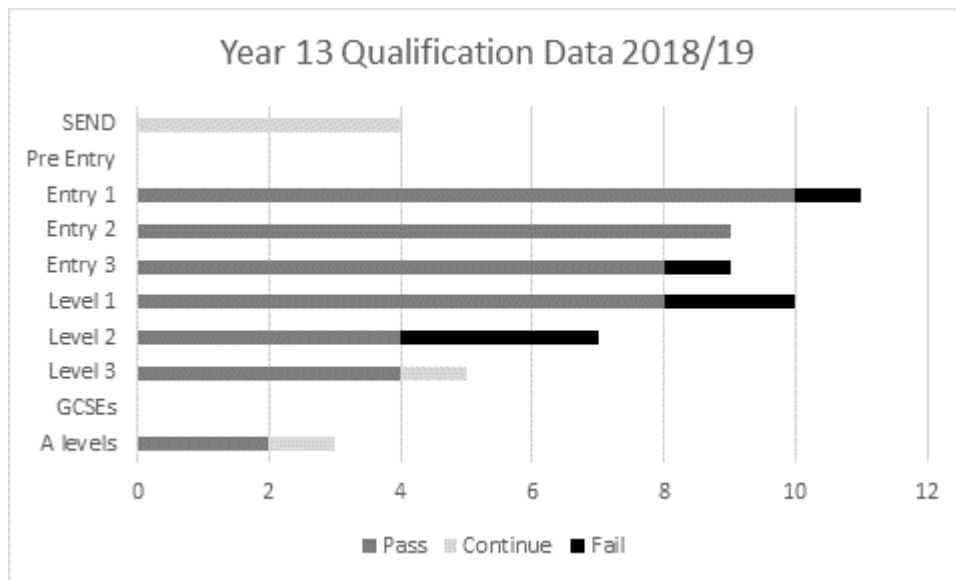


Year 13

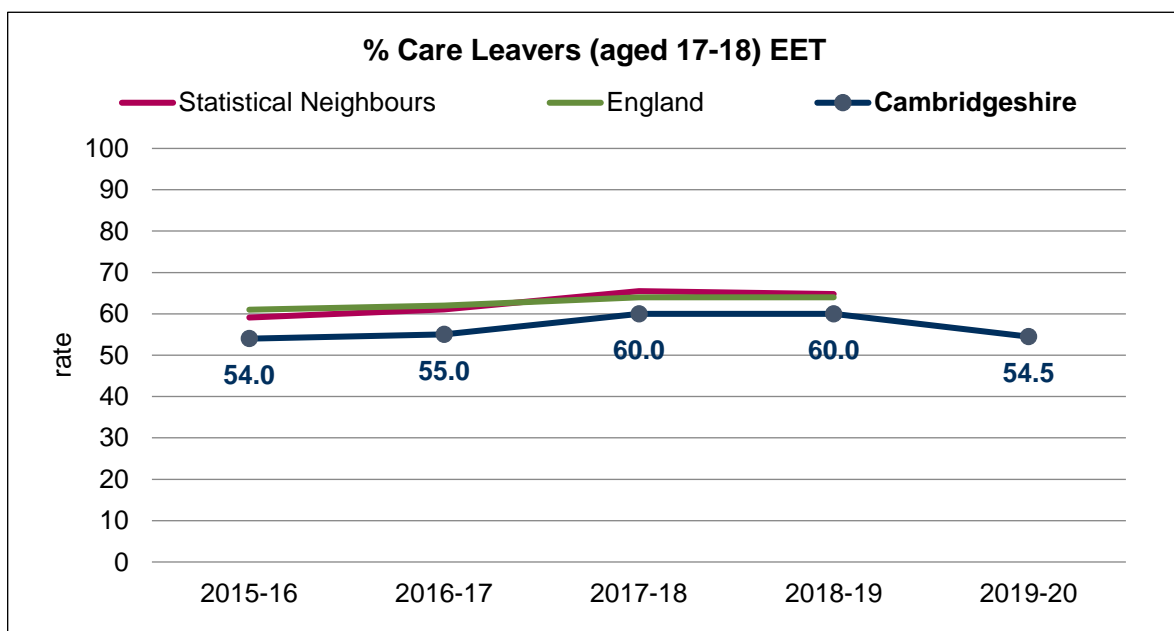
Of the 80 children in care within this cohort, 17 are not in education, employment or training as shown in the table below.

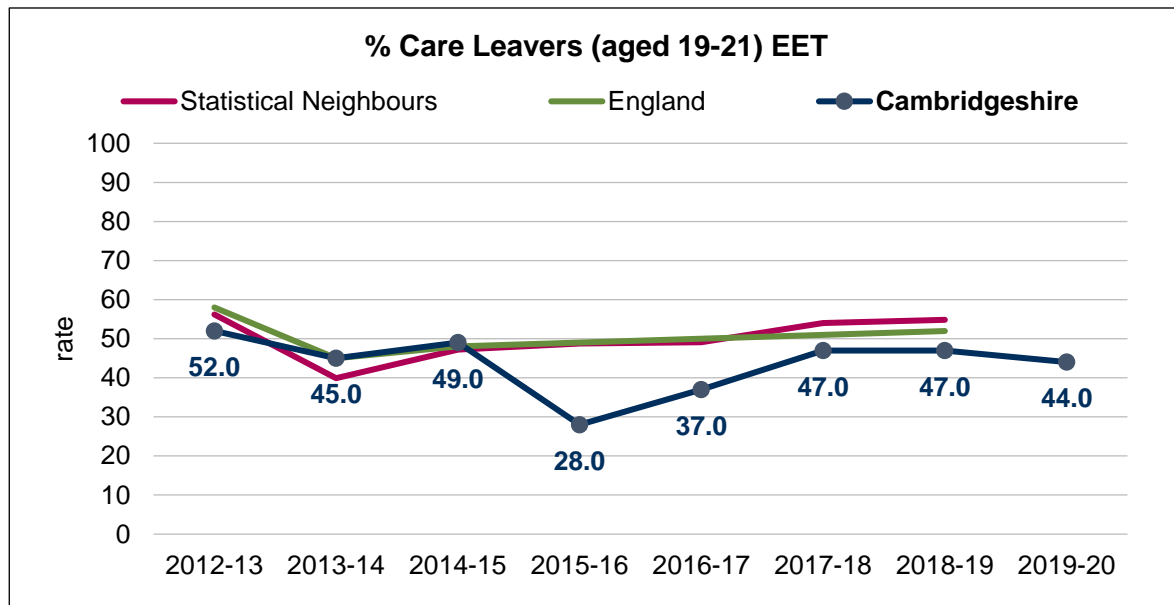


Of the 58 children who continued in education, at the end of year 13, they achieved the following qualifications as outlined in the graph below. 30 of these children are unaccompanied children in care arriving in Cambridgeshire which accounts for the high number of Pre Entry – Entry 3 figures. 76% of these children returned to higher education as they needed to complete further courses to be able to move on to higher education.



As the two graphs below show, the percentage of care leavers in education, employment or training at the ages of 17-18 and 19-21 years respectively, remained static through 2017 to 2019. In 2019/20 performance has fallen in respect of both age ranges.





Another important indicator in Preparing for Adulthood is the percentage of care leavers living in suitable accommodation and the number that the Local Authority maintain a relationship with. In relation to performance in both these areas, in April 2020 Cambridgeshire's performance was showing a similar trend as those in education, employment or training, with

Cambridgeshire performing below the national percentage (for the previous year) across the reported age ranges. Difficulties with the migration of information onto the new case management system (Liquid Logic) at the end of this reporting year will have had an impact on performance figures.

Care Leavers living in suitable accommodation

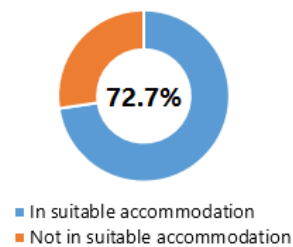
17– 18 year olds: Cambridgeshire- 74%
National - 90% (2018-19)
19- 21 year olds: Cambridgeshire – 72%
National – 89% (2018-19)

Care Leavers in touch with the Local Authority

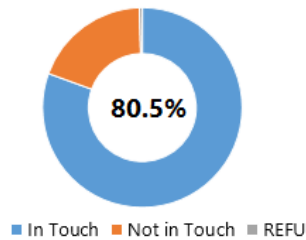
17– 18 year olds: Cambridgeshire-81%
National - 90% (2018-19)
19- 21 year olds: Cambridgeshire – 80%
National – 85% (2018-19)

The pie charts below show Cambridgeshire's performance against key indicators as of the 31st March 2020 in relation to the overall care leaving cohort.

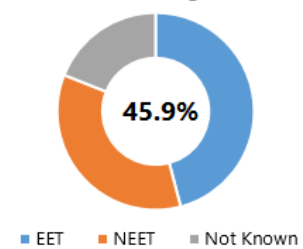
In Suitable Accommodation



In Touch



In Employment, Education or Training



Out of the 594 'eligible', 'relevant' or 'former relevant' young people who were at least 16 years and 3 months old and had an open referral at the end of April 2020, 561 had a Pathway Plan in place. This equates to 94.4% of the entire cohort and very close to our target of 95%. Cambridgeshire is able to show that an increasing number of young people had a Pathway plan over the last year.

Cambridgeshire's published Care Leaving Offer continues to be developed and is monitored by the Specialist Local Offer Personal Advisor. Cambridgeshire has been able to provide a number of new opportunities over the year for care leaving young people which include:

- Establishing a mentoring scheme for care leavers to support them to realise their aspirations
- Fully funded Duke of Edinburgh scheme supported by local businesses
- Bicycle scheme for care leavers to support them to access education, employment and training opportunities
- Securing funding for activity days such as theme park tickets to prevent isolation
- Securing funding for driving tuition for care leavers
- Securing outcome based community grants to support care leavers

**Preparing for Adulthood
Ofsted told us in February:**

Strengths	Areas for development
<p>The Virtual School has strengthened its role in ensuring that children are given appropriate support with their education needs</p> <p>Most children live in good quality placements with carers who meet their needs, evidenced in the progress children make in their education and their participation in a range of social and leisure activities, resulting in increased confidence and self-esteem</p>	<p>Care plans are predominantly focussed on rudimentary process issues, rather than on those things that are important to children and that are gathered through consultation exercises and conversations with them</p>



Hearing the Voices of Children and Young People

- Hearing directly from care leavers on the impact of Cambridgeshire's Local Offer and develop their voice and influence
- Closing the loop in acting on young people's feedback to ensure children in care and care leavers experience tangible changes in the areas they think we could do better on
- Continue to raise awareness with the Council services to create opportunities for young people to influence wider services

The Participation Service

Over the year, a number of participation events for children in care and care leavers were held, supported by the Corporate Parenting Sub Committee. Up until COVID and the pandemic 'lock down' these were activity based events for children in care and care leavers, hosted by the participation team, using local resources and amenities to enrich the life experiences and opportunities of children in care and care leavers. All events were designed to support relationship building with Sub Committee members and senior managers of the county council and include consultation and co-production activities. Many events were also delivered in partnership with Cambridge University, the Library service and other partners.

Since the pandemic in March 2020, all participation events moved into a virtual space and supported by regular interactive News Letters for children in care and care leavers.

Face to face participation events included:

- Four activity based meetings of the **Children In Care Council (CiCC)**, attended by a total of 69 children and young people aged 5 – 18 years.
- Five 'Just Us' activity based events for children in care aged 6-12 years.
- The CiCC members designed and planned the Annual Children in Care Awards Ceremony which was due to take place in March 2020 and was deferred because of COVID. Certificates of achievement were sent to all of the children and care leavers who were nominated, with a message from the Director Lou Williams. A celebration event will take place at the earliest opportunity.
- **The Care Leaver Forum** was re-established in October 2019 with a core group of 7 young people attending. The group has been very active, taking part in staff recruitment, as well as contributing to the development of the Health Passport, The Local Offer and 'Care Leavers Finance Document'. 10 care leavers attended the first care leaver Christmas meal.
- The annual summer 'Picnic in the Park' took place and was well attended, with 132 children, young people and their carers coming along. As well as hosting a variety of activities and attractions the event was supported by the 'Connections Bus' the library service and the Cambridge University Realise Team to promote their offer to children in care and care leavers.

- 30 children aged 6 – 11 and their carers attended a ‘Make and Take’ Christmas Craft Fair hosted by teams from within children’s services and the ‘children in care health team’.

Enrichment in partnership with other organisations:

- **The National Children’s Bureau (NCB)** - we supported children and young people to contribute to a consultation by the NCB on their understanding of children’s rights in respect of health care.
- **Cambridge University Enrichment Team** - we supported children, young people and their carers to attend a stargazing event at Cambridge University hosted by the Realise Team. In addition, a number of young people attended a number of other science based events organised by the Realise Team for Children in Care and hosted at the University.
- **The Fitzwilliam Museum** – young people aged 11 years and over attended a four-day bronze arts award event for children in care, and received an accredited award upon completion.
- **The Cambridgeshire Library Service** – in partnership we hosted an even for children in care creating digital art characters and the young people’s work was show cased.
- **The Junction Theatre** – donated tickets for their seasonal production and the participation team supported Children in Care Council members to attend the Wind in The Willows performance as a thank you for their contributions to the Children in Care Council.
- **The Regional Film Project** – we supported Children in Care Council members to contribute to a regional film project about children’s top tips for social workers in 2019. One member attended the film premier in April 2019. Five Children in Care Council members are now taking part in the Regional Film Project 2020, with the focus on children’s journey into and leaving care, their first big meeting and feeling settled in placement. This work has been suspended due to the Pandemic.

Topics and themes where children in care and care leavers have provided feedback, challenge and scrutiny have included for example:

- Advice to workers on terminology and child friendly alternatives to adult language and jargon
- Their experience of the impact of The Promise on their lived experiences around support; seeing the people who are important to them; and support for developing independence skills and leaving care

- Feedback about what is good and not so good about being in care and what advice they would give to other children and workers?
- Care leavers provided feedback and input to the development of the 'Health Passport', the 'Local Offer' and 'Care Leavers Finance Document'.

All feedback, challenge and scrutiny has been communicated through the appropriate channels to impact policy and practice, and feedback given to the Children in Care Council and Care leaver Forum of the impact of their contributions.

Voice of the children in care planning

In line with the national expectation that children's views are sought in an age appropriate manner for their Children in Care reviews, 55% of children in care over the age of four attended their review, 38% conveyed their views via another person or through using the Mind of My Own app or a consultation document. In addition Independent Advocates from NYAS worked with 276 Cambridgeshire children in care put their views across in key meetings and care planning.

Siblings Forever

Siblings Forever is a two night activity trip for brothers and sisters aged 8 to 18 years who have been separated through care. It allows siblings to have extended time together in a safe and fun environment. The year two activity trips took place in May and October 2019, and held again at the Graffham Water Activity Centre. Children give poignant feedback about how much they enjoy this opportunity to spend time with their siblings doing lots of fun things.

"I liked it a lot. All of the activities I enjoyed. And being with my brothers and sisters was good." 9 year old

"I absolutely loved it. It was so nice to spend some time with my siblings and I loved meeting new people." 14 year old

"It was brilliant. Just seeing my brother and sisters was the best thing." 10 year old

For 2020/21, the following areas for development will continue to be monitored, scrutinised and supported by the Corporate Parenting Sub Committee:

Ensuring children and young people (and especially care leavers) have access to assessment and support for their health needs in a flexible and creative way that supports them to understand and prioritise their health

Hearing from young people about their experience of accessing appropriate and tailored health services

Continuing to drive attainment for all children in care to reach their potential and be as close as possible in their achievements to children outside of the care system

Hearing from young people about their experiences of being supported through transitions and into adulthood

Hearing from children and young people of their experience of the care they are provided with in a variety of different care arrangements

Closing the loop in acting on young people's feedback to ensure children in care and care leavers experience tangible changes in the areas where they think Cambridgeshire could do better.

Supporting the development and aspirations of Cambridgeshire's Local Offer

Supporting the recruitment and retention of foster carers that are prepared and supported to undertake the role of caring for children with complex needs – local foster families for local children

Encouraging Corporate Parenting partners to be more ambitious in expressing and realising their Corporate Parenting offers. The Corporate Parenting Sub Committee will continue to create a culture of accountability in order to achieve this.

Service Director's Report: Children and Safeguarding

To: Children and Young People Committee

Meeting Date: 6 October 2020

From: Lou Williams, Service Director: Children & Safeguarding

Electoral division(s): All

Forward Plan ref: n/a

Key decision: No

Outcome: A summary of key performance information for children's services covering the last 12 months, including how these have been affected by the Covid-19 pandemic and lockdown

That Committee Members have a good oversight of key performance indicators in relation to the safeguarding of vulnerable children, and the progress of children and young people in care. Committee Members will also understand the impact of Covid-19 to date, and the potential impact for the service, and the children, young people and families we support, over the next 18-24 months.

Recommendation: The Committee is asked to:

- a) Records their thanks to all front line staff and managers in children's services for their continuing dedication to safeguarding children in these challenging times, and a special thanks to all those who continued to visit children, young people and families during lockdown;
- b) Note the key performance information and actions being taken to continue to improve outcomes in children's services;
- c) Note possible areas of increased demand and actions being taken to mitigate these.

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1. Background

- 1.1. The report begins by summarising the impact of Covid-19 on children's services to date, before exploring key performance information in detail. Some areas of performance have been affected by Covid-19, as described throughout the report.
- 1.2. The report concludes by summarising some of the expected continuing impact from Covid-19 and any economic fallout and what this means for demand for services over the next 18-24 months.

2. Main Issues

Overview of the Impact of Covid-19

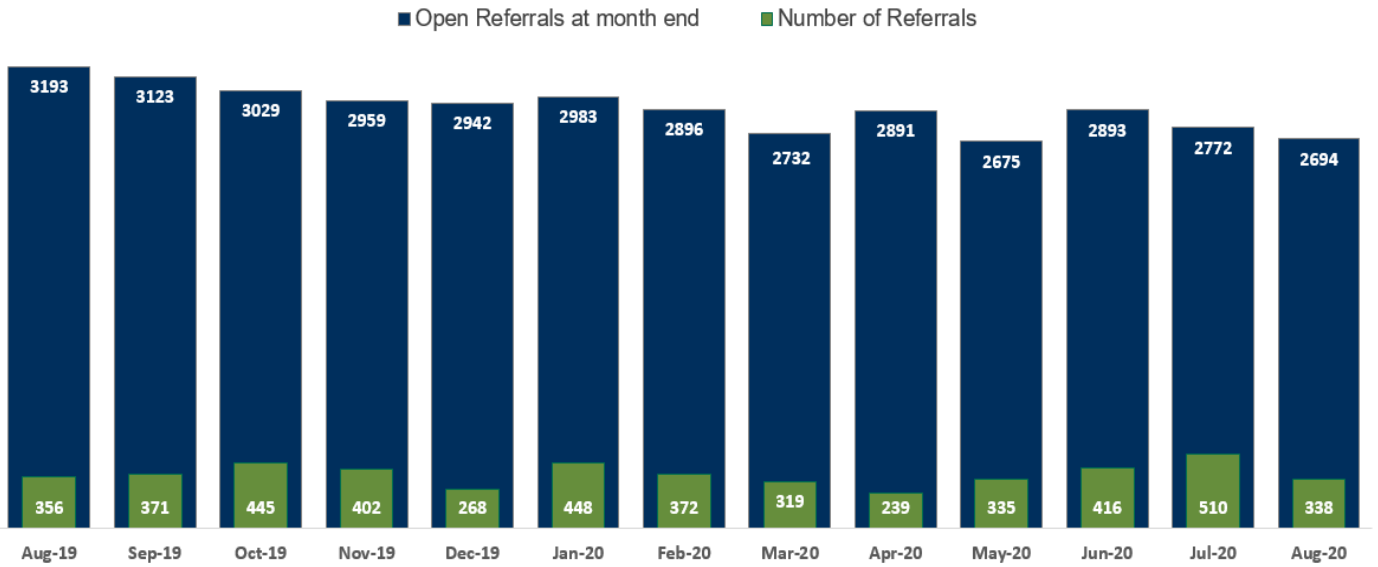
- 2.1. The Covid-19 pandemic and associated lockdown has resulted in very considerable challenges for children, young people and families and the services that support them.
- 2.2. Now that children and young people have returned to school, it is timely to take stock of impact of the pandemic, the changes in service delivery – positive and negative – and assess the likely longer term implications that may result.

The pandemic and lockdown period

- 2.3. As soon as it became clear that a lockdown was imminent, senior managers in children's services undertook risk assessments of all children and young people open to social care or being supported through early help services in the County. All children known to us were RAG rated to ensure that we would be able to maintain focus on children and young people about whom we had the greatest concerns
- 2.4. Our staff continued to undertake face to face visits to all children subject to child protection plans, and to any other child or young person we had assessed as being particularly vulnerable to poor outcomes including, for example, children in care living in placements that were seen as less secure than others.
- 2.5. A small number of key members of staff and managers remained working from office bases, able to respond to urgent situations. The majority of our staff worked from home, with a number shielding. Those shielding were engaged in a range of activities to support front line working including, for example, responding to enquiries and undertaking virtual visiting as appropriate.
- 2.6. A considerable amount of the work switched to virtual engagement during the lockdown itself, in line with government guidance. In some areas, adopting this approach had some early and clear advantages. Virtual parenting programmes and advice lines have proved popular, for example, with some evidence of these approaches reaching more families and families who might not have approached services for support using more traditional means. Some young people in care, care leavers and vulnerable young people engaged better with their workers virtually than they were comfortable doing in face to face meetings.
- 2.7. Some other elements of the work quickly became more challenging and many have remained so. Enabling the effective participation of parents in child protection conferences

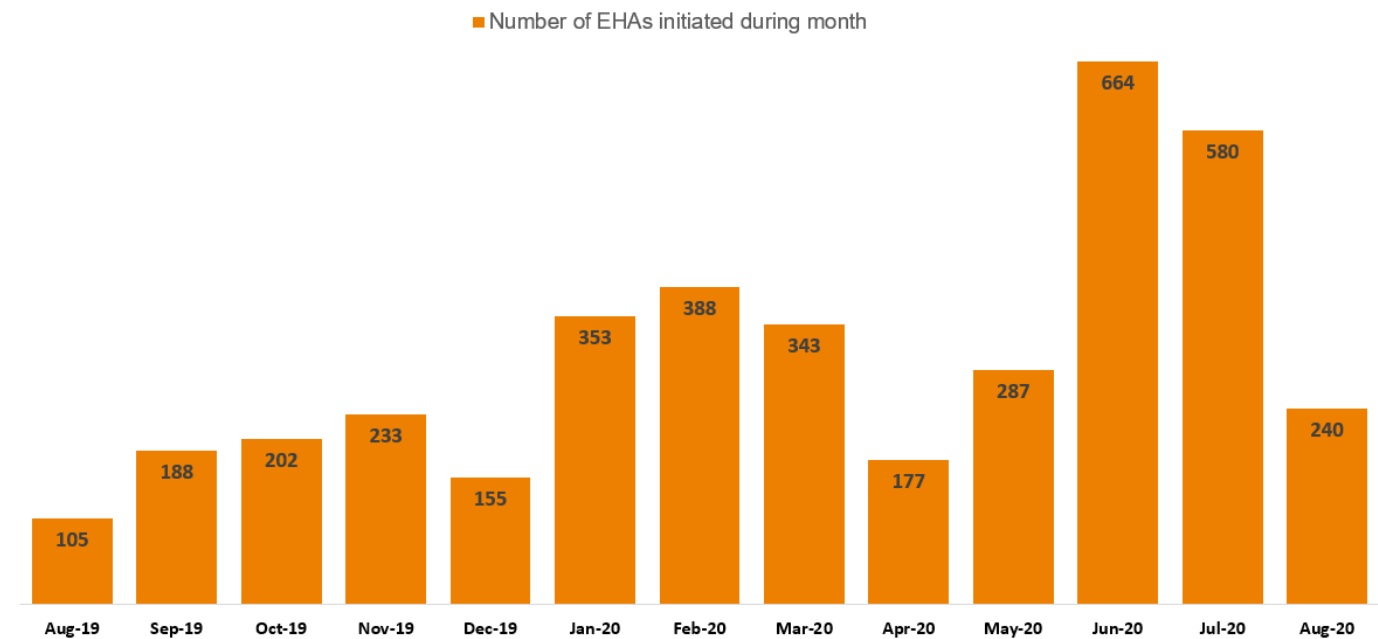
where all participants are contributing virtually through Teams has proved to be very difficult, for example.

- 2.8. As the lockdown period continued into the summer, it has also become clear that while virtual engagement works well in some areas, there are many where the best this form of work can achieve is to maintain a position, as opposed to moving things forward. This has resulted in some increases in numbers of children open to our Family Safeguarding teams, for example, as virtual engagement of parents in group work has proved less effective in helping to address many of the key issues they are struggling with, meaning that it has taken longer to complete the work needed with those families.
- 2.9. The closure of schools to the majority of pupils had a very significant impact for all families. While schools continued to remain open for the children of key-workers and children assessed as being vulnerable, in reality very few of the latter group attended school regularly. Attendance for vulnerable children was always voluntary and many families made a decision not to send their children into school. Some families and their children did not want to be marked out as different through school attendance. A number of our children in care, for example, did not want to be treated differently to the children of their foster carers or any other children, and did not recognise themselves as being vulnerable.
- 2.10. Some families, and particularly those who have children with additional needs and/or disabilities, were very fearful of implications should their child catch the virus. Others worried about their own vulnerabilities, with many of those children supported by early help services having parents who had pre-existing health conditions that meant that they faced increased health risks were they to catch Covid-19.
- 2.11. Schools worked incredibly hard to remain in contact with all children who were in the vulnerable groups throughout this period, regardless of whether or not they were in school, and schools and their staff should be commended for their efforts in this area.
- 2.12. Many other service providers ceased face to face visiting throughout the lockdown. This included, for example, health visiting and some mental health support services to adults and young people. Virtual support continued, but the reality was that the reduction in face to face work, the closure of many informal or less targeted support services such as children's centres, voluntary groups and other activities meant that many children and young people were much more isolated, particularly at the start of the lockdown.
- 2.13. This reduction in visibility of children and young people had an immediate impact on the numbers being referred to our services, as is illustrated in the following chart:



2.14. As can be seen from the above, there was a significant drop in the number of referrals in April 2020. It is encouraging, however that while still below trends, numbers of referrals have mostly recovered steadily since then, indicating that despite their reduced visibility, vulnerable children and young people are still being referred for help and support.

2.15. For early help assessments (EHAs), numbers also dropped very fast in April 2020, but have rebounded strongly, and while they fell again in August, they remain higher in August 2020 than in August 2019. This is also encouraging as it does indicate that children are still accessing early help assessments. That said, however, the number of children receiving less formal early help support in schools and other settings will have reduced significantly during the lockdown period:



2.16. As noted above, the true extent of the impact of the pandemic and of the period of lockdown is likely to emerge slowly over the next six to 18 or 24 months. Indicators such as the

number of Early Help Assessments and contacts and referrals into children’s social care and how these change over the coming months will provide us with some indication of any changes in demand on our services.

Key performance information

- 2.17. This section of the report provides some key performance information for children’s services in Cambridgeshire. Some indicators have been affected by the Covid-19 crisis, as explained for each indicator. Overall, the service has continued to operate well through the lockdown period and the pandemic overall, but we are likely to see more difficulties emerging as time continues.
- 2.18. Performance reporting software has been updated, and the current round of reports are not entirely without issue.

Caseloads and recruitment information

- 2.19. Our target for average caseloads across the service is 15 children per full time equivalent social worker post, and 20 in the leaving care service. The average caseloads for the week ending 11th September [the most recent available at the time this report was being prepared] are summarised in the table below:

Service	Average caseload per full time equivalent (FTE)
Assessment	13.5
Family Safeguarding	17.5
Adolescent teams	12.5
Corporate Parenting	18.5
Leaving Care	22

- 2.20. As can be seen from the table above, we are close to the targets in most areas, and indeed under them in a couple, but remain slightly above in Family Safeguarding, Corporate Parenting and leaving care. There has been an increase in volumes of work in the service, which has resulted in part from the Covid situation. This is because it has been more difficult to progress plans, and particularly so during the actual lockdown period. This has meant that children’s cases has remained open a little longer than would otherwise be the case.
- 2.21. Assuming we are able to continue to open up our services and re-start activities such as group work for parents affected by substance misuse, we would expect to see activity in the service as a whole reduce, with caseloads coming back down as a result. The unknown here is the impact of any increased demand that might be seen as the impact of the pandemic continues. A business case was prepared earlier in the year to support a temporary increase in establishment if needed, and while we have not needed to draw upon this as yet, we are keeping levels of demand under continuous review.

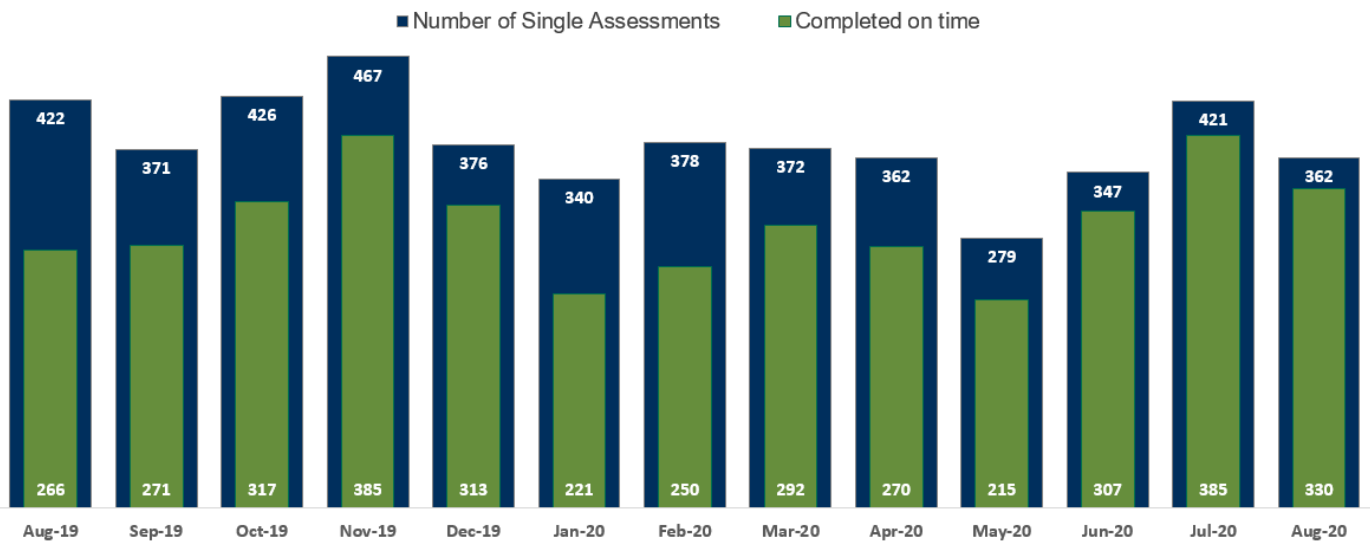
2.22. On a more positive note, recruitment has continued, and we have managed to recruit the majority of adult practitioners to support the work of our Family Safeguarding teams.

Referrals, Assessments and Family Safeguarding

2.23. The position in relation to contact and referrals is as shown in the chart at paragraph 2.13 above.

2.24. Assessments of children referred to social care are known as Single Assessments. They should be carried out within 45 working days. A thorough assessment depends on children being seen in their family home on more than one occasion and often several times. They also require the collation of information from key partner agencies including health and schools.

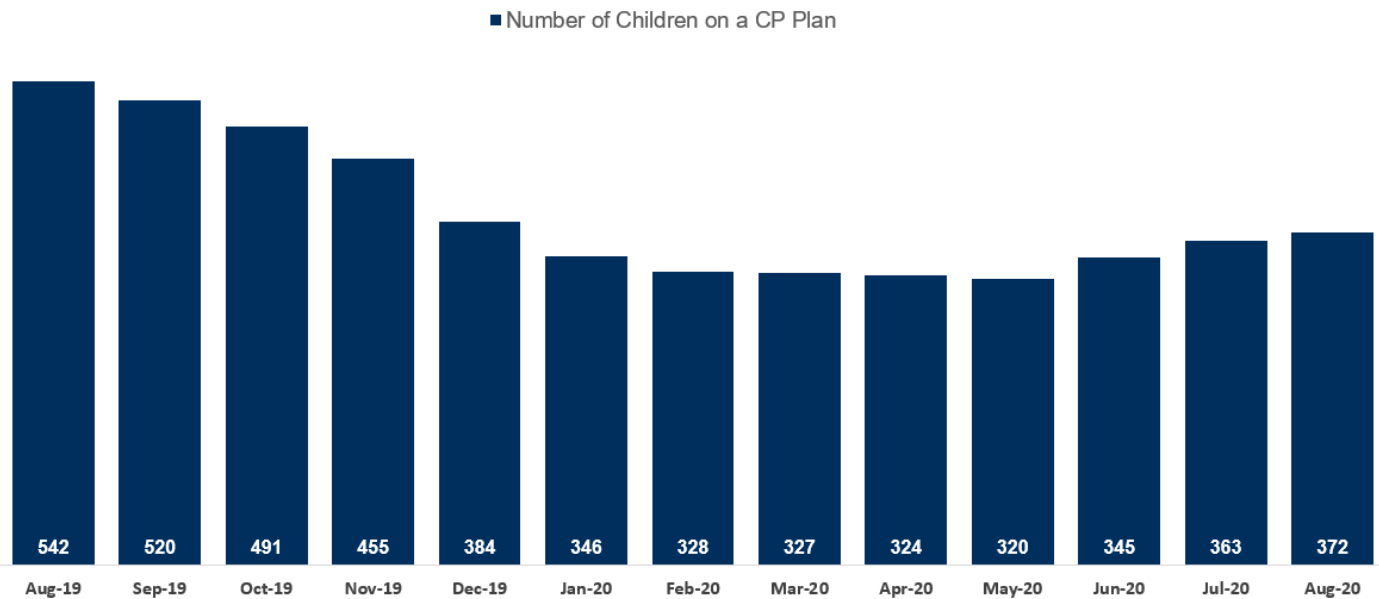
2.25. The chart below shows the impact of fewer children being referred in March and April as fewer assessments were completed in the months following – May and June:



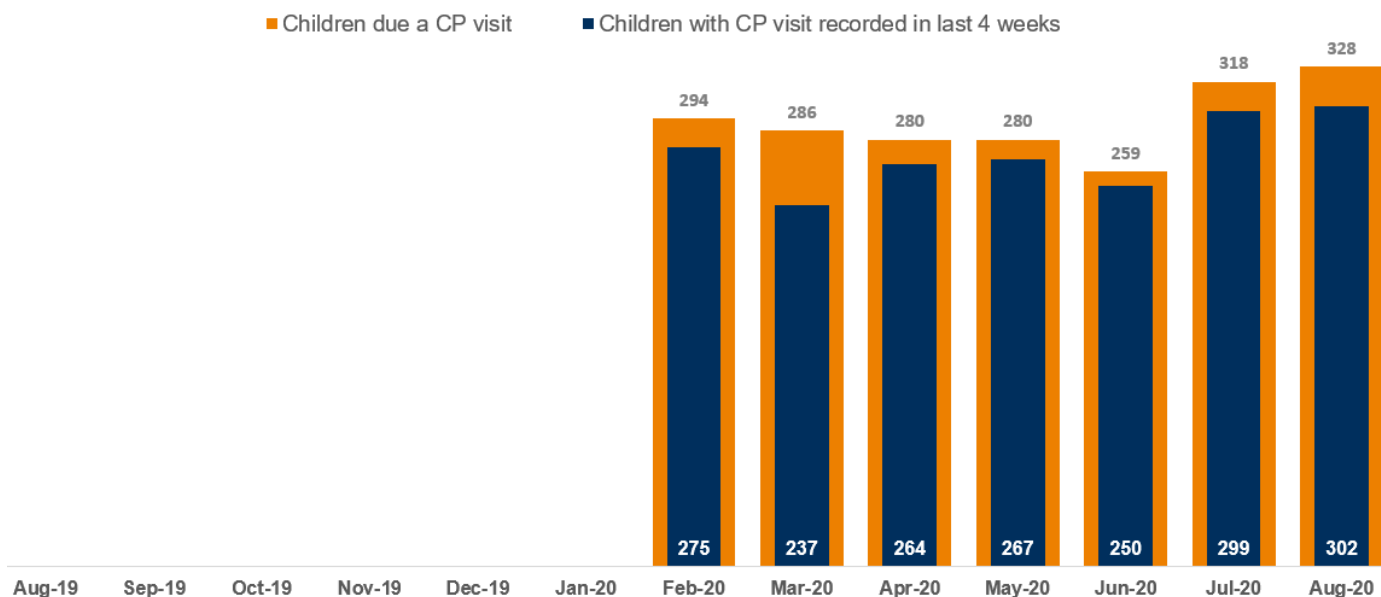
2.26. Timeliness of completion of assessments has been a focus for improvement over recent months and performance has improved in this area, despite some additional challenges of visiting families during the lockdown period. Our current year to date figure is 85% of assessments being completed on time, slightly above the England average of 81%, but below our target of 90%.

2.27. A significant proportion of assessments result in an outcome of no further action or a step down to early help services – between 30% and 40% since the start of the current financial year. Some assessments will always end in these ways, but this proportion is high and suggests that we may be completing too many assessments at the moment, and could potentially have diverted more children to early help services at the referral stage or before beginning the assessment itself. That said, this is a better position to be in than the one we were in a year ago, when only around 9% of assessments were ending in no further action or referral to early help. This was taking place in a context of caseloads that were higher in the assessment teams, and a tendency to complete assessments less thoroughly, referring them on to the longer term children’s social care teams to be on the safe side, but causing pressures elsewhere as a result.

- 2.28. As noted above, face to face visiting is increasingly clearly the most effective way that work progresses with families; virtual visiting has some benefits in defined areas, but is less effective when the issues being addressed are complex and long-standing, such as domestic abuse or substance and alcohol misuse.
- 2.29. We have seen a slight increase in the number of children subject to child protection plans over recent months, as illustrated below, which is a consequence of it taking longer to complete some of the work with families that enables us to step the profile of the case down to children in need level:



- 2.30. We remain optimistic that as we continue to return to more normal services, with an increasing emphasis on face to face and [safe] group working, we will return to a position where numbers are steady in the 320-340 range – which would place us below our statutory neighbour average. As noted above, we have been successful in recruiting staff into our Family Safeguarding service, placing us in a good position to deliver positive outcomes for children, young people and their families.
- 2.31. As noted elsewhere, we have continued face to face visiting to all children subject to child protection plans. The following chart shows the proportion of these visits carried out within the necessary timescales [please note that issues with the business reporting system have resulted in a gap in data prior to January of this year; this should be resolved by the next reporting cycle]:



2.32. It is clear that the lockdown did have a short term impact on our ability to visit children. This was for a range of reasons; some families refused visits on health and safety grounds, which meant that we needed to review our approach in such circumstances, for example. It is also clear that visiting was back to good levels by April, and was 94% in July and 92% in August.

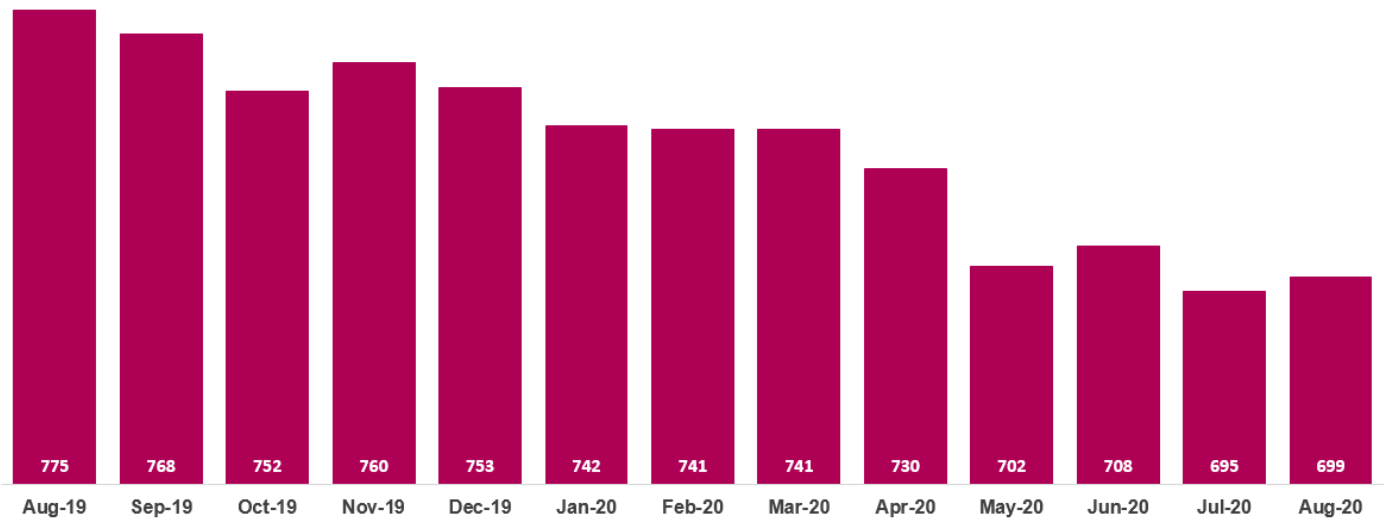
2.33. Our stretch target for this indicator is to achieve above 95% of visits in timescales, and while August performance is below that, anything over 90% is good performance. The key here is that we know why visits have not been carried out; some families do go away at short notice, especially in the summer; social work capacity is reduced at this time as well owing to annual leave, meaning that should a colleague have an unexpected emergency or be unwell, there is less capacity within the team for a visit to be allocated to another worker. In these circumstances, visits still take place, but just not quite within the required timescale.

2.34. In a small minority of cases, families are declining visits. In the event that this non-cooperation continues, management decisions will be made about how the service responds. In most circumstances, this will result in legal pre-proceedings or the issuing of court proceedings.

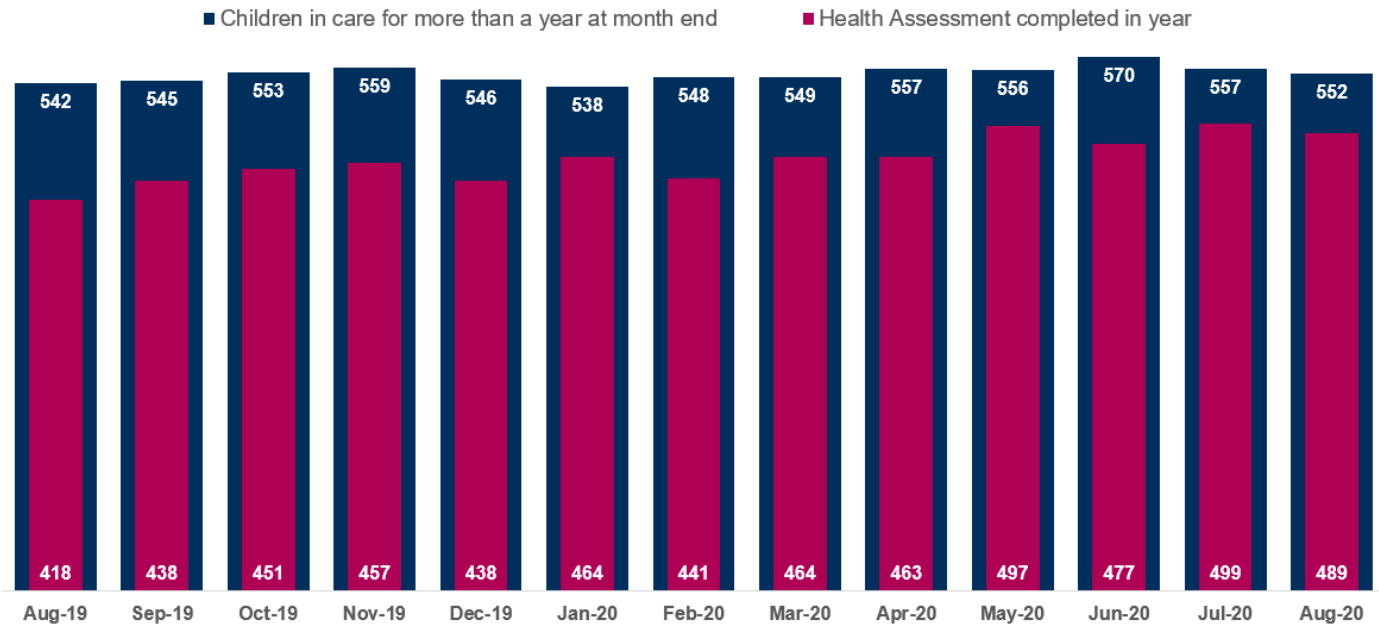
Children in Care

2.35. As Members will be aware, numbers of children in care have been above expected levels for a number of years now. Were our population of children in care in line with the average of our statistical neighbours in 2019, we would have around 660-670 children in care. As the chart below shows, we currently have 699 children and young people in the care system, slightly up on the July number, and reversing the recent trend of a downward trajectory:

■ Number of Children in Care

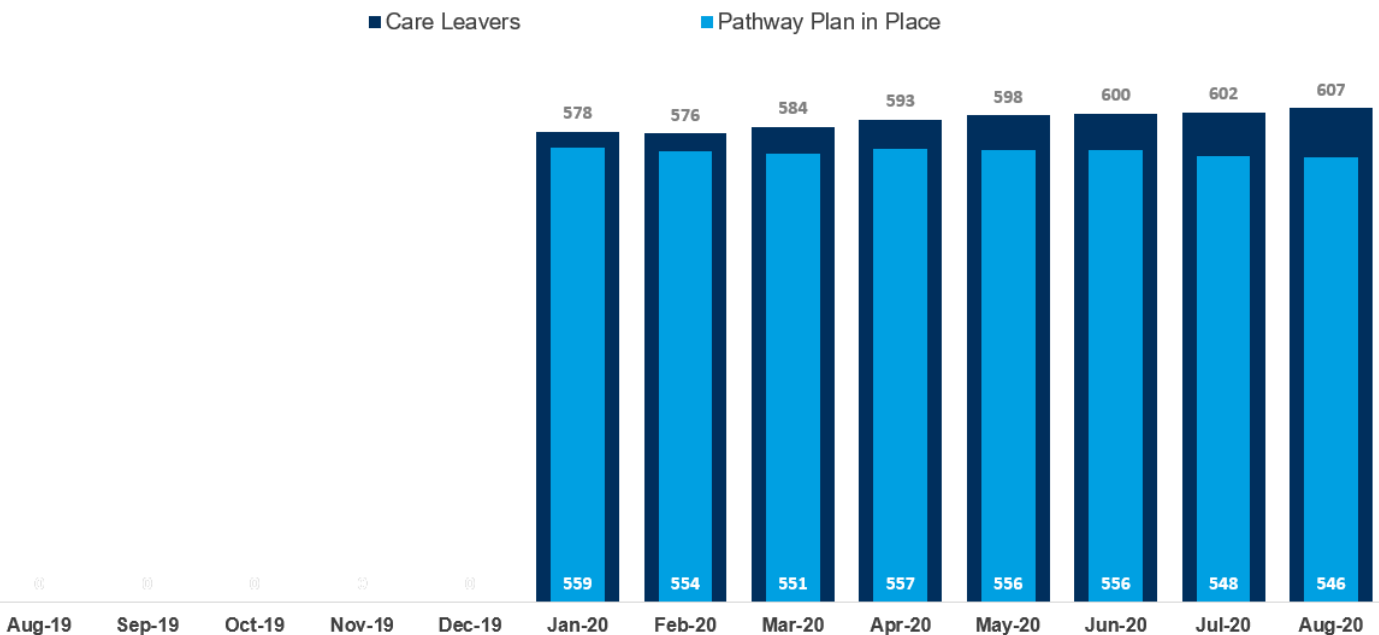


- 2.36. Our target remains to achieve between 600 and 620 children and young people in care; this would mean that our performance would be better than the average of our statistical neighbours. We aim to see this achieved during the 2021/22 financial year. We believe that it is possible to reduce numbers to this level since we have the Family Safeguarding approach in Cambridgeshire, and Family Safeguarding is associated with lower numbers of children in care.
- 2.37. It is disappointing to see numbers slightly higher; at present this is more about delays in progressing plans than seeing significantly higher numbers coming into care, although new entrants to care in August, at 17, was the highest number since January 2020. We will keep a very close eye on the balance between new entrants and leavers over coming months. There is a risk that the impact of Covid-19 will result in higher numbers of families in acute distress and hence an increase in overall care numbers. We have not seen this yet, but it remains a risk over the coming months.
- 2.38. One of the few areas where we decided to use the flexibilities contained within revised statutory guidance was to undertake a significant proportion of visits to children in care virtually. Unfortunately, our recording and performance monitoring systems can only count face to face visits as a statutory visit, making reporting on this indicator very difficult. At the time of preparing this report, Business Intelligence were investigating whether it is possible to identify virtual visits as a statutory visit, as opposed to other forms of telephone or other contact that would not meet the criteria to be called a statutory visit.
- 2.39. Locally collected data indicates that around 90-95% of these visits have continued to take place within timescales; I will provide a verbal update to the Committee in the event that we can distinguish virtual statutory visits from other contacts with children in care and their carers that also take place by telephone or through Teams and Zoom.
- 2.40. The chart below shows the percentage of children in care due an annual health assessment that have had such an assessment completed:



2.41. Performance in this area appears good and indeed is above target for the current year at 88.6% of children in care having their annual health assessment within timescales is better than the average of our statistical neighbours [66%] but slightly below the England rate of 90%. My slight concern about this, however, is that the majority of these health assessments have been carried out virtually. While many health appointments can take place in this way, there are questions about whether it is the best model for potentially vulnerable children in care. We are keen to see a return to face to face assessments as soon as possible, and are working with health colleagues to progress this.

2.42. The chart below provides information about the percentage of young people leaving care who have current pathway plans. It has also been affected by data issues prior to January 2020:



- 2.43. August performance is 90%, which is below our target of 95%; pathway plans should provide a clear view of the transition for a young person leaving care into adulthood. As such, comprehensive pathway planning does require extensive input from the young person as well as from partner agencies. While current performance is a little disappointing, it is perhaps unsurprising that additional challenges have been experienced by practitioners in completing these plans in current circumstances.
- 2.44. At the last Children and Young People Committee, Members asked that regular updates on progress in relation to young people leaving care and not in employment, education and training be reported within these Service Director reports.
- 2.45. One of the challenges in supporting young people to remain in education, employment and training, is that the issue cuts across a number of areas – early help, education/schools, social care and children in care, special educational needs, for example. With this in mind, a new strategic lead for NEET has been identified in Adrian Chapman, who is Service Director for Communities. The thinking here is that encouraging community organisations to develop apprenticeships and other support for young people into education fits very well with work that Adrian and his service are already leading on in terms of building resilience.
- 2.46. This change does not change key accountabilities, and the leaving care and corporate parenting service will retain responsibility to address NEET among care leavers. The aim is to provide a strong cross cutting strategic focus on NEET as a theme that affects many vulnerable young people.
- 2.47. I have not included any NEET data in this report because it is quite difficult to obtain reliable information as schools and colleges return in September in any year, let alone the current one. I will ensure that data is available for the next of these reports, however.

Potential areas of increased need for support by children, young people and families

- 2.48. At the time of preparing this report, children were only beginning to return to school. Indications of increased numbers of children and young people being identified as in need of help, support and protection will begin to become apparent as we move into October and towards the end of the first half-term. There is, however, an emerging consensus among leaders of children's services nationally about the groups of families, children and young people who are most likely to experience the most significant impact from the Covid-19 pandemic. These include:
- 2.49. Families who were already struggling with routines prior to the lockdown may find it more difficult to encourage their children back into school: Most children have been out of school for 6 months and some will find the transition back to school harder to manage than others. Some research has identified that families who are 'just about managing' have found it more difficult to find the practical, physical or 'head-space' to engage their children in regular home learning, meaning that their children may find it not only more difficult to adjust to the routine of regular school attendance, but to get back into the pattern of learning once in school. Some families may prefer to opt for home education, either because it appears to offer solutions to some difficulties, or because they remain fearful of perceived health risks associated with their children returning to school.

- 2.50. Families in less secure employment are more likely to be affected by any economic downturn: As the Government's support to employed staff through the furlough scheme comes to an end during October, there are widespread predictions that unemployment will rise significantly. The number of claims for Universal Credit have already increased in Cambridgeshire, and the increase appears to be more concentrated in areas of relatively higher deprivation. Economic impact is likely to affect those in lower paid and less secure work more quickly. Knock on effects can include risks of homelessness. Families in this position can struggle to also meet the demands of children in their care, finding it more difficult to manage challenging behaviour and similar.
- 2.51. Black and Minority ethnic children and young people: Black and minority ethnic adults appear to be at significantly increased risk from serious complications and death as a result of becoming infected with Covid-19. Children and young people from black and minority ethnic groups are therefore more likely to have experienced a loss of a significant adult in their extended families. Black and minority ethnic children and young people are also more likely to live in more disadvantaged communities, where higher population densities are likely to increase the risk of outbreaks of the virus in the future, with the potential to further disrupt their education, health and social development.
- 2.52. Children and young people with disabilities and/or special educational needs: Many parents of children with complex disabilities have been understandably very reluctant to allow their children to engage in activities outside the home, or to risk bringing support services into their homes for fear of their children catching the virus. They are likely to have continued anxieties about their children returning to school over the coming months. Families may become under increased pressure as a result, and find it less easy to continue to care for their children as a result. For the children themselves, some, including, for example, those with autistic spectrum disorders or ADHD, are also likely to find it more difficult to manage the transition back into school.
- 2.53. Young people who were already struggling to remain engaged with education: A relatively small group of young people struggle to engage in education even at the best of times. For some young people in their early to mid-teens who were already struggling prior to the lockdown, a six month period out of school may well mean that they will struggle to re-engage at any level. The difficulty here is that it is young people who are out of school who are most at risk of becoming involved in offending behaviour, or being criminally or sexually exploited. These vulnerabilities are often accompanied by increased tensions at home as parents struggle to know how to keep their children safe and to manage escalating behaviour.
- 2.54. Families experiencing significant difficulties prior to and during the lockdown period: For a relatively small number of families, potentially very difficult and damaging behaviours including domestic abuse, substance misuse and mental and emotional ill-health will have intensified during the lockdown. Some children will have experienced trauma for longer periods unnoticed by services because they have not been visible, or because support for families has not been available. This does not only include services; many families have been isolated from the support they would otherwise have accessed from extended family and friendship groups. Difficulties or behaviours that may have been possible to address and change in other circumstances may have become more entrenched as a result.

- 2.55. Young people leaving care: This is in any case a very vulnerable population, more likely to struggle in making the transition into adulthood. The employment market for young people is already under stress; those who are the most vulnerable will be likely to be the ones who find it most difficult to access the kind of employment and training that has in the past been most likely to support them into the world of adulthood and employment. All young people are likely to be affected in the shorter term, but those with the greatest vulnerabilities including some of those leaving care are more likely to experience longer term difficulties in remaining in education, employment and training.
- 2.56. Many of the above issues will not emerge immediately, which is why there is also a growing consensus that for children's services, much of the impact will be felt over a considerable period of time, with some effects still being evident 18-24 months from now.
- 2.57. There is, however, also a counter view that says that while some families and vulnerable young people will have experienced additional difficulties as a result of the pandemic and lockdown, the vast majority have had the resilience to cope very well. While attendance at school for vulnerable children was low in Cambridgeshire as everywhere else, and a programme of academic catch up will almost certainly be needed for many children and young people, the fact that schools worked very hard to maintain links with children, and that many parents were also either furloughed or working from home may have reduced pressures experienced by many families. Proponents of this view would argue that the programme in place to enable schools to support pupils to catch up with their missed work will address that issue over time, and that once any short term difficulties of transitioning back into regular school routines have passed, the impact of the pandemic and lock-down will be less severe than many expect.
- 2.58. My view is that while we see a surge in referrals as schools return, this will not be significantly larger than the surge that we always experience at this time of year. What we are likely to see is a much longer and shallower 'tail' of higher referral rates over the next academic year as difficulties emerge over time. The extent of the impact for families and demand for services as a consequence will at least in part depend on broader factors such as the depth and length of any recession, and how this affects families in terms of housing security in particular.
- 2.59. Longer term outcomes for vulnerable young people are also an area of concern; as noted above, there is an increased risk of higher numbers of young people being out of education, employment or training. The group of young people who were struggling to remain engaged in education prior to the lockdown are also at greater risk of mental and emotional ill-health and of becoming vulnerable to exploitation. This in turn could result in an increase in the break-down of family relationships, and additional pressure on placements for young people needing to come into care.
- 2.60. Children and young people with special educational needs and disabilities and their families are also likely to be disproportionately affected in the longer term, for the reasons set out above.

Actions we are taking to respond to changing patterns of need

- 2.61. A detailed recovery plan has been prepared and is available as Appendix 1 to this report. This recovery plan has been shared with other authorities in the Eastern Region of the Association of Directors of Children's Services. Our strong regional arrangements ensure that our services are open to both support and challenge from the other authorities in the region.
- 2.62. We will do all we can to enable children and young people to return to school. All children know to children's social care will be monitored to ensure they have returned to school, and we will focus support on any who have not. Schools will also liaise with children's services about children for whom they have concerns. We will work together to persuade families against opting for home learning.
- 2.63. As noted above, on-line support including virtual 'drop-in' support for parents, has been very popular. Materials produced by children's centres around supporting reading and play have been taken up widely, as has similar support produced by schools. These resources will continue to be produced in line with what parents, schools and other partner agencies identify is needed. A very recent example is the information published to help parents prepare for a return to school, which can be found at Appendix 2 to this report.
- 2.64. There are a great many unknowns about how needs and demands for services will change over the coming weeks and months. Key to managing our response is to ensure that we keep a very close eye on some key indicators of changing or increasing demand, including weekly reviews of referral and early help data, while also maintaining close links with parent organisations and key partners including schools in particular.
- 2.65. As far as is possible, services are now returning to normal, but certain key activities remain very challenging or impossible to deliver because of rules relating to social distancing. At the time of writing, the majority of child and family centres in Cambridgeshire had re-opened, for example, but are only able to work with parents by appointment – more informal drop-ins cannot take place as yet.
- 2.66. Some group activities are re-starting, or becoming established – groups for parents with substance misuse difficulties or to address domestic abuse within our Family Safeguarding services for example – but these can only operate with many fewer participants because of the need to maintain social distancing.
- 2.67. These realities mean that there are inevitable delays in accessing some forms of support and while virtual services have continued, these do not work for everyone or address every issue as successfully as direct work.
- 2.68. Within children's social care services, almost all visiting to children, young people and families now takes place on a face to face basis. Some exceptions remain – some virtual visits still take place where a child or young person is in a long term matched and secure foster placement, for example – but even in these circumstances, a minimum amount of direct visiting is now taking place.
- 2.69. Child protection case conferences have reverted to face to face meetings, although some professional attendees continue to attend virtually. Child protection conferences can require the attendance of a number of practitioners from different agencies. Enabling parental

participation in these meetings is challenging at the best of times; securing such participation virtually proved to be particularly difficult.

- 2.70. As noted above, we do expect there to be some areas of increased demand across our services. Some increased workload will result from the challenge in progressing plans for children, meaning that they may remain in care for slightly longer than otherwise would have been the case. We have seen a decline in the rate of reduction of numbers of children in care in Cambridgeshire over the lockdown period, with a small increase in August. This increase has been about it taking longer to move children into permanent homes outside of the care system than it has been, to date, about more children coming into care.
- 2.71. We have submitted business cases to MCHLG outlining additional areas where we expect to see increased demand. These include additional capacity for both early help and children's social care services. As noted above, we expect to see a longer term increase in patterns of demand for specific groups of vulnerable children, young people and their families.
- 2.72. Our response cannot be based only on doing more of what we have always done, however. Prior to the pandemic, the two local authorities, police and crime commissioner and the CCG jointly commissioned a review of how all services can work better together to support older children and young people at risk of poor outcomes as a result of mental and emotional ill-health, and/or vulnerabilities to criminal or sexual exploitation, or involvement in serious offending behaviour.
- 2.73. ISOS, the organisation leading this review on our behalf, was to have concluded this work by the summer of this year; the pandemic has delayed this and we now expect the work to conclude by the end of the calendar year. This review will provide us with some clear recommendations as to how we can provide a much more integrated response to older children and young people with emerging complex needs. There is a considerable amount of service provision available to young people, but it has developed in a relatively fragmented manner and our view is that we can offer a more joined up response to the needs of vulnerable young people as these have also changed in the light of issues including new forms of exploitation such as county lines.
- 2.74. Another very important area of focus more broadly is to support the continuing development of place-based initiatives and build on the incredible response from our communities throughout the Covid-19 pandemic.
- 2.75. The district based community hubs have galvanised large numbers of volunteers to help support vulnerable people and communities across the County throughout the pandemic and lockdown. There is a continuing opportunity to harness this energy within communities to increase resilience and ensure that vulnerable members of those communities can access other forms of support in addition to those provided by public services.
- 2.76. We will also continue to learn from those enforced changes to service delivery that have gone well. Some models of virtual service delivery have worked really well, most notably within the early help sphere. We will continue to offer virtual parenting support and drop-ins and other on-line guides to support families moving forward.

- 2.77. We will also continue to improve the signposting information on our website, enabling more families to identify sources of support that they can access directly.
- 2.78. As we have increased the amount of face to face work, we have also increased the number of frontline staff who are spending at least some of their time working from offices. While many of our staff were initially very positive about the move to mostly home working, as time has progressed, more and more have wanted to return to work for some of the time, while continuing to benefit from increased flexible working.
- 2.79. Children's services work is challenging, particularly for front-line practitioners, and it is very important that our staff and managers are able to access the informal support and supervision that office working provides. We continue to work with colleagues in building services, public health and others to ensure that staff can return to offices safely, since this is very important not only for staff morale, but also to ensure the effective safeguarding of vulnerable children and young people.
- 2.80. In concluding this report, I would like to pay tribute to the dedication of our staff and managers throughout the pandemic. They have embraced new working arrangements, continued to undertake face to face visits to families throughout the pandemic, and have often been the only source of support and monitoring for families as other services have withdrawn. Morale has remained incredibly high and the commitment to supporting our most vulnerable has not wavered. Many of our staff have at the same time needed to support members of their own families who have been shielding, or have supported front line work in other ways when they themselves have had to spend time shielding. Despite these and many other challenges, they have continued to place their work with vulnerable children, young people and their families at the centre of what they do.

3. Alignment with corporate priorities

3.1 A good quality of life for everyone

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

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

3.2 Thriving places for people to live

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

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

3.3 The best start for Cambridgeshire's children

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

- A children's services that is effective overall will ensure that vulnerable children and young people are supported to achieve good outcomes, including by enabling families to provide permanent, safe and loving homes to their children wherever possible;

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

3.4 Net zero carbon emissions for Cambridgeshire by 2050
There are no significant implications within this Priority

4. Significant Implications

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

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications
There are no significant implications within this category.

4.4 Equality and Diversity Implications
There are no significant implications within this category.

4.5 Engagement and Communications Implications
There are no significant implications within this category.

4.6 Localism and Local Member Involvement
There are no significant implications within this category.

4.7 Public Health Implications
There are no significant implications within this category.

5. Source documents

5.1 Source documents
None

6. Appendices

6.1 Appendix 1 – ACDS Recovery Plan (accessible version available on request from Lou.Williams@cambridgeshire.gov.uk)

6.2 Appendix 2 – Back to school guide

**EASTERN REGION ADCS
CHILDREN'S SERVICES COVID-19 DRAFT RESET PLAN v4
July 2020**

Local Authority:	Cambridgeshire and Peterborough
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Contact name:	Lou Williams, Service Director for Children & Safeguarding, Cambridgeshire and Peterborough local authorities
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This Cambridgeshire and Peterborough Reset Plan is a living recovery planning document that will be reviewed and adapted in line with government guidance and as the impacts of the pandemic on children, young people, families and our communities become clearer over the coming months.

1. INTRODUCTION
2. PRINCIPLES UNDERPINNING RECOVERY
3. IMPACT OF THE PANDEMIC ON STAFF, SERVICES & FAMILIES
4. HOW SERVICES HAVE ADAPTED
5. MANAGING & MONITORING COVID 19 CHANGE ACTIVITY
6. WHAT THE FUTURE MAY HOLD?
7. HOW SERVICES ARE RESPONDING

1. INTRODUCTION

All communities and every aspect of children's services in Cambridgeshire and Peterborough have been affected by the Covid-19 pandemic. Our Reset plan is a living document that outlines a summary of the key issues and themes emerging from feedback and learning from the way we have adapted our services. It links with the Cambridgeshire and Peterborough council's education recovery plan, Cambridgeshire and Peterborough vulnerable people's recovery subgroup work plan and Cambridgeshire and Peterborough council's corporate recovery plans.

Senior leaders across both councils responded swiftly to the government lockdown, adapting our practice and developing guidance, with strong collaboration from our partners to try to minimise impact on service delivery. We have supported workers to continue to engage and safeguard children and their families in the unprecedented circumstances.

As part of our recovery planning for both short-term and longer-term service delivery, we will continue to gather feedback from staff, partners, children, young people and their families and review key themes to maintain service delivery in the recovery period. This will help ensure a smooth transition from service delivery during the Covid-19 lockdown to the subsequent easing of lockdown measures and any further waves and subsequent lockdown arrangements.

Arrangements in Peterborough and Cambridgeshire are unique in that we are two local authorities that are working increasingly closely together in order to share services, knowledge and capacity where this makes sense in terms of improving services and hence outcomes for children and young people, building resilience and/or delivering increased efficiency.

We have a number of shared senior roles including all roles at Assistant Director and above, and while the majority of our services continue to be delivered on an authority specific basis, all services have benefited through the pandemic from the increased resilience that this approach has brought.

Partners also welcome this delivery model since, for example, our shared Integrated Front Door, including the MASH and Early Help Hub, means that they experience a consistent approach across the two authorities.

The two authorities are very different in terms of demography, however. In general, while there are areas of deprivation in the county, Cambridgeshire is generally significantly less deprived than Peterborough, while the latter is more ethnically diverse. Cambridgeshire has different challenges in that it is geographically large, meaning that some communities are isolated, with poor transport links, and this includes some areas of the county that are also economically deprived.

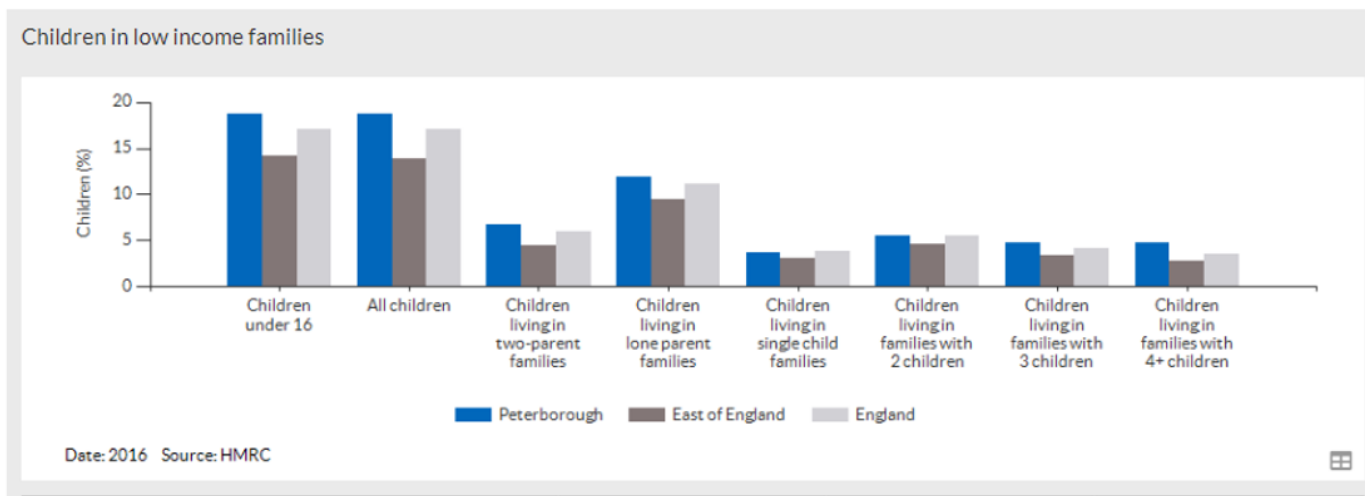
These differences in the demography and rurality of the two authorities means that the populations in each will experience different impacts from Covid-19. We know, for example, that mortality rates from the virus are higher among black and minority ethnic populations, and that the virus is more likely to spread among overcrowded communities, factors that could have a significant impact in the event of any renewed surge in infection rates.

Rural disadvantage and isolation, meanwhile, is likely to further compound any economic fallout following the lockdown, while also disproportionately impacting on younger people and those in less secure employment.

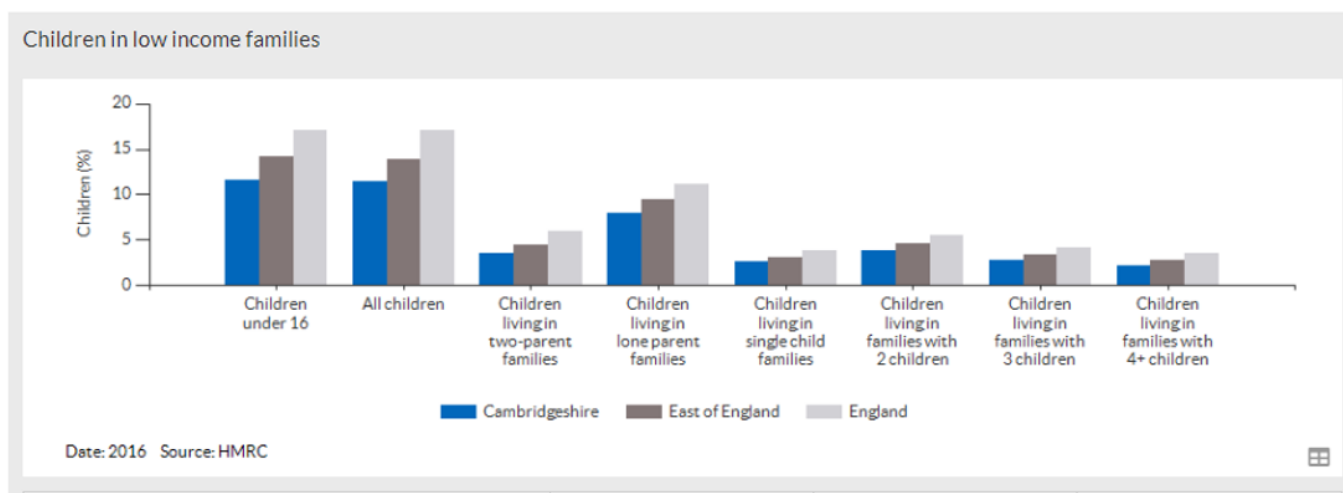
Cambridgeshire has a much larger population than Peterborough, with 104,000 children and young people aged 0-19 resident, compared with 58,000 in Peterborough.

The following two charts summarise the differences between the two authorities in terms of the proportion of children living in low income families:

Peterborough:



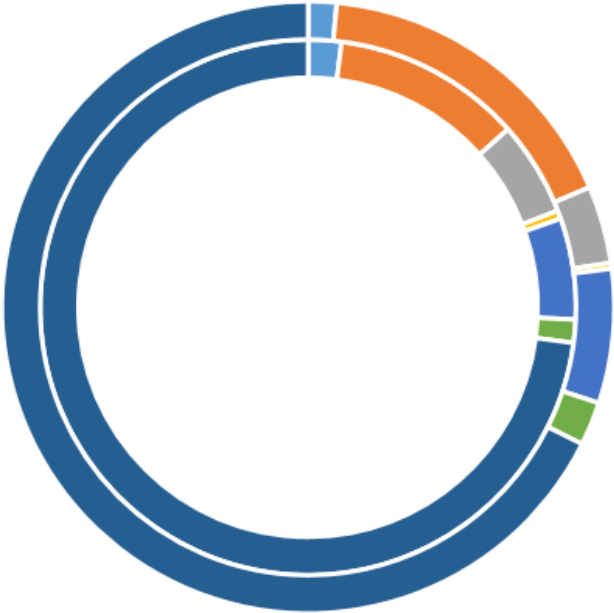
Cambridgeshire:



Almost 19% of all children in Peterborough are living in low income families, compared with 11% in Cambridgeshire; a higher proportion of children live in lone parent families in Peterborough than in Cambridgeshire, and there are also more children living in larger households in Peterborough than Cambridgeshire.

The following charts illustrate the proportions of children from different ethnic backgrounds according to the January 2020 school census:

Ethnicity, School Census Jan 2020, Peterborough (outer ring) compared to England

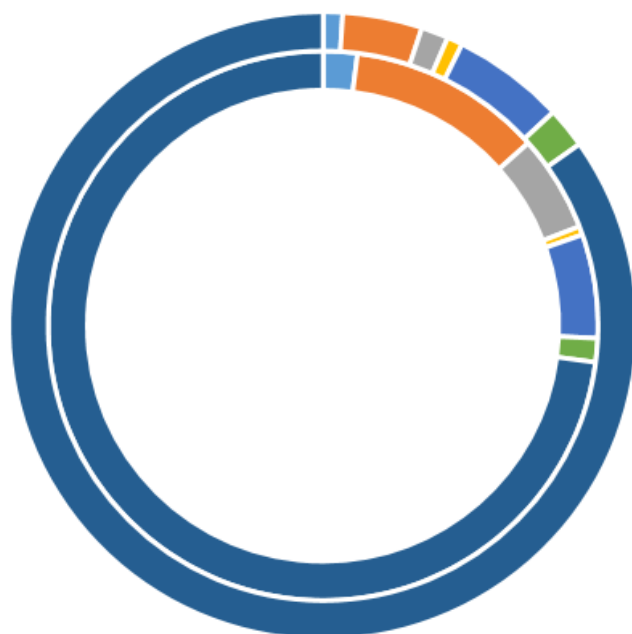


- Any other ethnic group ■ Asian
- Black ■ Chinese
- Mixed ■ Unclassified
- White

There is a relatively larger Asian population in Peterborough than in England as a whole, with the majority of children in this group being of Pakistani heritage.

The white population overall makes up 67% of the overall population. White British children account for 48% of the total population, with a further 19% being from 'white other' communities.

Ethnicity, School Census Jan 2020, Cambridgeshire (outer ring) compared to England



- Any other ethnic group
- Black
- Mixed
- White
- Asian
- Chinese
- Unclassified

The population of children in Cambridgeshire is significantly less diverse than that of Peterborough, and less diverse than the overall national population.

10% of the child population in the County is from 'white other' backgrounds, slightly higher than the England average of 7%.

Notwithstanding the areas of Cambridgeshire characterised by relative deprivation – mainly in the fenland area, along with some pockets elsewhere, it is clear from the above data that all things being equal, the adverse impact of Covid 19 is likely to be greater in Peterborough than in Cambridgeshire, owing to the greater impact of the virus on disadvantaged communities and people from black and minority ethnic backgrounds.

That is not to say that the challenges facing Cambridgeshire are not going to be significant, but given the additional financial challenges facing Peterborough City Council, as well as those facing key partners including our health partners in particular, the challenges in responding to the pandemic and any future outbreaks are potentially greater in Peterborough.

2. PRINCIPLES UNDERPINNING RECOVERY

The impact of the pandemic is likely to be multifaceted, including both short term and much longer term impacts on outcomes for children and young people. Addressing these impacts must shape the response by the services that support our most vulnerable children, young people and families in particular.

Although there have been some positive benefits from the changes of practice that the pandemic has forced into place, there is no getting away from the very significant disruption that the lockdown has brought to children's education. The extent of the economic downturn will only be known as the furlough scheme begins to wind down between August and October 2020, but it is also likely to have a significant impact on families, and our most vulnerable families and communities are likely to be worst affected .

Our goal is to reflect on the challenges and opportunities the current crisis has presented and review everything we have learned. We will use the time to consider how we harness learning to further improve and reset our practice and further develop services for children in our local communities so, children and young people:

- live healthy lives;
- are safe from harm;
- are confident and resilient with an aptitude and enthusiasm for learning, and;
- prioritise the effective use of resources to ensure that as far as possible, we have the ability to respond to any short and longer term increases in demand.

In achieving these priorities, we will also ensure that we:

- Keep our staff and communities as safe as possible in the event of any resurgence of the pandemic;
- Improve the work-life balance of our staff, and;
- Reduce our carbon footprint and the impact of our activities on our environment.

Our immediate concerns include:

- Re-starting face to face work where the lack of this has had greatest adverse impact;
- Working to ensure that our staff can return to offices safely and in accordance with relevant guidance;
- Understanding how to achieve the maximum benefits from retaining a hybrid model where some services continue to be operated remotely;
- Interrogating key performance information to forecast and monitor demand for services, seeking additional resources or the redeployment of existing resources to meet changing patterns of need;
- Ensuring that we have the right technology and models of staff support to enable a continuation of increased home working.

Throughout this period, we will continue to seek the views of children, young people, families, key stakeholders and our staff in helping us to plan the best response within the resources available.

3. IMPACT OF THE PANDEMIC ON STAFF, SERVICES AND FAMILIES -

The long term impact of the pandemic on children, young people and families is likely to be significant. All the available evidence indicates that the impact is likely to be greatest for families who were already struggling financially or with stresses including those related to parenting, domestic abuse, isolation and mental and emotional difficulties. Families from black and minority ethnic communities are also likely to experience greater longer term impacts, both because these communities are more likely to experience economic deprivation, and because mortality rates have been higher, meaning that more families from these communities are likely to experience grief and loss within their extended families.

During the lockdown phase of the pandemic, services have worked hard to ensure that there is continuing on-going support for vulnerable families, and that those children at greatest risk have been safeguarded. Achieving these priorities meant considering how to respond to some requests for services and some changes have been made to managing contacts at the front door.

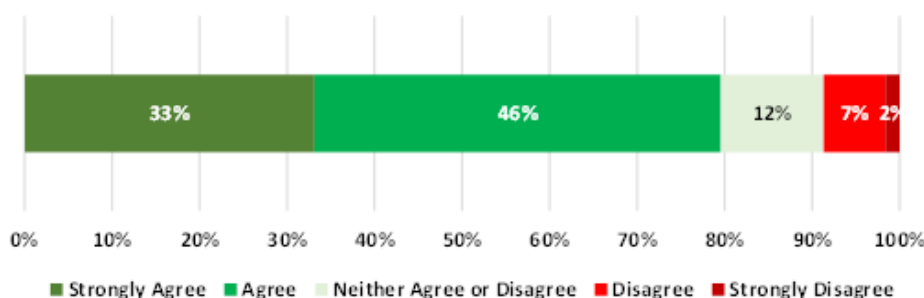
The dedication of our staff, managers, foster carers and key partner agencies to continuing to make sure that the needs of vulnerable children, young people and their families throughout continues to be outstanding.

In the early stages of the lockdown, managers identified staff who needed to shield and those with caring responsibilities so that work could be reallocated where necessary and prioritised. A small number of council offices remained open with reduced capacity, but the vast majority of staff were enabled to work from home in line with government guidance.

Senior leaders made an early decision to robustly risk assess all cases to understand and prioritise where face to face contact with families was necessary while adhering to social distancing guidelines. Developing guidance and practice standards so that we could maintain a physical presence for a small number of families where necessary.

For example, with some face to face visits to children, direct interventions with families, assessments with families, face to face child protection conferences with social distancing measures adhered to. Continuous risk assessments, management oversight and staff willingness has allowed services to continue to operate face to face where required throughout this time. The majority of staff believe that we have continued to offer a good service through the lockdown, as evidenced from a staff survey completed at the end of June:

We have been able to maintain our delivery of services to customers during this period



The biggest change for children and their families has been the partial closure of education settings. In common with other local authorities throughout England, we have seen only a small percentage of children attend schools in Peterborough and Cambridgeshire. We also know that children who have attended school in person, have had a different learning experience than prior to Covid-19.

While attendance of vulnerable children and young people in the two authorities has been better than in many areas in the country, it was still very low overall. The re-opening of schools to some year groups in June meant we saw an increase to approximately 13% and 15% of children attending school in Cambridgeshire and Peterborough just prior to the end of the summer term.

The lack of access to an educational provision during lockdown means some children have not had the usual level of oversight from a range of professionals. We are anticipating there will be some attainment gaps developing because of the range of access to education activities some children will have received at home. Our education recovery plan is therefore focused on reintegrating children back into school and monitoring key vulnerable groups who are most likely to be at risk of poor education outcomes as a result of the partial school closures.

Alongside the lack of professional oversight, we know from national data that more children have experienced domestic abuse, neglect and financial hardship during lockdown.

Locally, claims for Universal Credit have increased rapidly across both authorities, but the most significant impact has been in areas that were already disadvantaged as indicated by IDACI. There has, for example, been a 350% increase in claims for Universal Credit in Peterborough since the beginning of the pandemic. The increase across the two authorities has averaged around 150%.

Joint work with our education colleagues and other partners has ensured that we target resources to our most vulnerable children and families, tracking children and offering additional support to families, with particular attention being paid towards those at risk of neglect, increased levels of domestic abuse and other harms

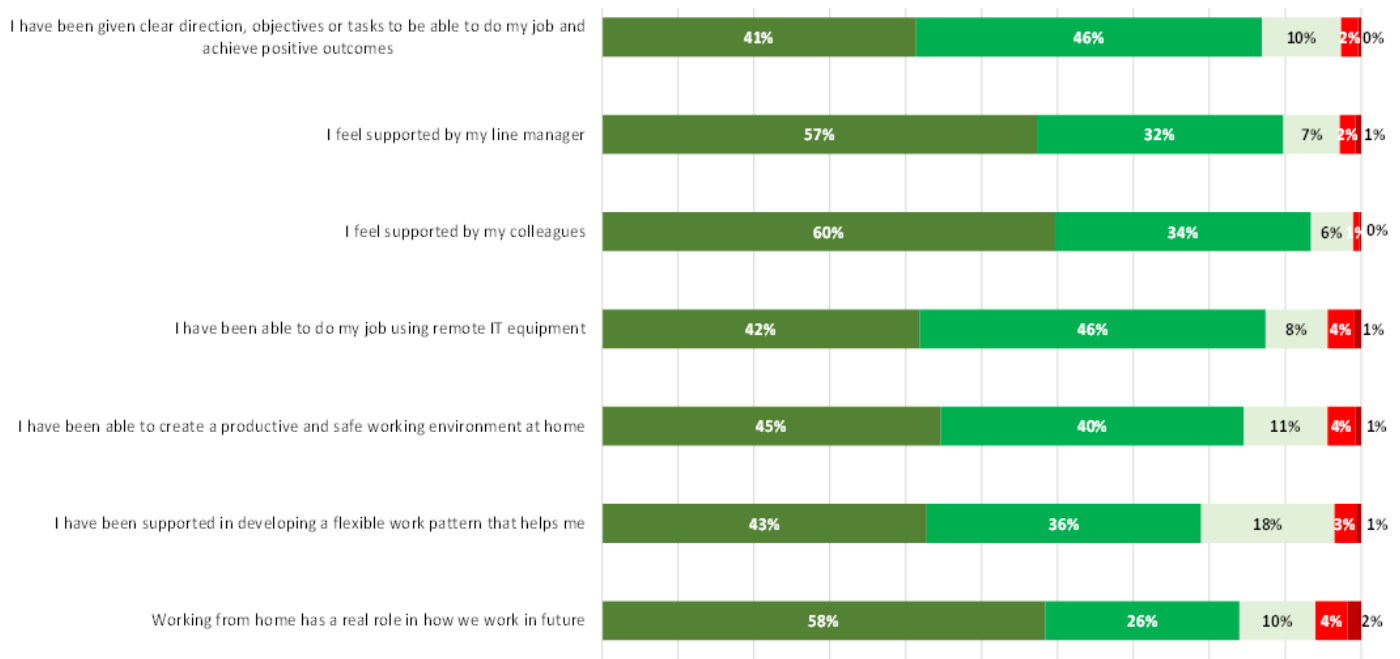
To continue to support families we were able to quickly establish virtual service offers where appropriate. Staff have embraced the changes and adapted well to the new arrangements. We have been able to utilise various technological solutions such as (Microsoft teams, Skype, WhatsApp, Zoom, etc) to undertake virtual visits to families, virtual looked after children reviews, supervised contact, triple PPP parenting programmes on line and a range of virtual participation events for children in care and care leavers.

Managers and senior leaders have closely monitored services and dip sampled cases where we have made changes to practice during this time. One of the areas for development identified as part of our reset planning, is to change some of our business reports to better understand performance details on what ratio of work has been undertaken as a virtual or face to face service.

Staff have also used technology to support other colleagues during this uncertain time. Informal virtual gatherings sharing innovation and 'good news' stories has been supportive alongside regular supervision, online team meetings and online training opportunities.

Senior managers have taken the opportunity to talk to staff and streamline work processes through the lockdown. Additional guidance has been developed and shared including practice tips on building relationships with children virtually and guidance on digital professionalism.

Staff have reported through supervisions; team meetings and the staff survey they have felt supported during this period and have reflected some of the current ways of working are helping them in their work life balances. The following is taken from the staff survey carried out in June 2020:



The overwhelming majority of comments about the changed working arrangements from staff have also been positive. Many pointed to the reduced carbon footprint, greater productivity and often, enhanced engagement with service users. Example comments from staff included:

‘A huge reduction in mileage costs. Meetings and visits have been able to take place virtually and some have been better for this- a lot of children have managed this well, some preferring virtual visits and engaging better.’	Social worker in corporate parenting
‘I feel getting used to and being creative with video platforms has been invaluable. We are also having to work very creatively to counteract no longer seeing clients face to face and although this has been a challenge has been an amazing way to look at how we work and be creative.’	Early Help worker

The changed model of working has also resulted in a significant reduction in sickness levels across the service – 50% less sickness in Peterborough between April and June 2020 compared with the same period in 2019, for example, with a similar reduction in Cambridgeshire [confirmed data to follow].

There was also an acknowledgement that for some families, there would always be a need for face to face working, with the majority view being that in the longer term, a hybrid model of working, with a significant proportion remaining virtual, but continued face to face work where needed, was likely to be the best approach.

We have encouraged staff to take annual leave where possible to avoid the risk of burnout and fatigue. Early help and social care staff, foster carers, and residential children’s home staff, have been operating under extraordinary circumstances for a sustained period to maintain services.

Feedback from families is that they have felt supported. Social workers have reported that some children’s engagement has increased, and relationships improved due to regular keeping in touch calls with children and families. Some families, however, are not able to receive the same services as they did prior to the pandemic and there have been some delays in progressing services to families.

Children in care and care leavers have given positive feedback on the use of technology to facilitate visits, contact with family and participation sessions. However, while children report changes made to their respective contact arrangements have been managed well, and some children have been really happy they have had more contact with some family members through virtual contact, most children are looking forward to resuming face to face contact.

A children and young people's survey was carried out during June, to understand the impact of Covid-19 on them and whether the support offered was felt to be sufficient. We had 98 responses from children, young people and care leavers and responses were overwhelmingly positive. The feedback has been analysed and is being shared at all levels within the organisation. The rich feedback we have received will inform future decision making and associated action/service plans. Some of the comments by children and young people included:



We have seen improved performance including visits in timescales for children in care and care leavers, alongside an increase in children's and young people's engagement although this started to decline as children's interest has dropped off and there are more alternative activities they can be involved in as lockdown eases.

Staff have monitored and managed risk to commissioned service delivery, requesting business continuity plans, monitoring situational reports and making provisions for PPE so that essential services have been delivered. We have seen collaborative working to ensure services and placements for both Cambridgeshire and Peterborough children, as well as children placed by other local authorities in our area have been monitored and supported. A very small number of placements have disrupted during the lockdown and we quickly identified alternative placements and have given additional support where necessary.

We have experienced an increase in families seeking support from our children's centres and Covid hubs including financial support such as emergency parcels (toys / clothes / equipment), foodbank vouchers, support with managing children's behaviours and concerns raised regarding feelings of isolation.

Our Carers service has specifically seen a marked increase in Covid specific queries such as home learning (specifically young carers), PPE and clarifying their status as a carer.

We have however seen a decrease in demand for some services during lockdown. One area has been a reduction in contacts and referrals at the front door. To ensure we had capacity, we made

changes to contact processes at the integrated front door via the Customer Service Centre. These included temporarily not accepting the following:

- Domestic Abuse referrals judged to be standard by police
- Requests for information on whether children are known or have been known to our services
- Chaperone checks
- New Education Health and Care Plan requests or associated paperwork,
- Background checks for example for Ofsted or CAFCASS
- IDVA notifications
- Court orders where there was no safeguarding risk or action to be taken.

To safeguard children, we continued to receive telephone referrals for significant and immediate risk to children with written referral following up phone call within 24 hours so that we could take immediate safeguarding action as required.

We continued to receive referrals for children who require an assessment of need, where there are concerns about parental capacity to meet their needs effectively and where there is a risk of harm with parental consent. We worked with partners to agree if there is no parental consent obtained and there are no identified safeguarding concerns the referral would not be worked and returned to referring professional for follow up.

The impact of these changes have been monitored closely and we have now resumed all contacts with the exception of the Domestic Abuse referrals judged to be standard by police. Forecasting within the Eastern region has predicted a rise in contacts as larger cohorts of children started to return schools, the extent to which this proves to the case will be known as we move through September and into October 2020.

We have also seen a decline in the use of short breaks and packages for disabled children. Some parents declined services as they wished to shield their children and some services were disrupted due to government guidelines. The Children with Disability delivery board will be looking at service delivery as part of the reset planning for this cohort of children to ensure support and services are in place.

4. *HOW SERVICES HAVE ADAPTED*

Following lockdown and the changes made by the government through the Adoption and Children (Coronavirus) (Amendment) Regulations 2020 to ease some of the legal duties in the Children and Families Act 2014, we took the opportunity to review the way we work and the services that we offer. In the event, we have not had to use easements other than some timescales and the use of virtual visits, continuing to provide services to our most vulnerable children.

We worked with public health to ensure the covid-19 pages of our websites gave up to date information and updates of services available. We will continue to use our websites meetings to update our communities as the government relax and review guidance.

We have seen increased use of self-help support with families accessing information online and our social media traffic has been noted to have increased significantly during this period as has the use of virtual support. Virtual support has been deployed as a Covid-19 safe alternative to face to face contact as some families have been reluctant for agencies to conduct home visits when they have been offered due to infection anxieties.

Community hubs to support families and children staffed by volunteers and re-deployed staff from a range of disciplines were established very quickly. These have proved effective in supporting vulnerable families to access food parcels, delivering prescriptions, providing advice, guidance and information. A working group led by the Service Director for Communities has been established with the aim of taking this learning forward. The potential continuing contribution from such place and community focused models of delivery will inform our review of early help services as we move out of the pandemic.

Children's centres report positive feedback and strong engagement with the digital content we have produced and promoted through social media. This has altered our demographic and geographical reach. There has been an interactive element to our digital content, whereby information is driven by feedback/requests from families, which is working well.

The community hubs and partners were able to use the local offer and signpost families to resources that are available to support them. One of the key learning from the hubs has been that families have been able to self-refer and use information to find services. We will take this opportunity to review the local offer, our websites and early help documents to signpost families to access self-help services in the future.

As with the rest of both Councils' staffing arrangements, the vast majority of children's services staff moved to working from home as far as they were able to do so, and only a skeleton Duty service remained operating from offices. Senior leaders made the decision to continue delivering face to face visiting for our most vulnerable service users with continued access to buildings when essential.

Staff have given positive feedback on this decision and worked with their managers to implement social distancing measures and appropriate use of PPE to keep themselves and service users as safe as possible. This has proved very effective with low levels of infection being reported by either children or staff to date. We will continue to monitor the need and distribution of PPE including to commissioned providers in line with government recommendations.

There has been real appreciation from many staff about the ability to work from home, and to manage their time more productively. The improvements to the network and servers in the initial

lockdown stages to enable effective remote working were very impressive, and staff felt supported by the efforts of their managers to set up keeping in touch and other meetings. However, social work remains a very challenging job, and staff have also commented frequently on the absence of usual office supports and having to hear and manage very difficult information in their own homes at times. We will continue to monitor staff morale and home working arrangements.

The use of digital technology has been varied. We have seen a range of benefits such as creating efficiencies (shorter meetings, time and resource saving as staff have not had to undertake any unnecessary travelling between sites, or sourced venues and reductions in generating hard copies of documents unless essential), alongside positive engagement by service users. We have also successfully, continued with staff recruitment throughout the lockdown period. However, it is recognised that this medium is less accessible for certain populations, especially those living in deprivation, whereby data allocation, internet connection and space is limited.

Staff have been positive about the use of technology to support professional development opportunities. We have continued to roll out our family safeguarding service training and other courses across the service virtually. We will take the learning from the use of virtual courses and support of our practice model forward to develop our Workforce development joint strategy in the future.

To support staff, we developed Covid-19 information pages online and have used these alongside regular Covid-19 meetings to give and receive updates to and from staff teams and providers. We will continue to use these meetings as necessary to update staff and providers as the government relax current restrictions and statutory changes.

Challenges to staff working from home include access to working space and managing the competing demands of other household members, and factors such as these will need to be considered in designing models of work that allow for more home-based working. All staff spoken to have reflected that there is an opportunity to consider using technology differently to support them and facilitate partner attendance at larger meetings in the future, whilst recognising that there will need to be a return to at least some office-based working moving forward.

The introduction and use of a range of new digital technologies has helped us to offer services and engage with partners to allow panels, meetings and case discussions to continue for example through Microsoft teams, Skype, WhatsApp etc.. Technology has also allowed for some services to be offered online including, for example, parenting programmes such as Triple PPP. Information sharing across the system has increased due to more virtual communication between organisations.

The improved partnership working through stronger communication, information sharing and engagement has overwhelmingly been cited as a positive outcome from the pandemic. We have also seen a more joined up approach between specific organisations for example between Health Visiting and Midwifery; Midwifery and Children's Centres; Local Authority and Voluntary Sector.

One area that also utilised technology has been in our court work. This has been a significant success story in comparison to many other parts of the country. We have managed to hold all but one final hearing to the original court timetabling as planned. We have also offered virtual access to parents as needed, and all other hearings have worked well. Workers report a significant reduction in time commitment with virtual hearings, although it is not ideal when parents are needing to give evidence themselves.

Alongside this we moved to a largely virtual model of operation for supervised contact. The courts have been accepting of this position to date. We have continued to offer some direct contact during

complex proceedings or for very young babies. This has been extremely difficult for our families, and we are now resuming face to face contact where we can safely do so.

Virtual fortnightly meetings of the children in care council alongside weekly leaving care meetings has allowed participation workers to gain children in care and care leaver's views and report back to Corporate parenting leaders. Care leavers have told us that they have enjoyed keeping in touch with their personal advisors and the participation team virtually and are looking forward to the care leaver cuppa and chat virtual meeting once a week. We will use the feedback and learning from children and young people and work with them to continue to develop a broader virtual participation offer, alongside our face to face offer.

As stated previously we have continuously risk assessed all open children's cases working closely with education colleagues, reviewed by heads of service and prioritised on a vulnerable children's tracker. This enabled us to RAG rate all cases and determine which could move to virtual or reduced visiting patterns and which required face to face contact to continue. Plans for children were also reviewed as other agencies withdrew from direct contact, and we adapted interventions to try and address resultant gaps in Child Protection Plans, for example. The most significant impact was that of school closures, but the withdrawal of direct health visiting services, mental health services and other primary care services has been an ongoing concern.

A major piece of work was undertaken by the MASH in conjunction with Education Safeguarding leads to work with all schools in Peterborough and Cambridgeshire to identify and share details of children of most concern, and either provide them with a school place or ensure that they had very regular contact from their school. This has worked very well with a number of our families, but we are conscious that a significant percentage have failed to take advantage of this support, and that as time has gone on, the impact on our children is of increasing concern.

This has been most acute for children with complex needs at specialist provision, although schools have worked extremely well with us to try and address these issues. We will review these cases as a multi-disciplinary team to look at emerging needs for these children going forward, monitoring statutory school attendance, with particular attention to the potential impact of Covid-19 and encouraging children and young people to return to school.

We have worked with health colleagues to set up a series of weekly meetings where concerns are monitored at a senior level, and we appreciate that virtual delivery of services has been offered as an alternative in a number of areas. Acute risk has continued to be addressed and special arrangements were made for Child Protection medicals, but in other areas the lack of direct delivery has been of concern to both partners.

We are working with midwifery services now to host services in some of our Early Help venues and will also try and support catch up immunisation programmes. At present, Initial and Review Health Assessments are all conducted virtually, as are fostering and adoption medicals. CAMHS services are virtual in all but the most serious circumstances. We will closely monitor demand for health services and continue to meet with health colleagues and support their return to face to face working in these key areas.

Early Help support continues to function on a reduced level to offer support to children and families, while we have used technology to support continuation of multi-agency support by virtual panels.

We have also moved to virtual Child Protection Case Conferences and Children in Care Reviews in some cases. Feedback is that the latter virtual meetings have worked well in a number of instances and have saved social work and IRO time. Some young people have found participation easier as

well, but it has not always worked especially when placements are fragile or require additional support.

Virtual Child Protection Conferences and Public Law Outline meetings have been much more challenging, and there have been continuing issues with the virtual technology. We are concerned that parents are not able to make a meaningful contribution to these very important meetings. This is especially the case if interpreters are required or parents have additional needs, and we will move back to face to face meetings as soon as it is possible to do so.

In relation to placements, we have seen very little disruption. Despite a number of our foster carers being in more vulnerable groups, they have been absolutely committed to the children in their care, Independent fostering agencies have also been extremely positive in the main, and our Commissioning Team has worked extremely hard to continue to source residential and semi-independent placements when required. This has become increasingly challenging in the last few weeks, and again placements for children with complex needs are the most difficult and expensive to identify.

Due to the complex nature of children with disabilities we have seen a reduction in the take up short breaks. We will need to review need and provision to support families through the summer holidays and into the autumn term, especially as if numbers are limited in overnight short breaks.

Statutory youth offending work has continued including, court and custody procedures with some virtual visits. We will again review learning from this period.

The biggest changes in practice were made in relation to Children in Care and care leavers visiting, mainly to a virtual pattern of visiting and reviewing once the cases had been risk assessed. We will continue to risk assess cases and use the easement of face to face visits and timescales whilst the need for social distancing and covid-19 responses remain.

5. *MANAGING & MONITORING COVID 19 CHANGE ACTIVITY*

Throughout the pandemic we have continued to monitor changes to practice and key performance data to understand the quality of practice across the two authorities. We are making changes to our performance reports to understand and monitor our virtual offer better.

In terms of demand, the Front Door has seen some very dramatic changes. In February 2020, Peterborough received 1195 contacts, of which we converted 278 to referrals (a rate of 23.6%). The lock down commenced on 23.3.20. and we implemented a restricted referral process that prioritised safeguarding concerns over routine enquiries on 30.3.20. This was agreed with partners and the Safeguarding Board at the time.

Not only have actual numbers fallen, but the conversion rates are dramatically different as well. Some of this shows the impact of practice changes as a lower conversion rate was already evident in the February before the onset of the pandemic. Nevertheless, the tables below show the scale of the change, while indicating that the number of referrals has been climbing for both authorities as the lockdown progressed and is now easing:

CCC Children	Contacts 2019	Referrals 2019	%	Contacts 2020	Referrals 2020	%
March	2193	471	21%	2089	319	15%
April	2203	428	19%	1446	233	16%
May	2331	360	15%	1734	335	19%
June	2267	365	16%	1988	372	19%

PCC Children	Contacts 2019	Referrals 2019	%	Contacts 2020	Referrals 2020	%
March	1080	577	53%	1110	203	18%
April	988	508	51%	757	178	24%
May	1175	456	39%	936	203	22%
June	1247	202	16%	1011	189	19%

In terms of core numbers of children open to our respective services, there has been less dramatic change. The following tables provide information about numbers of children subject to child protection plans and who are looked after in the two authorities:

Month 2020	Number of children subject to child protection plan at month end		Number of children in care at month end	
	PCC	CCC	PCC	CCC
March	188	327	741	376
April	208	324	730	381
May	217	320	702	372
June	213	345	708	375

Numbers of children in care in Cambridgeshire have been declining month on month since summer 2019, but remain about the equivalent of the average of our statistical neighbours. If

Cambridgeshire was in line with that average, we would have around 680 children and young people in care.

Numbers on a child protection plan in both authorities has risen slightly; this appears to be more about delays in work taking place and affecting a small number of children and families, as opposed to any increase in numbers becoming subject to a child protection plan.

That said, there was increased activity in relation to s.47 enquiries in Peterborough in the early days of the lockdown. We have reviewed all of those child protection investigations but found no particular pattern or reason for this. In response to this, we implemented an additional screening expectation to ensure that only cases that really need conferencing go through to a formal meeting, and this does seem to have managed the population well.

Performance in relation to visits to vulnerable children has been good in both authorities. The percentage of children subject to child protection plans over the last three months, for example, is as set out in the table below:

Child Protection Statutory Cists			
CCC visits made	CCC %	PCC visits made	PCC %
237	82.90%	163	95.90%
264	94.30%	169	100%
267	95.40%	191	99%
250	96.50%	195	100%

Performance in relation to visits to children and young people in care has been consistently above 90% in both authorities, including virtual visits, and above 95% in Peterborough in May and June.

As a result of the changes to our ways of working, we have reviewed our audit programme and made a number of very responsive changes. The Quality Assurance Service designed a suite of bespoke COVID dip sample audit tools as well as adapting all thematic audit tools to incorporate the COVID context. This incorporated how we are mitigating the COVID social distancing and isolation requirements in visits and direct work with children and families; risk assessment and risk management; assessment and planning; multi-agency working and management oversight.

The focus has been on risk management; keeping children in sight and mind; and what is achievable and proportionate casework in the short term. They have prioritised audits of the children on the Head of Service vulnerable list which includes all children subject to Child Protection Plans as well as others, and this list is reviewed and updated by the teams every week. All quality assurance activity is monitored, reviewed and adapted in line with changes in government guidance and corporate guidance, but most importantly, it is responsive to any lines of enquiry prompted by significant changes in performance data and identified need within the service user base.

We have seen some strong areas of practice responding to the pandemic changed working environment with the vast majority of work has been taking place as appropriate, with children's safety and care planning progressing. The teamwork shown by the whole children's social care service is extremely impressive and is continuing as we move into a new period of change and uncertainty.

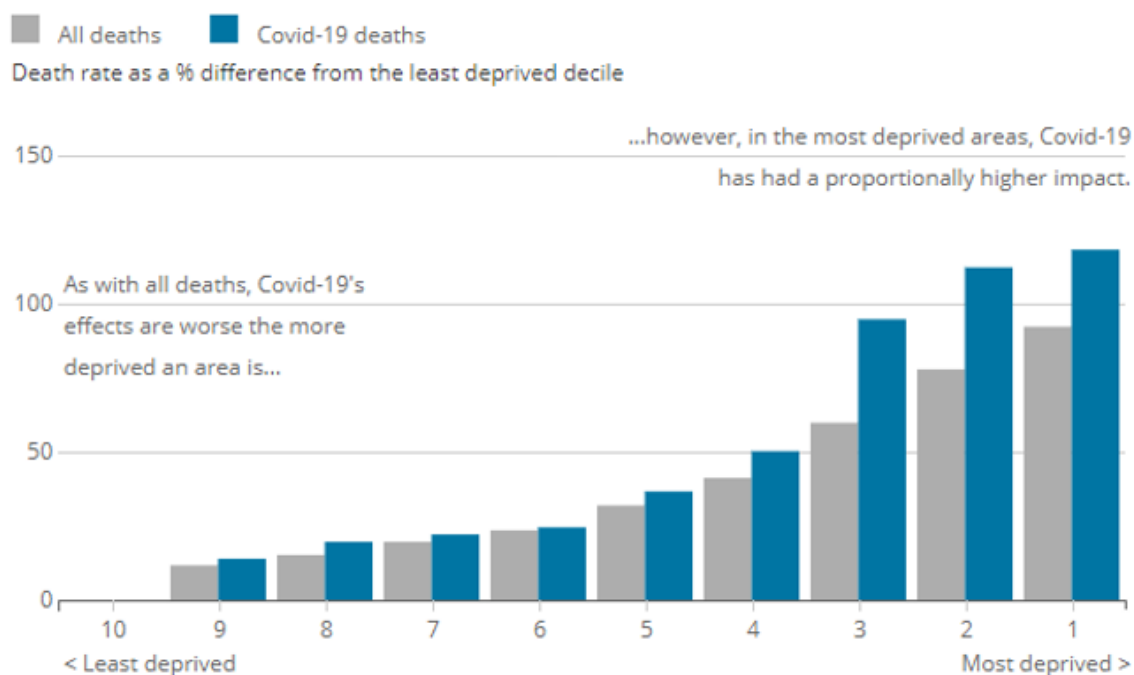
6. WHAT THE FUTURE MAY HOLD

Senior leaders are aware of the challenges we face in resetting services in the medium and long-term future. We cannot predict whether there will be a second wave of Covid-19 or whether lockdown will ease in a linear way over the next coming months. As stated all communities and every aspect of children’s services have been affected by Covid-19, however, the experiences of children and their families will have varied greatly, and for some, this period will have been exceedingly difficult and traumatic.

Although children have been less affected by the virus in terms of infection and mortality rates, we share the concerns raised in the recent Association of Directors of Children’s services (ADCS) ADCS discussion paper ‘Building a country that works for all children post Covid-19’ published in July by about increased exposure to ‘hidden harms’ as well as lost learning and the impact of social distancing on children and young people’s development and on their mental and emotional health and wellbeing, alongside the Covid-19 disruption on professionals’ relationships with children and families and unknown longer-term impact on the voluntary and charitable sector.

Scenario planning is will continue to take place across both authorities to try and determine the likely impact on children, young people and families generally, as well as on those we know are likely to be more significantly adversely affected by Covid-19 and any economic downturn following the lockdown.

Specifically, we know that families who were already struggling as a result of economic disadvantage will be adversely impacted by Covid-19 and the fallout from the pandemic. In the short term, deaths from Covid-19 are higher in our most disadvantaged communities:



Source: Office for National Statistics - Deaths involving COVID-19

Black and minority ethnic communities are more likely to be living in areas of deprivation and to face a greater risk of dying as a result of Covid-19, meaning that a disproportionate number of children from those communities are likely to have experienced grief and loss in their wider families.

More generally, families living in more deprived communities are also likely to be living in poor and less secure housing, which is more likely to be overcrowded and less likely to have outside space. Families living in these communities are likely to have found it harder to support children in engaging with on-line learning. Meanwhile, the physical and social development of children is likely to have been affected more than their peers living in more affluent areas.

Around 25% of all employees aged between 16 and 64 across Peterborough and Cambridgeshire have been supported by the government's furlough scheme. It is unclear how many of these employees will be retained by their employers as this scheme winds down. We have already seen an increase in the number of universal credit claims of more than 300% in our more deprived communities.

There is clear evidence that children living in households affected by sustained poverty are likely to have significantly poorer lifelong outcomes. While it is clear that there will be an economic impact from the pandemic, we do not yet know how quickly the economy is likely to recover. The deeper and longer lasting any post-pandemic recession, the more severe the impact is likely to be on children and young people, and particularly those from more vulnerable communities.

For vulnerable young people, the risk of disengagement from school, increased vulnerability to not being in education, employment or training is also a particular concern.

Those who were already struggling in education will be likely to find it most difficult to return to school in the autumn. Continuing disengagement in formal learning increases the risks of being groomed for criminal exploitation, involvement in offending behaviour and similar.

For young people more generally, there are already indications of an increase in mental and emotional ill-health for which existing mental health services that are already stretched in meeting demand, may struggle to support.

Those young people who have recently entered the employment market, or who are due to do so over the summer, may struggle to remain in or find employment. Young people tend to begin their working lives in those sectors that are likely to be among the worst affected by any economic downturn. There is a risk that young people who find themselves in this situation may struggle to enter work for a long time; longitudinal research following the recession in the 1980s found that young people who did not find work on leaving formal education continued to be at high risk of precarious employment and cyclical unemployment for much of their working lives.

Added to this is the uncertainty as to whether there will be a second wave of the pandemic, and any local or national lockdowns in the coming months. Such events could result in a further reduction in the visibility of children and young people, with consequent impact on any backlog in need. This would also create further concerns about safeguarding issues not being picked up due to school closures etc. as well as a further impact on resource relating to staff sickness / shielding.

Staffing

We recognise that our workforce is our most important resource. It is important that we do all we can to support staff during this difficult period. Staff want to continue working wherever they can, but we need to recognise that for many with children, flexibility in what they can do and when they can work, along with the hours they are able to do so, will be important. We will ensure each individual's case should be considered on its own merit and sensitively.

Due to the swift transition to home working, staff availability in children's services has remained relatively stable but the roll-out of the national test, track, trace and isolate system may introduce levels of volatility not yet seen during the pandemic.

Some other potential consequences of the pandemic include that some members of staff are finding that they have built up significant amounts of leave and while we have agreed to some additional capacity to carry forward leave into following years, the priority is to encourage leave to be taken. This is both to avoid risk of staff burn-out as well as to try to ensure that leave is taken in a way that enables the service to continue to operate.

Demand

We are using our performance data to identify areas where we think demand will increase for the future – for example, it is anticipated that there will be a higher number of young people at risk of becoming NEET in the next academic year as much of the face-to-face preparations for this transition from statutory education has not been able to take place. As in other aspects of impact, the effects are likely to be most marked for the most vulnerable young people including care leavers, a disproportionate amount of whom are unaccompanied asylum seeking young people in both authorities.

There may also be an increasing demand on the placements service as the moves that have been on hold during lockdown are allowed to progress.

There have been some activities that have been stopped or substantially reduced. A lot of these activities will need to be restarted, but for others there are opportunities to consider whether they need to be delivered at the same level as before, given the wider support networks and other available provision which families and young people have been able to access.

We are predicting some areas of increased demand. We are aware that the risk of domestic violence was greater during lockdown, with victims being in closer proximity with their abuser with no outlets to socialise. The added pressures of financial constraints, home schooling and no privacy could add conflict within relationships especially in relationships already characterised by domestic abuse. Lockdown may be deterring victims from seeking help due to the fear of being overheard on the phone/lack of opportunity to reach out, so we could expect to see a rise in DV notifications once lockdown restrictions start to ease.

As noted above, in the longer term we are concerned about the impact of vulnerable young people who were already becoming disengaged with education prior to the lockdown. These young people may experience greater emotional and mental health vulnerabilities. They may also be at increased risk of criminal exploitation. Increase in demand as a result will not happen overnight; it will be most likely to have a more gradual impact over the coming months and even years.

Similarly, families who were already financially excluded or facing other vulnerabilities including reduced emotional and mental health resilience, where parents were already struggling with managing routine and experiencing stress on a number of fronts including poorer housing, housing and employment insecurity, are also at risk of significantly poorer outcomes developing over time.

Funding

The funding position facing the two authorities is very different. While both face significant challenges resulting from increased demand on a whole range of services coming at the same time as a significant drop in income, Cambridgeshire County Council has a healthier reserves position on which it can draw should this be necessary. This is not an option for Peterborough, however.

All areas of both councils have developed business cases detailing the likely increased in resources needed to meet a growth in demand. For both authorities, these business cases envisage the need for increased early help support, particularly in the weeks following the return to school in the autumn term, as some families struggle to re-establish routines.

Similarly, we have developed business cases in each authority that are based on an assumption that there will be some increased demand for children's social care, and these have modelled a likely increase in capacity in assessment, followed by some increase in demand in our Family Safeguarding teams.

Finally, there are business cases in each authority estimating likely increased costs of placements for children in care. While neither authority has seen an increase in numbers in care to date, there is a concern that the placement market continues to be very stretched. Any increase in demand for placements nationally as well as locally may well see a further shortage of foster placements. This can have the consequence of an increased use of the highest cost residential placements, increasing unit costs accordingly.

While numbers of children open to the service across all stages has remained relatively constant, there have been some delays in progressing some plans for children. Delays in delivering the outcomes associated with a child in need or a child protection plan in an environment of reduced visiting and direct work are very likely, for example. The impact of these delays are likely to still be being felt as any increase in demand begins to feed into systems.

This means that it will be of even greater importance that we are able to accurately monitor and dynamically forecast demand across services. In order that we achieve this, we will:

- Continue to track the impact of activity as we start to resume more face to face delivery of services with oversight through our DMT meetings.
- Review and further refine medium and longer term plans considering pressures and opportunities aligned to our service plans, learning from our Covid-19 response and emerging national and international evidence.
- Using digital workshops / staff surveys we will engage staff in the development of medium- and longer-term proposals for change.
- Identify appropriate opportunities for engagement of young people and communities in the development of 'the Reset plan'.
- Track and plan for medium term demand and consequent financial impact.

We are working with Business Intelligence to develop indicators that provide us with some early information about likely changes or increases in demand. The strength of the Sector-Led improvement programme of the Eastern Region is that we can also learn from the experience of others, and compare our experience with the experience of other authorities regionally, as well as from national data.

Relationships such as these will be of great importance as we continue to map and predict a changing impact resulting from the pandemic.

7. *HOW SERVICES WILL RESPOND*

The precise way that service will respond will of course depend on the emerging pattern of needs as the pandemic and the implications from it continue to play out. As noted above, we expect to see some or all of the following to take place:

- An increase in financial hardship and attendant consequences across all communities, but likely to be most concentrated in those that are already most disadvantaged;
- A larger number of families struggling to manage when they otherwise would have done as the impact of Covid-19 continues financially, as well as because of increased mortality and severe ill-health;
- A widening of the attainment gap for vulnerable pupils;
- An increased risk of young people being not in education, employment, education or training, again particularly affecting our most vulnerable communities and including young people leaving care;
- Some children suffering additional harm as a result of being less visible to services during the lockdown;
- Some plans for children not progressing as quickly as they might otherwise have done because of restrictions on face to face work;
- A risk that some young people who were already becoming marginalised from formal education prior to the lockdown will find it much more difficult to return to school, with the consequence that they may be more at risk of and/or sexual criminal exploitation;
- That some children with complex disabilities and/or special educational needs find re-integration into school and support services more challenging;
- A potential shortfall in foster placements and placements for young people with more complex needs, reducing placement choice and matching and potentially increasing costs.

We have worked hard to mitigate against these risks, alongside key partner agencies including schools. We have continued to carry out face to face visiting to all of our most vulnerable children throughout the pandemic, for example. We have worked hard to support placements for children and young people in care through the provision of a variety of wrap-round services, and foster carers in both authorities have gone above and beyond to support our children and young people in care.

We have swiftly adapted to new technology to support families, children and young people. The drop in services and on-line parenting support available through our early help offer has, for example, been very effective. Many families have found access to this form of support easier, and it is particularly positive for families living in isolated communities without transport. Virtual engagement with older children and young people has also been an effective means of communication.

Our community hubs have worked tirelessly to support communities throughout the pandemic.

In Cambridgeshire, we have continued to roll out the Family Safeguarding approach, successfully recruiting additional social worker capacity alongside practitioners able to support adults in the family with issues relating to substance and problematic alcohol misuse, domestic abuse and mental ill health. This means that these teams are ready to offer a multi-disciplinary response to families facing complex challenges.

These responses to need throughout the pandemic provides strong foundations as we work across the partnership to address any emerging areas of additional need.

The close relationships between schools, community hubs and our early help services has provided an extra layer of support for vulnerable families. These relationships will continue as schools deliver additional capacity to enable pupils to catch up on learning that they may have missed during the pandemic.

The move to a hybrid model of engagement to include some face-to-face and some on line support to families has the potential to increase reach and accessibility, improving support to families and outcomes for children, on a more sustainable basis than any approach based solely on face-to-face interventions.

Prior to the pandemic, key partners [the local authority, health and the police] jointly commissioned a review of how we could better focus our services to prevent vulnerable young people from developing serious self-harming and other mental health difficulties, and/or becoming at risk from criminal and sexual exploitation or involved in serious offending behaviour.

This work has been slowed by the lockdown, but has continued. Implementing the findings, which include the development of a much more joined up approach to supporting excluded young people, will help us to manage the potential consequences to vulnerable young people arising from the lockdown.

The positive energy and outcomes delivered by the community hubs is something that we are determined does not dissipate as we return to 'normal'. We have discussed how to build stronger, more resilient communities for a long time now; the pandemic has helped to turbo-charge this work, and again places our response to individual and community need on a much more sustainable footing.

Members in both local authorities remain highly committed to children's services and to ensuring that we have the resources we need to improve outcomes for vulnerable children and provide effective safeguarding to those who require it. Our staff team, meanwhile, have further evidenced their commitment to achieving the same ends.

While making precise predictions about the short and long term implications of the pandemic is impossible, meaning that our response to Covid-19 will need to remain under continuous review, the actions we have taken to date places us in a strong position to meet the challenge.

[PLEASE NOTE: This is a pre-publication version and so is content only; this version not yet been formatted for publication]

Light from electronic devices at night delays the release of melatonin – our sleep-inducing hormone, while teenagers can find that social media and news stories stay with them as they drift off. As a household, can you aim to be ‘device-free’ for at least one hour before bedtime? [Find out more](#)

[Sleep Foundation article on the impact of electronic devices on sleep](#)

'GETTING BACK TO SCHOOL' - DEVICES

Light from electronic devices slows our natural sleeping process.

Could you be 'device-free' at least one hour before bedtime?

www.sleepfoundation.org/articles/why-electronics-may-stimulate-you-bed

Cambridgeshire County Council PETERBOROUGH CITY COUNCIL

Take the pressure out of packed lunches. The NHS Change4Life have lots of smart ideas for families looking for their next healthy, low cost lunch – included lots of interesting alternatives for packed lunches. [See lots of Ideas here.](#)

[Full url] [Change 4 Life recipes](#)

GETTING BACK TO SCHOOL: HEALTHY EATING

These low cost meal ideas can help everyone live up their lunchtime!

www.nhs.uk/change4life/recipes/lunch

Cambridgeshire County Council PETERBOROUGH CITY COUNCIL

Our routines may have changed, meaning many of us have been going to bed later, and waking up later. Getting regular good quality sleep is one of the main ways of maintaining our physical and mental wellbeing, with young inquisitive minds needing more sleep than most. [More info here.](#)

[Sleep Foundation article - How much sleep do kids need](#)



'GETTING BACK TO SCHOOL' - SLEEP

Routine for kids is key.

Try bringing bedtime forward by 15 mins, and the same for getting up.

Try it for 5 days, then gradually shift the time so it fits in with school hours.

www.sleepfoundation.org

Cambridgeshire County Council

PETERBOROUGH CITY COUNCIL

Walking or cycling offers a range of health benefits, as well as protecting the environment and improving the air quality around us. For your school run, could you 'ditch the driving' in favour of healthier travel?

[links] [Cycle maps](#)

[Bikemap](#)

'GETTING BACK TO SCHOOL' - ACTIVE TRAVEL

Most car journeys in the UK are under 5 miles

Could you find a better route by bike or on foot using our local maps?

www.cambridgeshire.gov.uk/cycle-maps
AND
www.bikemap.net/en/1/2640354/

Cambridgeshire County Council
PETERBOROUGH CITY COUNCIL

Vaccinations help protect your child from preventable disease and curb additional pressures on the NHS.

Please check that your child is up to date with their vaccinations as they return to school. Pre-school jabs include: 2nd MMR dose, 4-in-1 pre-school booster and flu. This year, the flu vaccine will be available for all children aged 2-11 years. For more information and a checklist of the vaccines available to you and your family check your child's red book, visit www.nhs.uk/vaccinations and/or contact the immunisation team on ccs-tr.cambsimmsteam@nhs.net

'GETTING BACK TO SCHOOL' - VACCINATIONS

Vaccinations protect your child from preventable diseases, keeping additional pressures off the NHS.

Make vaccinations part of your child's back to school plans.

www.nhs.uk/vaccinations
Or email:
ccs-tr.cambsimmsteam@nhs.net

Cambridgeshire County Council
PETERBOROUGH CITY COUNCIL

'Getting back to school' can be stressful at the best of times, but this year we may find that children and young people are even more anxious than usual. They have a lot to get their head's around, but thankfully the Keep Your Head website has lots of great resources to support children, and parents. [Have a look](#)

[Keep your head resource](#)



'GETTING BACK TO SCHOOL' - WELLBEING

Joining or returning to school can be stressful, and this year things might be a little heightened.

Keep Your Head have great resources to help young people, and parents.

www.keep-your-head.cyp

 Cambridgeshire County Council

 PETERBOROUGH CITY COUNCIL

Children and Young People Policy and Service Committee Agenda Plan

Published 1 October 2020

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
06/10/20	1. Corporate Parenting Annual Report 2019/20	N Curley	Not applicable	24/09/20	28/09/20
	2. Service Director's report: Children and Safeguarding	L Williams	Not applicable		
	3. Service Committee Review of Draft Revenue Business Planning Proposals for 2021/22 to 2025/2026	L Williams/ J Lewis	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Service Committee Review of the Draft 2021/22 Capital Programme	I Trafford/ Ellie Todd	Not applicable		
10/11/20	1. Schools Funding Formula 2021/22	J Lewis	Not applicable	29/10/20	02/11/20
	2. Procurement Options to deliver Education Capital	R Holliday	KD2020/046		
	3. Service Director's report: Education	J Lewis	Not applicable		
01/12/20	1. Housing Related Support Strategy	O Hayward	Not applicable	19/11/20	23/11/20
	2. Quarterly Monitoring Report	A Slack	Not applicable		
	3. Service Director's report: Children and Safeguarding	L Williams	Not applicable		
	4. Business Planning	L Williams/ J Lewis	Not applicable		
	5. Service Director's Report: Children and Safeguarding	L Williams	Not applicable		
19/01/21	1. Schools Funding Formula	J Lewis	2021/004	07/01/21	11/01/21
	2. Specification for School Buildings	I Trafford	2021/005		
	3. Revenue Funding for Alconbury Weald Secondary School	H Belchamber	2021/010		
	4. Best Start in Life: Update	W Ogle-Welbourn	Not applicable		
	5. Service Director's report: Education	J Lewis	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	6. Quarterly Performance report	A Slack	Not applicable		
	7. Cambridgeshire and Peterborough Children's Safeguarding Partnership Board Annual Report 2019/20	J Procter	Not applicable		
	8. Cambridge University Policy and Science Exchange report	D McWherter	Not applicable		
<i>[16/02/21] Provisional Meeting</i>			<i>Not applicable</i>	04/02/21	08/02/21
09/03/21	1. Quarterly Monitoring Report	A Slack	Not applicable	25/02/21	01/03/21
	2. Children in Care Not in Education, Employment or Training: Interim update report on the impact of Covid-19: Six month Update	L Williams			
	6. Service Director's report: Children and Safeguarding	L Williams	Not applicable		
<i>[13/04/21] Provisional Meeting</i>				01/04/21	05/04/21

Cambridgeshire County Council
 Children and Young People Committee
 Appointments to Internal Advisory Groups and Panels

Name of body	Meetings per year	Reps appointed	Representative/s	Contact details
<p>Cambridgeshire Culture Steering Group</p> <p>The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to schools and the work of the three Cambridgeshire Culture Area Groups. Appointments are cross party.</p>	4	3	<ol style="list-style-type: none"> 1. Councillor N Kavanagh (Lab) 2. Councillor L Joseph (Con) 3. Councillor P Downes (LD) 	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 Jonathan.Lewis@cambridgeshire.gov.uk</p>
<p>Corporate Parenting Sub-Committee</p> <p>The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery, by or on behalf of, the County Council, of Corporate Parenting functions with the exception of policy decisions which will remain with the Children and Young People's Committee. The Chairman/Chairwoman and Vice-Chairman/Chairwoman of the Sub-Committee shall be selected and appointed by the Children and Young People Committee.</p>	6	-	<ol style="list-style-type: none"> 1. Councillor L Every: Chairman (Con) 2. Councillor A Hay: Vice Chairman (Con) 	<p>Richenda Greenhill Democratic Services Officer</p> <p>01223 699171 Richenda.greenhill@cambridgeshire.gov.uk</p>
<p>Educational Achievement Board</p> <p>For Members and senior officers to hold People and Communities to account to ensure the best educational outcomes for all children in Cambridgeshire.</p>	3	5	<ol style="list-style-type: none"> 1. Councillor S Bywater (Con) (Chairman) 2. Cllr S Hoy (Con) 3. Cllr J Whitehead (Lab) 4. Cllr S Taylor (Ind) 5. Cllr P Downes (Lib Dem) 	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 Jonathan.Lewis@cambridgeshire.gov.uk</p>

Name of body	Meetings per year	Reps appointed	Representative/s	Contact details
<p>Fostering Panel</p> <p>Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers. It is no longer a statutory requirement to have an elected member on the Panel. Appointees are required to complete the Panel's own application process.</p>	2 all-day panel meetings a month	1	<ol style="list-style-type: none"> 1. Councillor S King (Con) 2. Vacancy (<i>on hold pending outcome of a peer review of the Fostering Panel</i>) 	<p>Fiona van den Hout Head of Corporate Parenting</p> <p>01223 518739</p> <p>Fiona.VanDenHout@cambridgeshire.gov.uk</p>
<p>Housing Related Support Services Member Reference Group</p> <p>To provide Member input into the redesign of Housing Related Support Services. To comprise five members from Adults Committee and five members from the Children and Young People Committee.</p>	tba	5	<ol style="list-style-type: none"> 1. Councillor D Ambrose Smith (Con) 2. Councillor L Every (Con) 3. Councillor A Hay (Con) 4. Councillor S Hoy (Con) 5. Councillor S Taylor (Indep) 	<p>Lisa Sparks Commissioner – Housing Related Support Services</p> <p>01223 699277</p> <p>Lisa.Sparks@cambridgeshire.gov.uk</p>
<p>Joint Consultative Committee (Teachers)</p> <p>The Joint Committee provides an opportunity for trade unions to discuss matters of mutual interest in relation to educational policy for Cambridgeshire with elected members.</p>	2	6	<ol style="list-style-type: none"> 1. Vacancy 2. Vacancy 3. Vacancy 4. Vacancy 5. Vacancy 6. Vacancy <p><i>(appointments postponed pending submission of proposals on future arrangements)</i></p>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994</p> <p>Jonathan.Lewis@cambridgeshire.gov.uk</p>
<p>Standing Advisory Council for Religious Education (SACRE)</p> <p>To advise on matters relating to collective worship in community schools and on religious education.</p> <p>In addition to the three formal meetings per year there is some project work which requires members to form smaller sub-committees.</p>	3 per year (usually one per term) 1.30-3.30pm	3	<ol style="list-style-type: none"> 1. Councillor C Richards (Lab) 2. Councillor S Hoy (Con) 3. Councillor A Taylor (LD) 	<p>Amanda Fitton SACRE Adviser</p> <p>Amanda.Fitton@cambridgeshire.gov.uk</p>

Name of body	Meetings per year	Reps appointed	Representative/s	Contact details
<p>Virtual School Management Board</p> <p>The Virtual School Management Board will act as “governing body” to the Head of Virtual School, which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.</p>	Termly	1	Councillor A Costello (Con)	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 Jonathan.Lewis@cambridgeshire.gov.uk</p> <p>Edwina Erskine Business Support Officer – Administration Services Team Cambridgeshire’s Virtual School for Looked After Children (ESLAC Team)</p> <p>01223 699883 edwina.erskine@cambridgeshire.gov.uk</p>

**Cambridgeshire County Council
Children and Young People Committee
Appointments to Outside Bodies, Partnership Liaison and Advisory Groups**

Name of body	Meetings per year	Reps appointed	Representative/s	Guidance classification	Contact details
<p>Cambridgeshire Music Hub</p> <p>A partnership of school music providers, led by the County Council, to deliver the government's National Plan for School Music.</p>	3	2	<ol style="list-style-type: none"> 1. Councillor L Every 2. Councillor S Taylor 	Other Public Body Representative	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 Jonathan.Lewis@cambridgeshire.gov.uk</p> <p>Matthew Gunn Head of Cambridgeshire Music</p> <p>01480 373500/ 01480 373830 Matthew.Gunn@cambridgeshire.gov.uk</p>
<p>Cambridgeshire and Peterborough Federation of Young Farmers' Clubs</p> <p>To provide training and social facilities for young members of the community.</p>	6	1	<ol style="list-style-type: none"> 1. Councillor Mandy Smith 	Unincorporated Association Member	<p>Jess Shakeshaft</p> <p>cambsyoungfarmers@outlook.com</p>
<p>Cambridgeshire Schools Forum</p> <p>The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area</p>	6	3	<ol style="list-style-type: none"> 1. Councillor S Bywater (Con) 2. Councillor P Downes (LD) 3. Councillor S Taylor (Ind) 	Other Public Body Representative	<p>Nick Mills Democratic Services Officer</p> <p>01223 699763</p> <p>Nicholas.mills@cambridgeshire.gov.uk</p>

Name of body	Meetings per year	Reps appointed	Representative/s	Guidance classification	Contact details
<p>Centre 33</p> <p>Centre 33 is a longstanding charity supporting young people in Cambridgeshire up to the age of 25 through a range of free and confidential services.</p>	4	1	Appointment left in abeyance following discussion on 21 May 2019.	Other Public Body Representative	<p>Melanie Monaghan Chief Executive</p> <p>help@centre33.org.uk</p>
<p>College of West Anglia Governing Body</p> <p>One of up to sixteen members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions under article 3 of the Articles of Government.</p> <p>The appointment is subject to the nominee completing the College's own selection process.</p>	5	1	Councillor L Nethsingha	Other Public Body Representative	<p>Rochelle Woodcock Clerk to the Corporation College of West Anglia</p> <p>Rochelle.Woodcock@cwa.ac.uk</p>

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

Name of body	Meetings per year	Reps appointed	Representative/s	Guidance classification	Contact details
<p>Local Safeguarding Children's Board</p> <p>LSCBs have been established by the government to ensure that organisations work together to safeguard children and promote their welfare. In Cambridgeshire this includes Social Care Services, Education, Health, the Police, Probation, Sports and Leisure Services, the Voluntary Sector, Youth Offending Team and Early Years Services.</p>	4	1	Councillor S Bywater (Con)	Other Public Body Representative	<p>Andy Jarvis, LSCB Business Manager</p> <p>andy.jarvis@cambridgeshire.gov.uk</p>
<p>Manea Educational Foundation</p> <p>Established to provide grants and financial assistance for people up to the age of 25 years living within the Parish of Manea.</p>	2	1	Councillor D Connor (Con)	Unincorporated association member	
<p>March Educational Foundation</p> <p>Provides assistance with the education of people under the age of 25 who are resident in March.</p>	3 – 4	1 For a period of five years	Councillor John Gowing	Trustee of a Charity	
<p>Needham's Foundation, Ely</p> <p>Needham's Foundation is a Charitable Trust, the purpose of which is to provide financial assistance for the provision of items, services and facilities for the community or voluntary aided schools in the area of Ely and to promote the education of persons under the age of 25 who are in need of financial assistance and who are resident in the area of Ely and/or are attending or have at any time attended a community or voluntary aided school in Ely.</p>	2	2	<p>1. Councillor A Bailey (Con)</p> <p>2. Councillor L Every (Con)</p>	Trustee of a Charity	

Name of body	Meetings per year	Reps appointed	Representative/s	Guidance classification	Contact details
<p>Shepreth School Trust</p> <p>Provides financial assistance towards educational projects within the village community, both to individuals and organisations.</p>	4	1	1. Councillor P McDonald (LD)	Trustee of a Charity	
<p>Soham Moor Old Grammar School Fund</p> <p>Charity promoting the education of young people attending Soham Village College who are in need of financial assistance or to providing facilities to the Village College not normally provided by the education authority. Biggest item of expenditure tends to be to fund purchase of books by university students.</p>	2	1	Councillor M Goldsack (Con)	Unincorporated Association Member	
<p>Trigg's Charity (Melbourn)</p> <p>Trigg's Charity provides financial assistance to local schools / persons for their educational benefit.</p>	2	1	Councillor S van de Ven (LD)	Unincorporated Association Member	

Children and Young People (CYP) Committee Training Plan 2017-21

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

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

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

5.	Education Services and Children's Services and Safeguarding	To discuss current position and future initiatives.	Medium	10.04.18	<i>Jon Lewis & Lou Williams</i>	Workshop	All CYP Members and Subs	Not recorded	-
6.	Data Training		Medium	19.07.18	<i>Jon Lewis</i>	Presentation	All Members	Not recorded	-
7.	Commissioning: Adults' and Children's Services	What and how services are commissioned across People and Communities.	Medium	06.11.18	<i>Oliver Hayward</i>	Presentation/workshop	CYP & Adults Committees	Cllr Ambrose Smith Cllr Bradnam Cllr Bywater	25%
8.	Local Offer to Care Leavers and access to universal credit and benefits for care leavers	To brief Members on the current offer.	Medium	14.06.19	<i>Sarah-Jane Smedmor/ Kate Knight</i>	Members' Seminar	All Members	Cllrs Ambrose Smith, Ashwood, Bailey, Boden, Bradnam, Bywater, Costello, Criswell, Count, Every, French, Gowing, Hay, Hunt, Rogers, Sanderson and Wotherspoon	40%
9	Education Funding	Briefing on education funding arrangements.	High	21 Jan 2020	Jon Lewis	Briefing session	CYP Members	TBA	
10.	Guidance for Schools on full	Briefing on the arrangements for	High	20 July 2020	Jon Lewis	Briefing session	All Members	Cllrs Ambrose Smith, Gowing,	66%

	opening in September	schools re-opening in September 2020							Bailey, Whitehead, Scutt, Wisson, Dupre, Gardner, Bywater, Goldsack, Wotherspoon, Van De Ven, Ashwood, Jones, Hunt, Rogers, Hay, Kindersley, Downes, Every, Kavanagh and Nethsingha	
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Training requests:

- The work of foster carers: Requested at CYP 10.03.20