

COMMUNITIES AND PARTNERSHIP COMMITTEE



Date: Thursday, 04 July 2019

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

- | | | |
|----------|---|----------------|
| 1 | Apologies for absence and declarations of interest | |
| 2 | Minutes of the meeting held on 30th May 2019 | 5 - 20 |
| 3 | Petitions and Public Questions | |
| 4 | Shared and Integrated Services Programme | 21 - 26 |
| 5 | County Council's Approach to Addressing Housing and Homelessness | 27 - 46 |
| 6 | Think Communities Update - July 2019 | 47 - 54 |
| 7 | Innovate & Cultivate Fund - Endorsement of Recommendations Report to follow | |

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| 8 | People & Communities Risk Register | 55 - 74 |
| 9 | Finance and Performance Report - May 2019 | 75 - 120 |
| 10 | Community Champions Oral Updates | |
| 11 | Communities and Partnership Committee - Agenda Plan and Appointments - June 2019 | 121 - 130 |

The Communities and Partnership Committee comprises the following members:

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

Councillor Barbara Ashwood Councillor Adela Costello Councillor Lis Every Councillor Janet French Councillor Lina Nieto Councillor Claire Richards Councillor Amanda Taylor and Councillor Simone Taylor

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

Clerk Name: Nick Mills

Clerk Telephone: 01223 699763

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

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COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES

Date: Thursday 30th May 2019

Time: 2:00pm – 4:00pm

Venue: Kreis Viersen Room, Shire Hall, Cambridge

Present: Councillors S Criswell (Chairman), K Cuffley (Vice-Chairman), B Ashwood, H Batchelor, J French, J Gowing, M Howell, C Richards and D Wells.

Apologies: Councillors A Costello, L Every, L Nieto, A Taylor and S Taylor

160. APOLOGIES & DECLARATIONS OF INTEREST

The Chairman informed the Committee that the agenda's publication had omitted to include opening items noting confirmation that the Council had appointed Councillor Steve Criswell as the Chairman of the Communities and Partnership Committee for the municipal year of 2019-20 and Councillor Kevin Cuffley as the Vice-Chairman.

The Chairman also welcomed Councillor Barbara Ashwood, Councillor Amanda Taylor and Councillor Simone Taylor as three new members to the Committee.

Apologies were received from Councillors A Costello (substituted by J Gowing), L Every (substituted by D Wells), L Nieto (substituted by M Howell), A Taylor (substituted by H Batchelor) and S Taylor.

No declarations of interest were made.

161. MINUTES 25TH APRIL 2019 & MINUTES ACTION LOG

The minutes of the meeting held on 25th April 2019 were approved as a correct record and signed by the Chairman.

The Action Log was noted.

162. PETITIONS AND PUBLIC QUESTIONS

No petitions or public questions were received.

163. LIBRARIES FUTURE MODEL – CIVIC PROGRAMME

With the responsibility for library and other cultural services having been transferred to the Community and Partnership Committee by Full Council on 14th May 2019, the Committee received a report on the Council's partnership with Civic, which had been ongoing since 2018. It was noted that Civic's aim of bringing together and supporting the community in order to accelerate and deepen change was in alignment with the Committee's objectives. Members were informed that the Council's intention to not only keep libraries open but also to actually expand their services went against the national

trend and therefore Cambridgeshire represented the ideal place for Civic to work alongside the local authority and attempt to drive national behaviour.

In the presentation of the report, Members' attention was drawn to the proposed locations for prototype libraries listed in section 3.4, although they were also informed that the objective was for the scheme to be rolled out to all libraries across the county within three years. While no funding had currently been provided by the Council, it was confirmed that any future funding requests would be made through the Committee.

While discussing the report, Members:

- Clarified that once seed funding was arranged, the pilot schemes would be ready to start implementing very soon. An initial consultation phase would be held with the communities in which the seven proposed libraries lay to establish what they would like to see in the libraries, but the expertise and assistance was already set up.
- Established that the local Member for each area containing one of the proposed prototype libraries would be involved in the process.
- Expressed concern that the timescale was very tight and that given the objective was to see the scheme adopted across the country, three years might prove to be insufficient time. Officers noted that work had already been ongoing for over 12 months and that the timescale had been carefully planned. The Committee was also informed that the Department for Digital, Culture, Media and Sport had been involved from the beginning of the project and were operating an action plan on the same timescale and they were keen to see and support the scheme being implemented. It was also reiterated that the objective was not for every library to be completely incorporated in to the scheme within three years, but rather for every library to have begun the transition, although some would have become fully immersed by the end of this period.
- Requested to be provided with a copy of the project plan mentioned in section 2.6.1 of the report. Assurances were made to the Committee that they would be provided with regular reports on the programme and its progress.
- Acknowledged that they would be involved throughout the decision-making process, but expressed a desire for Member involvement in the management aspect of the project.
- Sought clarification on what the effects would be on staffing, suggesting that a higher number of volunteers and a subsequent reduction in training could affect the quality of the provision. Representatives from Civic assured Members that there was no intention to either increase or decrease staffing levels, while noting that the project provided an ideal opportunity to establish an updated definition of the role of a librarian, given that the required tasks had become substantially more varied and required an ever-expanding knowledge. It was argued that at the end of the process, staff would actually be better skilled and more confident.
- Confirmed that there was a fixed level of funding available for libraries which could not be exceeded. The programme was not aimed at creating savings, although it was acknowledged that future financial pressures could not be predicted and would have to be faced if and when they arose.

- Considered the selection of libraries for the seven prototypes, which had been selected from an extensive list which had contained detailed analysis on the potential of all the possible libraries. It was emphasised by officers that although seven had been selected for the initial stage, none of the County's libraries would be neglected and all of them would eventually be incorporated in to the scheme.
- Noted the significant rural population of the county and sought clarification on how the programme would access remote areas. A representative from Civic acknowledged the concern but informed Members that one of the reasons for choosing Cambridgeshire as the ideal place to trial the project was precisely because of its rural nature and the challenges that this put forward. The process would involve establishing the assets of the libraries in all the communities and how best to take advantage of them, including through the use of pop-up and mobile libraries. Ensuring that other networks, such as transport, were included in the process was also considered to be of great importance.
- Established that all the libraries across the county would be incorporated in to the scheme. Members had expressed concern that the list of libraries on the Council website appeared to not include some libraries, such as Clay Farm Community Centre Library, and that as a result, such libraries would be overlooked. The Assistant Director of Cultural and Community Services committed to investigate the issue and ensure that the list of libraries was up to date. **Action required**

It was resolved unanimously to:

- a) Note the work to date and approve the project going ahead;
- b) Review regular progress updates to the Committee, make decisions on behalf of the Council and engage in working groups, as required; and
- c) Support officers' active participation in this project and champion it with others.

164. HATE CRIME – THIRD PARTY REPORTING PROVISION

The Committee received a report providing an update on the setting up of hate crime third party reporting services across Cambridgeshire, the latest stage of which had involved Community Champions in identifying suitable locations for each area of the County. The Assistant Director of Public Protection noted the assistance provided by the Community Champions, as well as Councillor Manning who assisted in the absence of a South Cambridgeshire Community Champion and Tiff Lane, the Cambridgeshire Constabulary Hate Crime Officer.

It was proposed that a main reporting centre would serve as a hub in each area, with smaller satellites operating in the different communities, many of which already existed. Wide consultation with the community had been held on an ongoing basis, along with a review of the police hate crime reporting process. Members were informed that the reporting centres could be established and opened by the end of June 2019, if the Committee agreed to the proposals set out in the report.

In discussing the report, Members:

- Suggested that an event similar to 'Hope not Hate' in Cambridge would serve to bring communities together to talk about issues and ensure they were aware of how the reporting process worked. It was noted that such outreach work was vital to the programme, rather than simply expecting victims of hate crime to take the initiative.
- Considered whether Cambourne would be a more suitable location than Melbourn for the main reporting centre in South Cambridgeshire. Councillor Manning, who had proposed Melbourn as the preferable location, was not at the meeting and therefore the Committee was unable to discuss the reasons behind its selection.
- Suggested that 'politics' should be added to the list in the first paragraph of Appendix 4 as a further cause of crime against a person, citing the recent murder of a Member of Parliament as an example. The Assistant Director of Public Protection noted that the wording around hate crime was largely set on the basis of a national agenda, but he confirmed that such an incident would be regarded as a hate crime and therefore agreed to share this feedback with the Constabulary and ask they discuss this suggestion at the county hate crime board. **Action required.**
- Established that the locations of the reporting centres would not necessarily be permanent and that they may be moved at a later date if feedback suggested that it would be of benefit.
- Approved the development of online reporting facilities, noting that it was ideal to offer the greatest number of different means for reporting as possible. The Committee was informed that the highest number of hate crimes were actually reported via online services.
- Sought clarification over whether reported hate crimes were recorded in a police register. It was confirmed that this only occurred when it was considered a criminal matter, with a distinction made between hate incidents or hate crimes and with the latter involving a formal investigation and potential arrests. It was also noted that not only the police followed up on reported hate crimes, with other members of the multi-agency risk group, such as safety partnerships, also fulfilling the role.
- Proposed the need for an effective feedback mechanism to ensure that the process worked well and was kept in check, noting that such features of the rape reporting process had revealed serious problems, which had allowed for them to then be addressed to improve the process. It was observed that one of the benefits of a multi-agency approach was a high level of scrutiny, with members of the public, faith groups and other community organisations able to observe the process at all stages.
- Requested an explanation for the high number of reported hate crimes that had been reported in the media earlier in the day. The Assistant Director of Public Protection explained that he was unaware of the report and therefore unable to comment on the specific figures but noted that hate crime reporting regularly experienced peaks and troughs. He pointed out that higher numbers of reported crimes allowed for a greater understanding of the issues, although conversely it was obviously ideal to receive as few reports as possible.

- Confirmed that doctors and other NHS staff were involved and trained throughout the process in order to participate in the potential identification of hate crimes, such as knife wounds.

It was resolved unanimously to:

- a) Note the work of Community Champions to identify 3rd party reporting centres; and
- b) Support the conclusions of this report and to support the relaunch of the 3rd Party reporting initiative.

165. TACKLING POVERTY AND IMPROVING SOCIAL MOBILITY

The Committee received a report containing the Council's proposed commitment to tackling poverty and improving social mobility as an appendix, which itself contained priorities and actions for 2019-20 that were necessary to fulfil the Council's statutory duty. While most of the data was included in the aforementioned appendix, attention was drawn to a summary of the findings of the cross-party working group detailed in section 2.2 of the report, as well as the themes that were shaping future work, which were listed in sections 2.5 and 2.6.

In discussing the report, Members:

- Observed the figures listed on page 54 of the report and queried whether factors had been identified that led to the high percentages of child poverty that were listed, noting that it was difficult to generalise on a village level when each street or even each family could be described as a unique situation. Officers assured the Committee that extensive work had been carried out to break down the numbers and that such information was informing how to best move forward. It was also noted that the targeting of specific issues in specific areas, or even streets, was a common practice and that the figures presented in the report only represented a broad summary. The Service Director of Community and Safety identified that while four of the five areas listed as having the highest concentrations of child poverty were heavily involved in the Think Communities scheme, one of them (Cottenham) was not. He proposed developing work in that community, given the high level of child poverty that had been reported. While Members agreed with the proposal, some suggested that given that the figures were almost double in other areas, resources should be allocated to where they were most needed. **Action required**
- Suggested that the Council should be setting an example to other employers by committing to pay the real Living Wage, as did Cambridge City Council. A request was made by one Member for information on how much it would cost the Council to implement such a policy. **Action required**
- Approved the focus on inequalities within communities, with Members suggesting that such issues were prevalent in newer communities, such as Trumpington. It was confirmed that developers were consulted on the issue of poverty and inequality throughout the planning and construction stages.
- Established that all service leads would be reporting back to the Communities and Partnership Committee after six months and also twelve months, either with a report

or a workshop session, in order to provide monitoring and scrutiny of the work being carried out.

- Considered the importance that Children Centres played in tackling child poverty and expressed concern over the lack of provision. One Member requested information regarding the Children Centre in Darwin Green, which had received planning permission but had progressed no further. **Action required**

It was resolved unanimously to:

- a) Approve the Statement of Commitment and Actions for 2019-20; and
- b) Approve the recommendation to work alongside partners in all sectors to develop a shared approach to tackling poverty and improving social mobility from 2020 and beyond, across Cambridgeshire and Peterborough.

166. COMMUNITIES AND PARTNERSHIP COMMITTEE DELIVERY PLAN 2019-20

The Committee received a report which outlined the main issues that the Communities and Partnership had worked on successfully during 2018/19, as well as proposals for priorities during 2019/20 and key performance indicators (KPIs) to monitor them. In presenting the report, the Service Director of Community and Safety noted that the list was not comprehensive and that further responsibilities may also be added in the future, but that it represented the main themes that the Committee would be considering. It was acknowledged that the KPIs currently presented to the Committee were often buried within detailed financial reports and it was proposed for the suggested KPIs to be presented to the Committee separately, with a quarterly progress report on the priorities and their relevant performance indicators.

It was resolved unanimously to:

- a) Adopt the priorities as set out in the report; and
- b) Agree to receive quarterly monitoring reports.

167. FINANCE AND PERFORMANCE REPORT – OUTTURN 2018-19

The Committee received the Outturn 2018-19 Finance and Performance Report for People and Communities (P&C), which included emphasis on the budgets for which the Committee held responsibility. It was noted that the overall P&C overspend was close to the level that had been expected, with a slight improvement from a forecast of £4.83m to the final figure of £4.756m. The Service Director of Community and Safety asserted that although it was well established that work carried out by the Committee was having positive effects across the Council, such successes would hopefully be evidenced in the following year's figures in a clear demonstration of their impact.

In discussing the report, Members:

- Noted that library and other cultural services would be included in future P&C finance reports, following the transfer of responsibility to the directorate.

- Enquired on the reasons for spikes and increases leading to the eight red indicators listed in section 4 of the report. Officers said that they would investigate the causes and report back to the Committee. **Action required**

It was resolved unanimously to:

Review and comment on the report.

168. COMMUNITY CHAMPIONS ORAL UPDATES

The Committee noted brief oral updates provided by the following Councillors:

- Councillor French, who noted that due to the recent local elections there was little action from other councils to report on, although there was a significant level of interest in extending timebanking schemes, and she informed the Committee that she would be attending a meeting on the Market Towns Initiative the following week.
- Councillor Richards, who drew attention to work carried out alongside Cambridge City Council on tackling poverty, as well as progress that had been made on sanitary product provision at community centres and libraries.

169. COMMUNITIES AND PARTNERSHIP COMMITTEE – AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES AND COUNCIL CHAMPIONS

The Committee noted its Agenda Plan having been informed that the reserve meeting date on 8th August 2019 would probably be used for a Committee meeting.

The Committee declined to appoint representatives to The Library Presents (Outside Body) and the Libraries Steering Group (Internal Advisory Group), in order to consult officers and members for suitable appointments following the transfer of responsibility to the Committee. Once decided, the appointments would be ratified at the next Committee meeting.

It was resolved unanimously to:

- a) Review the agenda plan attached at Appendix 1;
- b) Agree the appointments to outside bodies as detailed in Appendix 3, except for the appointment to The Library Presents, which would be appointed at the next Committee meeting, and subject to the appointment of Councillor Hay as the Council's representative to the Chatteris Community Centre Association and to confirm that the following organisations / groups no longer require appointments to be made and should be deleted:
 - Cambridge Council for Voluntary Service
 - Cambridgeshire and Peterborough Association of Local Councils (CAPACL) District Committees
 - Huntingdonshire Area Partnership; and
- c) Agree the appointments to internal advisory groups and panels as detailed in Appendix 4, except for the appointment to the Libraries Steering Group, which would be appointed at the next Committee meeting.

170. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously to:

Exclude the press and public from the meeting on the grounds that the following report contained exempt information under Paragraph 3 of Parts 1, 2, 3 and 4 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed: information relating to any individual, and information relating to the financial business or affairs of any particular person (including the authority holding that information).

171. CAMBRIDGESHIRE ADULT LEARNING AND SKILLS – POSITION PAPER

The Committee received a report detailing the outcomes of the review of the Cambridgeshire Adult Learning and Skills Service and the progress in advancing the changes required. Members were reminded that funding of the Adult Education Budget would be devolved from central government to the Cambridgeshire and Peterborough Combined Authority (CPCA) as of 1st August 2019. Having conducted its own review, the CPCA had developed a skills strategy which was due to be considered by the CPCA Board on 31st July 2019. The Committee was informed that anything put forward by the Council would have to be in line with that strategy.

During the presentation of the report, it was emphasised that despite good work currently being undertaken, urgent changes were needed in order to align the service with the strategy being put forward by the new funding body. Providers across the country had undergone similar changes over recent years. It was explained that the intention of the new strategy was to encourage people in to the first steps of adult learning on a targeted basis. Consultations had been held with subcontractors to establish how the changes would affect funding and the ability to continue offering certain subjects.

Attention was drawn to the significant changes to the staffing and organisational structure within the local authority, with additional training required for staff so that they could provide advice, guidance and help on progression through the education system. This would include a need for higher staffing levels as well as a greater number of locations from which to operate, especially in areas that have been identified as most in need of assistance, such as Fenland. Consultations were being held with key stakeholders across the County to ensure that such an infrastructure could be developed.

In discussing the report, Members:

- Established that although staff were aware of imminent changes, due to discussions with providers and unions, further information and consultation could not be communicated until their approval had been granted, probably during the second half of June.
- Suggested that the service should approach local councils for use of space in their buildings, in order to ensure delivery was available in all areas of the County.

- Considered a discussion held by the Poverty Working Group and its concerns over the failure to ensure progression, approving that the new strategy specifically targeted the issue.
- Expressed concern over the expected drop in the number of learners, although it was acknowledged that this would largely be due to the reduction in subsidised leisure classes, with the focus shifting to more intensive and beneficial courses. It was argued that such a change was necessary to ensure higher levels of progression.
- Established that most of the work was currently being done in Cambridge and South Cambridgeshire, while the intention was to extend that across the County.
- Compared the service to that provided by regional colleges. It was observed that the focus of the Council's work was on an entry level, such as basic literacy, language and computer skills, with an emphasis on starting students off and setting them on their way. It was suggested that colleges were good at teaching people once they were settled in and that in this way the local authority and the colleges could work together and use their resources to create the best results. Members agreed that providing a solid base to allow for more substantial and long-term progression was fundamental to success.

It was resolved unanimously to:

Note the work underway and continue to support the progress in moving the Service to an arms-length service, as summarised at section 2.2.16.

Chairman
4th July 2019

**COMMUNITIES AND
PARTNERSHIP COMMITTEE****Minutes - Action Log****Updated – 26th June 2019**

This is the updated minutes action log as of 26th June 2019 and captures the actions arising from the most recent Communities and Partnership Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

ACTIONS FROM MINUTES OF THE 7TH MARCH 2019 COMMITTEE MEETING

| Minute No. | Report Title | Action to be taken by | Action | Comments | Status |
|------------|--|-----------------------|--|---|---|
| 146. | DOMESTIC ABUSE AND SEXUAL VIOLENCE – REVIEW OF DOMESTIC ABUSE RESOURCE AND OUTREACH PROVISION | Sarah Ferguson | <p>a) Members emphasised the importance of understanding the nature of healthy relationships amongst young people, especially those affected by domestic abuse and sexual violence.</p> <p>Action: the Assistant Director of Housing, Communities and Youth agreed to include the issue in a report on domestic abuse and sexual violence that was being presented to the Children and Young People Committee on 9th July 2019.</p> <p>b) It was suggested that there were too many intended outcomes in the draft list and that having fewer targets would increase the chances of achieving the goals in a more effective way.</p> <p>Action: the Assistant Director of Housing, Communities and Youth agreed to take the suggestion in to consideration when finalising the list.</p> | <p>This is due to be taken to Children and Young People's Committee meeting on 9th July 2019.</p> <p>Phase one of the review has now been concluded and will be ratified at the next DASV Delivery Board. Phase Two which will be concluded by Autumn 2019, will include a review for Cambridgeshire County Council and wider partnership outcome measures which will need to be streamlined.</p> | <p>ACTION ONGOING</p> <p>ACTION ONGOING</p> |

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| 147. | CAMBS 2020 – SPOKES WORKSTREAM | Adrian Chapman | <p>Members requested a workshop or Member Seminar on the Cambs 2020 move.</p> <p>Action: the Service Director of Community and Safety agreed to hold such a session before any changes were made to staff locations.</p> | <p>Officers will be working throughout May to build recommendations for community hub locations, which will be formally brought to the Committee for approval. Prior to that, it is proposed that a Committee workshop is held to enable a fuller discussion to take place, and this will be arranged in due course.</p> <p>A workshop has been proposed following the Committee meeting on 8th August 2019.</p> | ACTION ONGOING |
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ACTIONS FROM MINUTES OF THE 7TH MARCH 2019 COMMITTEE MEETING

| Minute No. | Report Title | Action to be taken by | Action | Comments | Status |
|------------|-----------------------------------|-----------------------|--|---|------------------------|
| 157 | PREVENT STRATEGY 2019-2021 | Rob Hill | <p>a) Members expressed concern that the issue of hate crime was not mentioned in the Prevent Strategy.</p> <p>Action: the Assistant Director of Public Protection agreed to add information regarding the concerns and local action.</p> | <p>The following has been included in the Strategy:</p> <p>This strategy recognises that there is a link between radicalisation and hate crime, any parallels that arise between the two issues may be raised by the CTLP if they are a regional issue or at the Countywide level are discussed through the Prevent Delivery Board and shared with the Hate Crime Risk Groups that operate across the county. The Assistant Director for Public Protection leads on both this</p> | ACTION COMPLETE |

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| | | | <p>b) Members were frustrated that it remained undecided on how to include faith groups in the partnership delivery group, or whether to include them at all, after months of consideration.</p> <p>Action: the Service Director of Community and Safety proposed setting a deadline for a decision on the involvement of faith groups through advisory boards or direct board representation.</p> | <p>strategy and the Hate Crime strategy to ensure consistency of approach and information sharing.</p> <p>Representation for faith groups in the Prevent Delivery Board is provided by the lead for Cohesion (Jawaid Khan). The multi-agency officer group have considered widening membership, but feel this would not be the appropriate forum for Faith leads to attend as this group includes discussion on sensitive/restricted operational matters. To meet this engagement need, a separate 'Community Advisory Group' will be formed to support the board. This will also cover issues such as hate crime, and incorporate the views of the public / relevant Faith groups. Consultation on membership / terms of reference is underway, to launch by October 2019.</p> | ACTION ONGOING |
| 158. | COMMUNITY CHAMPIONS ORAL UPDATES | Adrian Chapman | <p>While discussing social prescribing, Members considered whether the issue should be moved into the remit of the Communities and Partnership Committee.</p> <p>Action: the Service Director of Community and Safety committed to investigating the possibility of transferring the responsibility to the Committee.</p> | <p>It has been agreed with the Chairman that a report on social prescribing will come to the Communities and Partnership Committee later this year.</p> | ACTION ONGOING |

ACTIONS FROM MINUTES OF THE 30TH MAY 2019 COMMITTEE MEETING

| Minute No. | Report Title | Action to be taken by | Action | Comments | Status |
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| 163. | LIBRARIES FUTURE MODEL - CIVIC PROGRAME | Christine May | <p>In discussing the importance of ensuring that all libraries across the County were included in the new scheme with Civic, Members suggested that the list of libraries on the Council website was out of date and that some libraries, such as the Clay Farm Community Centre Library, were not listed.</p> <p>Action: the Assistant Director of Cultural and Community Services committed to investigating the observation and ensuring that the list was brought up to date.</p> | <p>It has been confirmed that Clay Farm Community Centre Library is listed with all other libraries on the Council's website at https://www.cambridgeshire.gov.uk/residents/libraries-leisure-&-culture/libraries/find-a-library</p> | ACTION COMPLETE |
| 164. | HATE CRIME – THIRD PARTY REPORTING PROVISION | Rob Hill | <p>While discussing the causes of hate crime, one Member suggested that political beliefs were sometimes such a cause and that they should therefore be included in lists of causes.</p> <p>Action: the Assistant Director of Public Protection noted that wording around Hate Crime was set nationally, but he agreed with the sentiment and committed to looking in to the matter.</p> | | ACTION ONGOING |

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| 165. | TACKLING POVERTY AND IMPROVING SOCIAL MOBILITY | Sarah Ferguson | <p>a) The Service Director of Community and Safety noticed that of the five areas in Cambridge identified as having the highest concentrations of child poverty, Cottenham was the only area not currently identified as a Think Communities prototype.</p> <p>Action: it was suggested that developing work in that community was important as part of the tackling poverty project.</p> | a) | ACTION ONGOING |
| | | Adrian Chapman | <p>b) A Member requested information on how much it would cost the Council to start paying the real Living Wage.</p> <p>Action: the Service Director of Community and Safety committed to provide such figures.</p> <p>c) A Member requested information regarding the Children Centre in Darwin Green.</p> <p>Action: the Service Director of Community and Safety committed to investigating the issue and providing the information.</p> | <p>b)</p> <p>c) The original plans for Darwin Green included a permanent Children's Centre, however these plans were prior to the 2017 Children's Centre public consultation which saw the Council move away from managing many buildings towards an outreach model able to respond flexibly to the needs of our service users and new developments. We have secured space for outreach in the City Council's temporary community facility (once built) in the first instance, and can then move to the library or the primary school once they are developed.</p> | |

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| 167. | FINANCE AND PERFORMANCE REPORT – OUTTURN 2018-19 | Emma Jones | <p>While discussing the report, Members noted the eight red indicators listed in section 4 and asked for the reasons behind the spikes and increases.</p> <p>Action: the presenting officer informed Members that she would investigate the issue and report her findings back to the Committee.</p> | | ACTION ONGOING |
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SHARED AND INTEGRATED SERVICES PROGRAMME

To: **Communities and Partnership Committee**

Meeting Date: **4th July 2019**

From: **Amanda Askham, Director for Business Improvement and Development**

Electoral division(s): **All**

Forward Plan ref: *Key decision:* **No**

Purpose: **To provide an overview of the work on the Shared and Integrated Services Programme since the previous update in October 2018**

Recommendation: **Note and comment on the key areas that have progressed during the monitoring period and the next critical stages of work between now and the next reporting period (October 2019)**

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|---|--------------------------------|--------------------------------------|
| Name: | Amanda Askham | Names: | Cllr Criswell |
| Post: | Director for Business Improvement and Development | Post: | Chair |
| Email: | Amanda.askham@cambridgeshire.gov.uk | Email: | Steve.criswell@cambridgeshire.gov.uk |
| Tel: | 01223 703565 | Tel: | 01223 706398 |

1. BACKGROUND

- 1.1 The Shared and Integrated Services Programme between Cambridgeshire County Council (CCC) and Peterborough City Council (CCC) has been operational since May 2018 following Member approval to a new formal joint programme of work between the two Councils. This followed the success of a number of shared senior leadership posts between the two Councils as opportunities arose.
- 1.2 This report to the Communities and Partnership Committee, in their role as the overarching Member governing body for CCC, provides an opportunity for reflection of the past year and a look ahead to next key areas of opportunity in our shared and integrated services agenda.

2. BUILDING SOLID FOUNDATIONS FOR SHARED AND INTEGRATED SERVICES

- 2.1 A number of fundamental pieces of work have taken place in order to protect the sovereignty guarantee of both Councils and underpin the successful delivery of the Programme and its intended benefits. Some examples include:
- The production and adoption by both Councils the Joint Working Arrangements (JWA) and Protocols which govern the way we will work together to deliver improved outcomes for the people we serve, and in a way that can be sustained for the future
 - Development and establishment of the internal governance arrangements for the Programme, set out in a Terms of Reference (ToR)
 - Development of specific Shared Services Business Case templates that align to the parameters set out in the JWA and Protocols and approval process that must be used when entering into any new shared arrangements
 - Definition of the different legal mechanisms that enable shared working across the two Councils and subsequent implementation (i.e. Section 113 arrangements or other)
 - Establishment of a central record of all the shared roles to date to enable the benefits realisation work to be undertaken in preparation for the annual review of the JWA (see section 3.3).
- 2.2 This work has put the solid foundations in place which underpin the shared and integrated services agenda.
- 2.3 During the last year, Members have been engaged with both the underpinning work and with the shared arrangements that we have established across the two Councils (see section 3).
- 2.4 As outlined in the ToR, this Committee and PCC Cabinet will continue to receive update/monitoring reports a minimum of three times a year. In addition, where individual project business cases determine that a political key decision is required, we will use the skills and remit of the Committee's in the most appropriate way to make decisions as appropriate. This Committee and PCC Cabinet will be informed of any new arrangements and will be involved in the decision making as appropriate.

A meeting between the Leader of each Council, Shared Services Committee/Cabinet lead and the Senior Responsible Owner for the Programme (Amanda Askham) to discuss the Programme will be scheduled for July following the recent PCC elections.

There is also a continuing commitment to involve the joint cross party Member / Officer working group and this will be organised at the appropriate time, likely Autumn 2019.

3. SHARED ARRANGEMENTS – WHAT WE HAVE ACHIEVED SO FAR

3.1 The Shared Services agenda between the two councils began in February 2015 when a restructure of PCC's senior management team took place. Dr Liz Robin, Director of Public Health at CCC was appointed as the Director of Public Health at PCC under a shared services arrangement. This was closely followed by an interim arrangement to share PCC's existing Chief Executive, Gillian Beasley, following the departure of Cambridgeshire's outgoing Chief Executive which was then made permanent through the Member approval process in both Councils. This has led to a number of other joint Senior Leadership posts across the two Council which complete an almost wholly joined up management team under the joint Chief Executive:

- Shared Executive Director and Senior Leadership team in People and Communities Directorate
- Shared Director of Legal and Governance
- Shared Director of Customer and Digital
- Shared Director of Business Improvement and Development
- Shared Executive Director for Place and Economy (June 2019)

All of these appointments have gone through the relevant Member engagement and decision making process in both Councils.

3.2 The benefits of a shared senior structure have enabled both the sharing of skills, expertise, resilience and transformation capacity but also delivered financial benefits for both Councils. The appointment to these strategic posts have also driven better use of organisational capacity and resource within each of these Directorates. To date we have approximately 248 shared posts, from individual roles to whole teams (for example the Commissioning and Brokerage team in People and Communities account for approximately 129 of these shared roles). This figure does not include the separate arrangements we have in place for the Joint Coroners Service which was established in August 2015 in addition to a joint Trading Standards Service which came later in April 2017 (Place and Economy Directorate).

3.3 As outlined in the JWA, the Senior Responsible Owner for the Shared and Integrated Services Programme shall carry out an annual review of the Arrangements for the purpose of evaluation. The JWA commenced in October 2018, following the approval process in both Councils, and therefore it is anticipated that a more formal review of the Arrangements and the associated financial and non-financial benefits of these shared roles will be completed towards the end of 2019 and a report will be presented back to this Committee.

3.4 In addition to the above there are also other separate major change programmes happening between the two Councils. Adults Positive Challenge and Think Communities are two examples of this which are driving a different relationship with

society to enable better outcomes whilst also creating a more sustainable future for both Councils.

4. FUTURE AREAS OF OPPORTUNITY

4.1 During the next reporting period there are a number of areas of key focus for the Programme. Each of these areas of opportunity are subject to individual business case development and approval processes in both Councils, some of which are set out below:

- The development and endorsement of a shared Commercial strategy which will be delivered over the next three years which will lead to benefits for both Councils. Subject to the Member approval process in both Councils, this will lead to the development of a shared Commercial team to deliver on the ambitions set out in the Commercial Strategy
- Strategic oversight of the change management resource requirements (Transformation resource at CCC and Programme Management Office in PCC) of both Councils over the next 2-3 years which will drive better use of organisational capacity and resource and delivery of better outcomes for citizens
- The adoption of a Shared IT Strategy and the underpinning operating model will detail how we will deliver the Strategy, over what period of time and the investment needed. The implementation of this Strategy is a fundamental enabler to joint working; by using the same platform we will be able to share calendars, have conversations and use programs as if we were in the same organisation. Convergence of key business systems will allow for further business process alignment leading to more efficient ways of working – we are already starting to see the benefits of this in Adults and Children's Services.
- Engagement with the Leaders in both Councils has taken place in the lead up to the IT Operating model proposal going to General Purposes Committee in July 2019 and PCC Cabinet
- Following the decision to share the Director of Customer and Digital with PCC, proposals are taking shape to bring together shared arrangements for Communications and Information and Emergency Planning. Members were briefed on these changes as part of the changes in the Customer and Digital Services Directorate in April and May 2019.
- Opportunities around other Corporate and back office functions are also being considered in addition to possible further integration opportunities in Adults and Children's Services – all subject to further detailed work, business case development and appropriate approval processes
- With the recent appointment of Executive Director Place and Economy, proposals in this Directorate are anticipated during 2019.

5. ALIGNMENT WITH CORPORATE PRIORITIES

5.1 A good quality of life for everyone

There are no significant implications for this priority.

5.2 Thriving places for people to live

There are no significant implications for this priority.

5.3 The best start for Cambridgeshire's Children

There are no significant implications for this priority.

6. SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

As with all major change programmes, additional corporate and service resource will be required during the development of individual business cases and implementation. Any additional resource requirements will be determined at the discovery and design phase and will be put forward to the relevant Committee as appropriate.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

An allocation of any joint procurement activity will be required at individual project business case level between CCC and PCC.

6.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

Equality (Community) Impact Assessments will be undertaken when changes are being proposed to existing service, policy, strategy or function through the Shared and Integrated Services Programme.

6.5 Engagement and Communications Implications

There are no significant implications within this category.

6.6 Localism and Local Member Involvement

Both Councils are committed to continuing to represent the needs, priorities and ambitions of local people in their neighbourhoods. Commissioning or delivering services together is not designed to change how residents experience services, it is about how to get things done more efficiently. The governance arrangements that have been approved for the programme, and can be found in Schedule 8 of the Joint Working Agreement, ensure that Members are sufficiently engaged with the Shared Services programme.

6.7 Public Health Implications

There are no significant implications within this category.

| Implications | Officer Clearance |
|--|--|
| | |
| Have the resource implications been cleared by Finance? | Yes Name of Financial Officer: Tom Kelly |
| | |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? | Yes Name of Officer: Gus De Silva |
| | |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law? | Yes Name of Legal Officer: Fiona McMillan |
| | |
| Have the equality and diversity implications been cleared by your Service Contact? | Yes Name of Officer: Adrian Chapman |
| | |
| Have any engagement and communication implications been cleared by Communications? | Yes Name of Officer: Christine Birchall |
| | |
| Have any localism and Local Member involvement issues been cleared by your Service Contact? | Yes Name of Officer: Adrian Chapman |
| | |
| Have any Public Health implications been cleared by Public Health | Yes Name of Officer: Tess Campbell |

| Source Documents | Location |
|--|---|
| Shared and Integrated Services Programme – Communities and Partnerships Committee – 31 May 2018 | https://tinyurl.com/y86ddnln |
| Shared Services Joint Working Agreement and Protocols – Paper to CCC General Purposes Committee – 20 September 2018 | https://tinyurl.com/ycv9clvn |
| Shared and Integrated Services Programme – Communities and Partnerships Committee – 18 October 2018 | https://tinyurl.com/yxflzkuy |
| Cambridgeshire County Council – 16 October 2018: 'Item for Determination from General Purposes Committee: 'Cambridgeshire County Council and Peterborough City Council Shared Services – Joint Working Agreement and Protocols' (item 7) | https://tinyurl.com/y3rsg9g6 |

COUNTY COUNCIL'S APPROACH TO ADDRESSING HOUSING AND HOMELESSNESS

To: **Communities and Partnership Committee**

Meeting Date: **4th July 2019**

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

Electoral division(s): **All**

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

Purpose: **To inform Members of progress made since the formation of the cross Council Officer Working Group, present the research undertaken to date, and seek approval of recommendations.**

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

- a) Consider and agree to Our Key Outcome: To play our part in contributing to the wider housing system in order to achieve better outcomes for Cambridgeshire citizens;**
- b) Consider and agree to the four priorities presented and approve the associated Action Plan;**
- c) Note that the Assistant Director for Housing Youth and Communities will continue to oversee the activity of the cross Council Officer Working Group; and**
- d) Note and consider the research presented.**

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|--------------------------------------|--------------------------------|--------------------------------------|
| Name: | Sarah Ferguson | Names: | Cllr Steve Criswell |
| Post: | Assistant Director, HCY | Post: | Chairman |
| Email: | Sarah.Ferguson@cambridgeshire.gov.uk | Email: | Steve.Criswell@cambridgeshire.gov.uk |
| Tel: | 07917 235538 | Tel: | 01223 706385 |

1. PURPOSE

1.1 The purpose of this report is to:

- Provide an update to Members since the formation of the cross Council Officer Working Group at the end of 2018.
- Present the research undertaken by the cross Council Officer Working Group in its efforts to establish what the County Council's role is, should or could be in regards to its current and future activity in relation to housing and homelessness.
- Seek endorsement from Members on the recommended Key Outcome the Council should adopt: To play our part in contributing to the wider housing system in order to achieve better outcomes for Cambridgeshire citizens.
- Seek approval from Members on the recommended four priorities as detailed in 6.2 that will achieve the Key Outcome.
- Seek approval from Members on the associated Action Plan as seen in **Appendix 1** that details recommendations for ongoing work.

2. BACKGROUND

- 2.1 In November 2018 Members agreed to the formation of a cross Council Officer Working Group to develop an operating model to tackle homelessness which is being led by the Assistant Director for Housing, Communities and Youth.
- 2.2 The purpose of the Working Group was to establish what the responsibilities and duties are of Cambridgeshire County Council in identifying the current and future housing needs of the citizen groups we serve, the needs of our staff and to ensure our activity is aligned to meet this need. This includes working with our partners such as District Councils, Cambridgeshire and Peterborough Public Services Board (CPSB) and the Combined Authority. This has been achieved as, through this work, we have compiled a picture of activity happening across the organisation and have begun analysing whether the activity meets the needs of our citizens and staff.

3. THE COUNTY COUNCIL'S ROLE & RESPONSIBILITIES

- 3.1 As of October 2018, the Homelessness Reduction Act placed a new duty on public sector agencies to refer individuals or families who may be at risk of homelessness to local housing authorities. However, agencies are working together collaboratively to address early signs of difficulty and prevent homelessness wherever possible, in order to improve outcomes for clients and reduce public sector expenditure.
- 3.2 Although the County Council is not the statutory Housing Authority, it does have key statutory duties and responsibilities, the execution of which impact on the housing economy and citizens for whom we have a duty of care. These citizens include: older people and vulnerable adults (with learning, physical or mental disabilities); older people with care

needs; young adults with learning or mental health difficulties and those leaving care; vulnerable citizen groups who may be victims of domestic abuse, drug or alcohol dependant or offenders and ex-offenders. The Council also has a statutory duty through the Health and Social Care Act 2012 to take steps to improve residents' health for which housing is an important determinant.

- 3.3 We recognise that homelessness prevention is integral to our work and we acknowledge that the majority of the statutory responsibilities sits elsewhere within the overall housing and homelessness system. Locally £170m of investment is being made in affordable housing by the Combined Authority across Cambridgeshire and Peterborough, who have a Housing Strategy. Each District Council also publishes its own Housing Strategy and Homelessness Reduction Strategy, by statute. In addition there is a renewed focus on housing and homes in new communities through the work of the Cambridgeshire Public Service Board. Within these governance arrangements, The Housing Board (Cambridgeshire, Peterborough and West Suffolk) provides a key platform for dialogue with partners at a strategic level, and is increasingly positioned as the forum through which cross cutting proposals can be developed.
- 3.4 We know that there are pressures and changes across the whole system which impact on our outcomes and ultimately public sector expenditure. It is recognised that getting 'up stream' in tackling demand management into Council services has to include a consideration of whether there is a new and different way of tackling housing demand and homelessness. Acting preventatively with our partners to secure homes for citizens is an essential step and presents opportunities for public sector reform across the system.
- 3.5 Embedding a Think Communities approach to our work within the housing system will aid us to build resilience for individuals and within communities and get up stream – increasing the capacity of people to get the right support at the right time in order to prevent homelessness in the first instance. The Council, and our partners, have a shared vision and shared priorities in which housing and homelessness is a key focus. We want to ensure our people feel safe, healthy and connected to their community; that our places are integrated and possess a sense of place which supports its residents; and a system wide approach to better deliver services and community-led activity. The voluntary and community sector have an important role to play in this work. The County Council as a commissioning organisation has opportunities to invest in the sector to support shared priorities – for example through the VCS infrastructure contract and through the Innovate and Cultivate Fund.

4. WORKING GROUP ACTIVITY

- 4.1 The Working Group established four lenses of enquiry to the work we would want to develop in being able to articulate what the Council's role is, should or could be:
- a) The Built environment
 - b) Commercial opportunities
 - c) Housing and homes to meet the needs of our citizens
 - d) Housing and homes to meet the needs of our staff

Section Five of this report summaries the current picture of activity in these areas.

- 4.2 Housing is a fundamental human right and it affects everyone, especially those in need – whether an older person wanting to remain in their own home, a victim of domestic abuse needing somewhere safe to live, or a child born into inequality.

Individual dwellings in the private and social sectors have a role in helping to reduce health inequalities and improve the health of residents. The National Housing Federation highlights that poor housing conditions increase the risk of severe ill-health or disability by up to 25% during childhood and early adulthood.

- 4.3 If we don't address housing related issues there is a risk that:
- There are poorer outcomes for our citizens, especially around their health and wellbeing
 - Citizens needs escalate and become the responsibility of our, and other partners, statutory services
 - A lack of 'sense of place' exists if a communities' unique identity is unbalanced in its collection of qualities and characteristics – visual, cultural, social, and environmental – which give it meaning
 - There is a detrimental impact on the overall economy
 - Our assets maybe under-utilised and opportunities missed
 - We continue relying on costly agency staff to fill recruitment gaps, particularly in regard to lower paid but essential roles
 - We are unable to provide core services because teams are understaffed
 - Demand outweighs provision
 - Work continues in silo's without looking at the whole system

These issues are explored further in this report.

5. CURRENT PICTURE

- 5.1 The Council faces a number of challenges. We have a vested interest in ensuring that the housing needs of the citizen groups we serve, and our staff, are well met particularly in regard to the built environment (such as new housing developments) that support good health and wellbeing, and to work collaboratively with partners to ensure that the chances of people becoming homeless are reduced.
- 5.2 The provision of housing which does not meet needs, or the lack of an appropriate affordable home for vulnerable people, can cause much greater demand on Council resources if not adequately addressed. Furthermore, failure to work as an active partner to meet the countywide housing needs of lower paid and/or essential staff (teachers, social workers and others) has a significant impact on the capacity of core services to deliver, particularly in parts of the county where homes are increasingly unaffordable.
- 5.3 The diagram below presents some of the challenges the Council is trying to solve categorised by the four areas the Working Group investigated. Diagram (i) below shows these challenges in each category and where there is overlap.

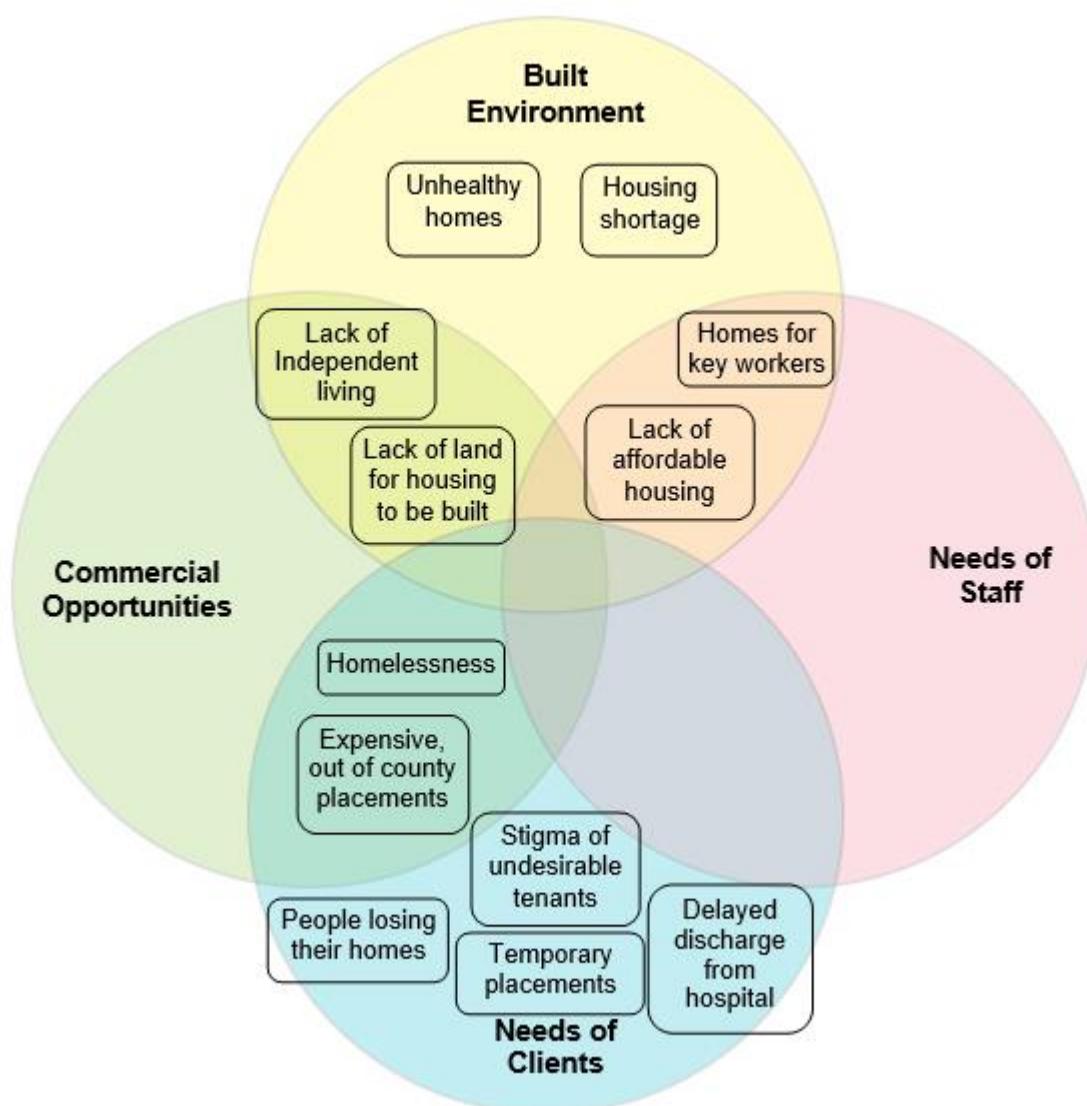


Diagram i: Challenges categorised by the four areas investigated

5.4 We identified activity happening across the Council which seeks to resolve at least one of these challenges. Additionally, each activity supports a particular citizen group and in some cases multiple citizen groups. Through our research, we identified over 20 different citizen groups. It was also identified that the activities were either:

- Early ideas – ideas not yet fully scoped out (primarily commercial opportunities)
- In development – activity being scoped out, getting agreement or work agreed but not yet started
- In progress – work established and underway

As a result of the Working Group's efforts, a record of housing activity including homelessness has been created. A summarised version can be seen in **Appendix 2**; it lists the challenges, the associated activities and the citizen groups.

5.5 The enablers in our grasp that will allow us to deliver the best possible outcomes for staff and citizens lie in adopting a commercial approach to realise new opportunities that are closely linked to the built environment, particularly those aligned to new developments (for example, Northstowe).

These enablers will allow the Council to influence new developments that will grow and develop the housing landscape to better meet the needs of Cambridgeshire citizens for the longer term. Additionally we will be able to better inform strategic initiatives (such as This Land, One Public Estate and Cambs2020).

- 5.6 It's expected that the Action Plan (see **Appendix 1**) will generate a number of business cases that will be presented for approval to this Committee and the Commercial and Investments Committee, plus any others as deemed appropriate.

6. OUR PRIORITIES

- 6.1 Based on the intelligence gathered, an ambitious set of priorities have been identified that we recommend the Council should endorse in order to achieve our key outcome:

To play our part in contributing to the wider housing system in order to achieve better outcomes for Cambridgeshire citizens

- 6.2 We are committed to:

- Supporting our most vulnerable citizens in preventing them from becoming homeless
- Supporting our workforce, particularly our lower paid and / or essential staff, to enable them to support the communities they live and work in
- Influencing planning decisions, ensuring plans and strategies for new and existing communities maximise opportunities to improve the health and wellbeing of residents
- Adopting a commercially minded approach to trial new initiatives that will benefit our workforce and citizens alike

- 6.3 The recommendations on how the Council should tackle these priorities can be seen in the associated Action Plan in **Appendix 1**.

7. RESEARCH TO DATE

- 7.1 We recognise that there is a much broader impact on the public sector in regard to housing and homelessness which affects many organisations such as Police, Education, NHS for example, that is not fully described in this report, and that is because the Working Group was purposefully internally focussed on County Council activity working towards meeting the needs of citizens and staff.
- 7.2 The following sections present the intelligence gathered and discoveries made through the research undertaken to date through the four lenses of enquiry as mentioned in 4.1, and makes suggested recommendations as to next steps and actions.

7.2.1 Housing and homes to meet the needs of our citizens

What we know

Cambridgeshire has a population of 644,575 of whom 5,862 are supported by Adult Social Care and 754 are looked after children¹.

A growing body of work quantifies the cost of inadequate housing conditions on health, although there are some inherent difficulties in calculating this. However, the Chartered Institute of Environmental Health (CIEH) toolkit found in the “Good Housing Leads to Good Health” report shows the cost benefit of rectifying defects within the home that can cause accidents and the cost of medical treatment following the occurrence of an accident. In England the cost is estimated to be £600 million per year which is estimated to be 40% of the total cost to society as it excludes the effect of absence from education and work.

In addition, we know:

- Approximately 1,500 people are supported through Housing Related Support funding.
- There are 13,899 households on the housing waiting list²:

| | |
|----------------------|-------|
| Cambridge | 2,236 |
| East Cambridgeshire | 1,164 |
| Fenland | 2,149 |
| South Cambridgeshire | 2,152 |
| Huntingdonshire | 3,079 |
| Peterborough | 3,119 |

- There are approximately 85 rough sleepers³:

| | |
|----------------------|----|
| Cambridge | 27 |
| East Cambridgeshire | 1 |
| Fenland | 23 |
| South Cambridgeshire | 0 |
| Huntingdonshire | 5 |
| Peterborough | 29 |

- In Cambridge additional outreach workers are funded by the homelessness teams in each area by funding received from the Ministry of Housing, Communities and Local Government to provide specialist advice and support to rough sleepers and homeless people with substance misuse issues.
- 2,557 people being supported by Public Health commissioned substance misuse services in Cambridgeshire.
 - Of the new clients presenting to services in Cambridgeshire, 7.9% (94) of them

¹ These figures come from CCC's Corporate Strategy which was approved by Full Council in February 2019

² These figures come from the government's LAHS return as at end of March 2018

³ These figures come from the latest rough sleeper counts, as at November 2018 (the latest data gathering exercise) and is based on Street counts, evidence-based estimates, and estimates informed by a spotlight street count of rough sleeping, by local authority district and region England, Autumn 2010 – 2018

were “No Fixed Abode” with an urgent housing problem and 11.2% (134) of them had a housing need but was not considered urgent; so in total in Cambridgeshire 228 new clients presenting had some kind of housing issue which is 19.1% of all new clients presenting.

- There are likely to be specific client groups more susceptible to ill health as a consequence of poor housing outcomes; these are migrants, people with learning disabilities, gypsies and travellers and people who have become homeless⁴.

The Cambridgeshire Joint Strategic Needs Assessment (JSNA) Housing and Health 2012-13⁵ states that housing can affect health in a number of ways, such as:

- Access in and around the home, particularly for vulnerable and disabled groups of the community.
- Provision of adequate spaces for living and playing in and around the home, including the importance of front and back gardens or common public spaces.
- Quality of existing and new homes, including construction, internal environments and design quality.

What we are delivering now

Current activity to support this includes:

- Housing Related Support – support provided to vulnerable people to help them live as independently as possible within their community. This includes accommodation based services where support is provided in a designated building and floating support provided to someone in their own home.
- Exploring the housing needs of older people and people with learning disabilities in receipt of care, and reviewing how the council can develop new models of housing that integrates with care and helps to promote independence.
- Temporary Adaptations Pathway project – looking at the Adaptations Pathway across Cambs and identifying opportunities for a more joined up and systemic approach to housing adaptations across the County.
- Mental Health Accommodation Framework – Commissioning process to develop a more robust contracting arrangement and more choice across residential and supported living services for people with mental health needs.

What is the future need

- Cambridgeshire’s population is predicted to rise to 802,000 by 2032
- Between 2011 and 2031, the growth in numbers of over 65 year olds is set to increase by 74% compared to that of under 25 year olds at 19%

Stable housing supports peoples’ health and wellbeing, helping them lead more productive lives, promoting independence and in turn supporting wider Council objectives; we therefore need to ensure there is sufficient housing for our current citizens. This means making sure the right care and support is in place, especially for the more vulnerable members of our communities such as older people, those with complex or additional needs, and young people. There is huge potential for the planning of new housing developments / new communities to support improved health for citizens which we are already involved in, for example Northstowe’s Healthy New Town Programme.

⁴ Cambridgeshire JSNA: Primary Prevention of Ill Health in Older People, 2014

⁵ Cambridgeshire Housing and Health JSNA 2012-13, p.17

7.2.2 Housing and homes to meet the needs of our staff

What we know

- The Council employs 5,343 non-school based staff
- We do not provide any formal support to new or existing staff in terms of looking for somewhere to live
- There are approximately 320 newly qualified teachers that are directly employed by Cambridgeshire Schools every year

One of the most pressing issues discovered was around our lower paid and / or essential staff. These are staff who are considered to provide an essential service but who may find it difficult to buy/rent property in the area where they work. Anecdotal evidence suggests that the Council is struggling to recruit because of high house prices in parts of our region.

The Council does not have a definition of what these roles are and how we support them⁶.

Key findings:

- There are approximately 660 lower paid and /or essential staff across 40 different roles.
- Social workers (both in Adults and Children's services) make up approximately half of these staff.
- The majority of these staff have their contractual bases in Cambridge.
- Salaries for this group range from £17,681 - £35,401.
- Most newly qualified teachers start on a salary of £23,720. They, and unqualified teachers (usually on a salary range of £17,208 - £19,210) are also considered to provide an essential service.
- The Council directly employs some teachers (typically specialist teachers such as teachers for the deaf or visually impaired).

What we are delivering now

A Relocation Policy exists which serves to support the recruitment process by offering financial assistance to new employees, except school based employees, who have to move home to take up a job with the organisation. It is likely that relocation will be most commonly applied to senior jobs where there have been significant recruitment difficulties and jobs which are part of a national recruitment campaign.

A recent example of a targeted recruitment campaign is 'We love social workers' launched earlier this year aimed at Adult Social Workers – roles which are difficult to recruit to. In the campaign's first eight weeks (January – March 2019) it generated 68 job applications, 22 interviews offered and nine offers of employment accepted. The campaign focussed on those would-be employees who would commute, rather than move, into our region.

The recently approved People Strategy 2019 – 2021⁷ outlines how the Council will change over the next three years, the impact this will have on its staff and working experiences, and the transformation and opportunities staff can expect. There is no specific mention of roles within the Strategy but its vision to 'attract, develop and retain an agile and flexible workforce

⁶ These were CCC Relocation Policy, Agency Worker Policy and Relief Employees – General Guide

⁷ Cambridgeshire County Council – Our People Strategy 2019 – 2021

that develops creativity and commerciality, whilst working in the ways and places that matter to citizens' does make the desired links in ensuring we have a workforce that can support the communities they live and work in.

What is the future need

In order to meet the needs of citizens within our new communities and our ageing population, the Council needs to have a workforce to meet this demand. These staff are an essential part of our workforce, and failure to address this issue will have a significant impact on the capacity of our core services to deliver.

According to the East of England Forecasting Model⁸ (EEFM) the demand for these type of occupations are increasing (according to the 2017 data). By 2032, Health and Social Welfare is set to increase by 34%, Teaching by 16% and Caring Personnel by 39%. We therefore need to invest in and protect staff in these roles.

The Cambs 2020 Programme is driving the planning and coordination for the Council to move to a 'Hub and Spokes' model, which will base our workforce closer to those who need us most, thereby allowing us to be in a better position to co-produce services alongside our citizens and partners. The Programme presents a unique opportunity for staff to live nearer their place of work in more affordable homes and to work more flexibly in other parts of the region.

7.2.3 The Built Environment

What we know

Cambridgeshire is one of the fastest growing counties in the UK and has seen much demand for housing in recent years.

New homes:

New homes are needed to support economic growth and to enable a good quality of life for all. In Cambridgeshire's highly pressurised housing market there is currently a backlog of housing need and, in many areas, prices on the open market are well beyond people's reach. As mortgages are hard to secure without large deposits, housing options are limited for first time buyers, for people on low incomes, and even for workers who are key to our economic success.

House prices:

Prices are higher in the south and the west of our region, and generally lower to the north and east, with local hotspots around some of the larger towns. The change in average price with values in Cambridge and South Cambridgeshire noticeably higher than other districts. In the past six months averages have levelled off somewhat in most districts. Compared to average prices 12 months ago, the biggest rise was in St Edmundsbury at +£22,973 and the biggest drop was in South Cambs at -£12,551. Both the region and England saw an increase when comparing December 2017 and December 2018 averages.

⁸ EEFM 2017 baseline skills forecasts <https://cambridgeshireinsight.org.uk/eefm/>

What we are delivering now

The Council has a key role to play in the growth of housing solutions across the county and planning infrastructure for new communities and these roles and functions are being delivered across many of the Council's Directorates, led by the Place and Economy directorate, through the Growth and Development team.

In addition, the Strengthening Communities Team (within the People and Communities Directorate) and the Public Health Directorate have a key role in working closely with developers and the planning authorities around various aspects of supporting new communities through the design of the built environment and provision of community infrastructure focussing on people-centred support.

Housing needs are assessed and updated through the Strategic Housing Market Assessment (SHMA). This looks at the need for all homes to meet resident and incomer needs, and specifically at the need for 'affordable' housing. Research is undertaken by the Council's Business Intelligence Team and is updated annually to provide data and commentary on changes to our housing market. It is specifically detailing how many homes are needed in future and how many of these homes need to be 'affordable' tenures. The SHMA is used to inform local plans, about the level and types of homes most needed in each district.

We know that a number of new communities are being delivered, or are in the process of being planned. Major sites include:

- Northstowe – up to 10,000 homes
- Cambridge North West – up to 3,000 homes
- Clay Farm – up to 2,300 including 40% affordable housing
- Ely North – up to 3,000 dwellings
- Wintringham Park – up to 2,800 homes

To ensure we produce good quality homes and communities, with all the provisions necessary to help support residents health and wellbeing, new developments must be planned carefully. This applies to sites of all sizes. However, where larger numbers of homes are being secured it is especially important to make sure we take the opportunity to meet housing, community, infrastructure, health and social care needs. Overall, the Council's role here is twofold – the Council has the statutory duty to improve the health of residents, where housing is a key factor, and secondly to ensure its services, including education, waste, transport and community infrastructure, are well planned, suitably funded, and delivered in a timely and sustainable way, thereby meeting the needs of Cambridgeshire's new communities, and contributing to the County's economic prosperity.

What is the future need

Ultimately we want new developments that are fit for the future, properly supported by infrastructure, that build sustainable communities, not just housing, that meet the needs of our citizens and staff.

Through the relationships with developers and other stakeholders, we are in a position to strategically influence development sites and housing stock as and when the opportunity arises.

Our district partners, the statutory housing authorities, have ambitious housing targets. Within the next 20 or so years 78,500 homes are needed. Approximately 41% of these need to be affordable. These will meet the need of current residents of the county, and of people who want to move into the county to live and work. Cambridgeshire is also anticipating generating a huge number of new jobs. This will be vital to drive forward the national economy and ensure a good quality of life for residents, now and in future.

Although the Council is not the statutory housing authority, it's clear we need to support our district partners in delivering on their housing targets. We recognise that there are many other competitors in the market and there is a question around how much we can significantly influence this market. As such we have to be realistic in what our scope can truly be.

7.2.4 Commercial Opportunities

What we know

Through our research, various commercial opportunities have been documented. Some ideas have come directly from Services, others from third parties and some from the Council's Transformation Team. Suggestions of ideas include:

- Tiny Houses – Investigating whether the charity Allia could fund, through social bonds, modular tiny houses which are delivered complete but can be relocated; would need partner local charity and/or statutory services for support.
- Housing Options for Older People (HOOP) – Possibility of using this online tool aimed at over 65's for other citizen groups (in conjunction with FirstStop) or its successor, the Housing for Older People Supply Recommendations (HOPSR) and Extra Care Demand Assessor (ECDA) tools⁹.
- Northstowe – the developers of Northstowe have approached the Council about including units in the design for lower paid essential staff within this new community.
- Joint Venture with a Registered Social Landlord – to develop affordable housing for our staff/citizens.

Most of the commercial opportunities identified are in a very early stage of development. We recognise that any solution needs to meet citizen's needs and provide a return on any investment. As such, we are recommending that the Needs Analysis (as described in 7.2.1) needs to take place first before any solution is seriously considered.

What we are delivering now

This Land is a wholly owned Local Authority Trading Company. The Council are the only shareholders but it operates as a separate company. They develop any land that the Council deems surplus to our service delivery needs.

What is the future need

The Council needs to make the best use of its assets and its influence. Adopting a commercial mind set and undertaking some initiatives, like those above, may pave the way for this to happen thereby making the best use of our assets and influence to ensure that future housing provision supports the best possible outcomes for the people that live and work in Cambridgeshire.

⁹ Centre for Regional and Economic Social Research

- 7.3 Based on the research undertaken (as presented above) which align to our four priorities, an Action Plan (as seen in **Appendix 1**) has been created which details how the Council should tackle them. It's recommended that these areas of work will become specific workstreams which will be overseen by the Assistant Director for Housing Youth and Communities and the Working Group.

8. ALIGNMENT WITH CORPORATE PRIORITIES

8.1 Developing the local economy for the benefit of all

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

- Providing, with partners, affordable housing and the right community infrastructure for new and existing communities will have a positive impact on the local economy.
- Work to relieve homelessness includes working with people at risk to maximise income and tackle debt; this in turn will prevent housing needs escalating.

•

8.2 Helping people live healthy and independent lives

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

- Access to an affordable home which meets an individual or families' needs is an essential requirement for people to live healthy and independent lives.

•

8.3 Supporting and protecting vulnerable people

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

- By working together with our partners across the wider housing system to invest early so that people don't become vulnerable in the first place and the least vulnerable don't become the most vulnerable.
- Looking to people's own communities to support vulnerable residents by working with partners to strengthen the support available.
- Working on system wide solutions to tackling homelessness presents greater opportunities to meet the needs of vulnerable people within a diminishing resource envelope.

9. ALIGNMENT WITH CORPORATE STRATEGY

- 9.1 The four priorities are underpinned by the following specific links in our Corporate Strategy:

- **Thriving Places for People to Live**
 - Working with District and Parish Councils, Public Sector Partners and other community organisations to provide local services which build supportive, resilient communities and great places to live
- **A Good Quality of Life for Everyone**
 - Improving social and economic equality so that life expectancy, opportunity and social mobility are not determined by wealth or background
 - Using our public assets wisely and raising money in a fair and business-like way to generate social return for all citizens of Cambridgeshire
- **The Best Start for Cambridgeshire's Children**
 - Joining services across health, education and social care to address social inequalities in our most deprived communities

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

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

- It's recommended that specific workstreams will be derived from the Action Plan which will be overseen by the Assistant Director for Housing Youth and Communities and delivered within the existing Working Group resources.
- Expertise will be sought from support services (such as HR, Legal) as appropriate.
- It's recognised that partnership working is fundamental to delivery.

10.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

- Any commercial opportunities would need to adhere to current procurement and contractual regulations as per existing policies.

10.3 Statutory, Legal and Risk Implications

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

- The report above sets out details of significant implications upon the Council's statutory duties.
- Legal advice will be sought as part of the preparation of each business case as required.

10.4 Equality and Diversity Implications

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

- There are no significant implications within this category – as anyone can be affected by housing related issues, however we are focussing our efforts on 'those in need'.

10.5 Engagement and Communications Implications

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

- Detailed engagement will be planned and implemented across the Council, with partners and clients impacted by the review if the recommendations are agreed by Members.

10.6 Localism and Local Member Involvement

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

- There is a strong interface with District Councils and Members.
- If agreed by Committee, more detailed engagement between County Council and District Council Members will be undertaken.

10.7 Public Health Implications

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

- Working with partners to secure sustainable good quality homes which meet the needs of our citizens is an essential building block to supporting their health and wellbeing and to reduce health inequalities.

| Implications | Officer Clearance |
|--|---|
| | |
| Have the resource implications been cleared by Finance? | Yes Name of Financial Officer: Martin Wade & Stephen Howarth |
| | |
| 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 LGSS Law? | Yes Name of Legal Officer: Fiona McMillan |
| | |
| Have the equality and diversity implications been cleared by your Service Contact? | Yes Name of Officer: Adrian Chapman |
| | |
| Have any engagement and communication implications been cleared by Communications? | Yes Name of Officer: Matthew Hall |
| | |
| Have any localism and Local Member involvement issues been cleared by your Service Contact? | Yes Name of Officer: Adrian Chapman |
| | |
| Have any Public Health implications been cleared by Public Health | Yes Name of Officer: Stuart Keeble |

| Source Documents | Location |
|--|---|
| CIEH 'Good Housing Leads to Good Health' September 2008 | https://www.cieh.org/media/1245/good-housing-leads-to-good-health-a-toolkit-for-environmental-health-practitioners.pdf |
| Cambridgeshire JSNA: Primary Prevention of Ill Health in Older People, 2014 | http://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Primary-Prevention-of-Ill-Health-in-Older-People-JSNA-2014.pdf |
| Cambridgeshire Housing and Health JSNA, 2012-13 | http://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Housing-and-Health-JSNA-2013.pdf |
| CCC Relocation Policy, Agency Worker Policy and Relief Employees – General Guide | http://sharepoint.lgss.local/Pages/HR-A-Z.aspx#section19) |
| Cambridgeshire County Council – Our People Strategy 2019 – 2021 | https://camweb.cambridgeshire.gov.uk/blog/our-people-strategy-can-you-help/?utm_medium=email&utm_source=govdelivery |

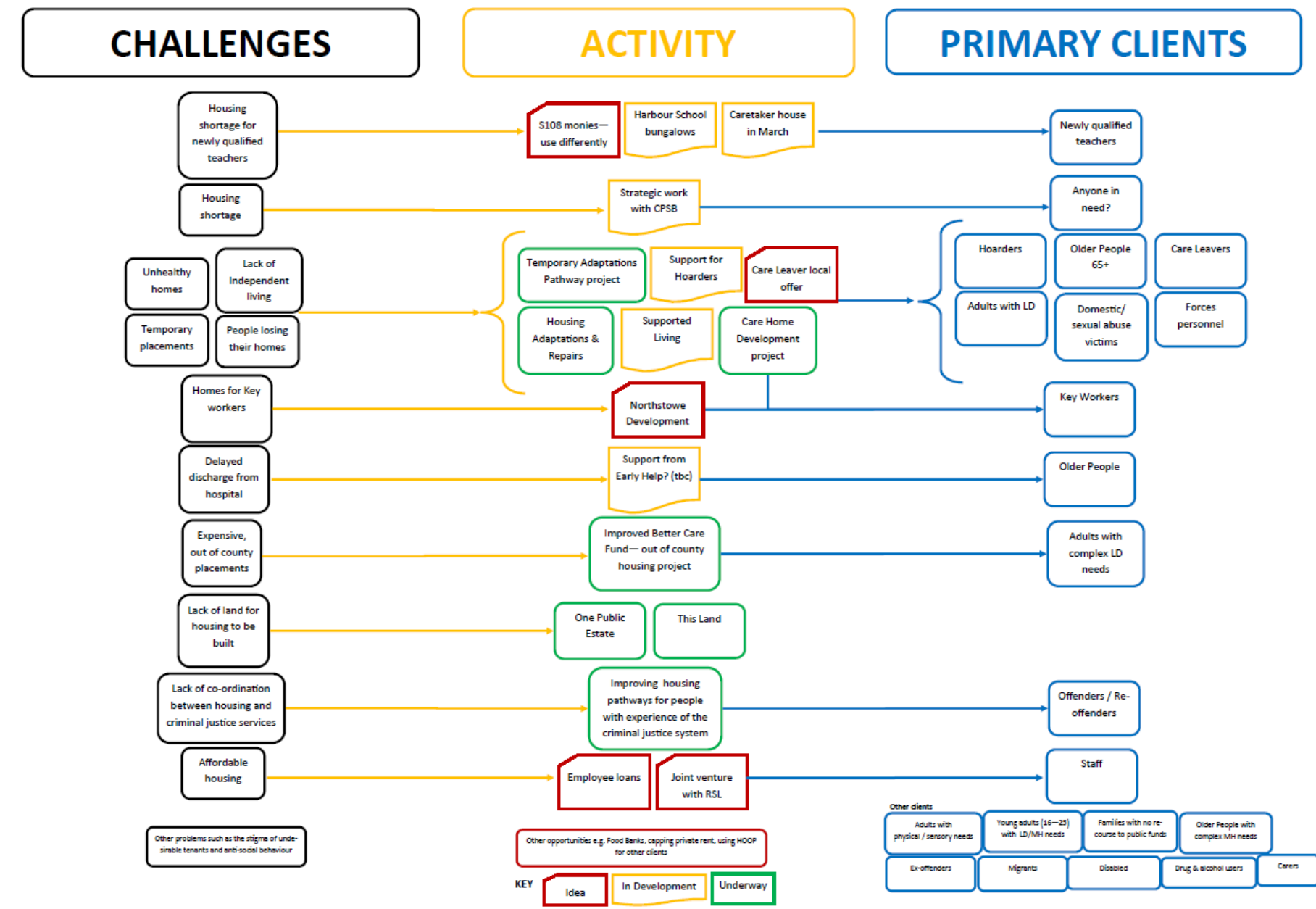
| | |
|---|---|
| East of England Forecasting Model (EEFM) 2017 baseline skills forecasts | https://cambridgeshireinsight.org.uk/eefm/ |
| Cambs 2020 Programme | https://camweb.cambridgeshire.gov.uk/our-organisation/where-we-work-how-we-work-who-we-work-with/cambs2020/ |
| Strategic Housing Market Assessments, 2013 | http://cambridgeshire.wpengine.com/document-library/ |
| Centre for Regional and Economic Social Research (CRESR) | https://www4.shu.ac.uk/research/cresr/news/housing-older-people-supply-recommendations-hopsr |

Appendix 1: Action Plan

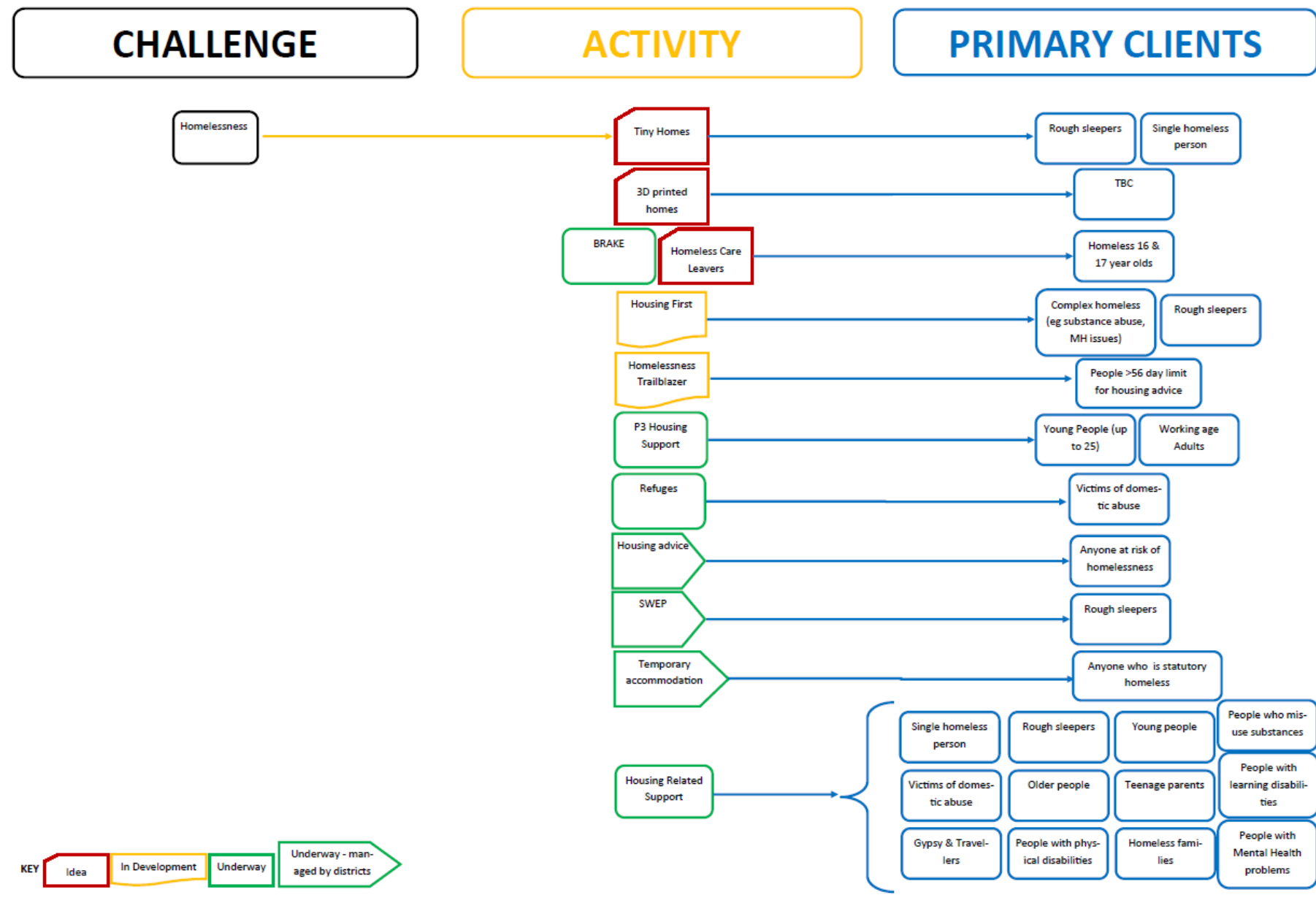
| Action Plan | | | | | |
|--|---|--|---|------------------------------|---|
| Priority | Recommendations | Complimentary activities | CCC resources | Partners | Timeframe |
| Supporting our most vulnerable citizens in preventing them from becoming homeless | <ul style="list-style-type: none"> Continue to fund initiatives through the redesigned Housing Related Support (HRS) model | Housing First, HRS Commissioning activity, Adults Positive Challenge Programme | Commissioning Team | Districts CPSB Housing Board | Continuing through this financial year and into 20/21 |
| | <ul style="list-style-type: none"> Undertake a comprehensive Needs Analysis, using HRS as a framework, to understand our clients needs that will capture relevant and current data that will inform decisions around service delivery now, and in the future | | Commissioning Team | HRS providers | Start in September 2019 with the analysis completed by January 2020 |
| Supporting our workforce, particularly our lower paid but essential staff, to enable them to support the communities they live and work in | <ul style="list-style-type: none"> Confirm our interest with the developers of Northstowe to their offer of including units for low paid workers in their design, and explore the opportunities to deliver similar housing schemes in other major growth sites in Cambridgeshire | Cambs 2020, Neighbourhood Cares Model, People Strategy | Growth & Development, Strengthening Communities | Developers | Confirm our interest as soon as possible; work will continue through this financial year and into 20/21 |
| | <ul style="list-style-type: none"> Work with other public sector partners to ensure a joined up approach to similar schemes across the local system to maximise scarce availability of such housing Formally define how we support our lower paid but essential staff Put in place supporting measures for new and existing staff to find a home Investigate where we have 'hot spots' of recruitment issues by analysing where | | HR with support from Services | Districts CPSB Housing Board | New policies in place by Spring 2020 |

| | | | | | |
|--|--|--|---|---|--|
| | <p>our staff live and how they travel to work</p> <ul style="list-style-type: none"> Review our recruitment / retention policies to ensure we are supporting our workforce | | | | |
| Influencing planning decisions, ensuring plans and strategies for new and existing communities maximise opportunities to improve the health and wellbeing of residents | <ul style="list-style-type: none"> We need to build on the existing relationships with developers (and where they don't already exist we will forge new partnerships) to ensure that housing, land use planning and development strategies for new and existing communities maximise the opportunities to improve the health and wellbeing of residents | Supporting New Communities Strategy, Planning Obligations Strategy, Ageing Well, Cambridgeshire & Peterborough Joint Health & Wellbeing Strategy | Growth & Development, Strengthening Communities, Public Health | Districts Combined Authority Developers | Continuing through this financial year and into 20/21 and very likely beyond |
| Adopting a commercially minded approach to trial new initiatives that will benefit our workforce and citizens alike | <ul style="list-style-type: none"> Once a comprehensive Needs Analysis has been undertaken for our citizens (as recommended above) opportunities will then be identified as to piloting commercial ideas which will be underpinned by the Think Communities concept with the ultimate aim of easing pressure on our most vulnerable citizen groups | Think Communities | Property, Finance, HR, Legal et al (depending on the solution), Transformation Team | | <p>Will begin once the Needs Analysis work completed (February 2020)</p> <p>Present business cases to Committees Spring 2020</p> |

Appendix 2: CCC activities identified – general housing



Appendix 2 continued: CCC activities identified – Homelessness



THINK COMMUNITIES UPDATE – JULY 2019

To: **Communities and Partnership Committee**

Meeting Date: **4th July 2019**

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

Electoral division(s): **All**

Forward Plan ref: **For key decisions** *Key decision:* **No**

Purpose: **To note and comment on the progress made on developing the Think Communities approach.**

Recommendation: **The Committee is recommended to note and comment on the report.**

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|---|--------------------------------|--------------------------------------|
| Name: | Adrian Chapman | Names: | Councillor Steve Criswell |
| Post: | Service Director Communities and Safety | Post: | Chair |
| Email: | adrian.chapman@cambridgeshire.gov.uk | Email: | steve.criswell@cambridgeshire.gov.uk |
| Tel: | 07920 160441 | Tel: | 01223 706398 |

1. BACKGROUND

- 1.1 At its meeting in March 2019, the Committee considered the Think Communities approach being developed with partners from across the public sector in Cambridgeshire and Peterborough.

The Think Communities approach, has developed an innovative set of principles and ways of working that the public sector across Cambridgeshire and Peterborough will implement to ensure our citizens are at the heart of our decision making. These principles include the following:

- the shared approach will need to adopt strengths-based principles
- it will need to address the ways in which demand for statutory and sometimes costly services will be prevented or delayed
- it will need to be cognisant of and reflect the role and input of all of our key partners
- it will need to allow a single cross-partnership conversation with communities to convey a shared vision to achieve mutual benefit
- it will need to set out the principles of the participatory approach that will be taken to delivery
- it will need to demonstrate how we will build and sustain trust, transparency and accountability with and between communities and our partners
- it will need to show how we will monitor the impacts of our work, how it will be evaluated, and how we will communicate outcomes to communities, partners and other Committees
- it will need to show how we will use evidence to inform our planning and decision making

2. MAIN ISSUES

- 2.1 This report sets out the progress made since March 2019 across the 8 identified workstreams.

- 2.2 **Strategic Coherence & System Facilitation** - To provide the system with the strategic leadership to ensure Think Communities is delivered, and to ensure the public sector works as a single system, with communities at the heart of place-based delivery. This will be achieved by:

- Providing strategic advice and setting the framework for Think Communities
- Understanding the issues and barriers, including what does and doesn't work across Cambridgeshire and Peterborough and working across the system to resolve
- Supporting services and organisations to embed the Think Communities model
- Holding the system to account for delivery
- Providing the system leadership and engagement to drive Think Communities
- Acting as a neutral arbiter across stakeholders, if required

2.3 Update

The Think Communities model continues to be developed and refined as we continue to engage with, and listen to, strategic partners across Peterborough and Cambridgeshire. Over the last couple of months, Officers have held meetings with:

- CCG
- North & South Alliance
- Health and Wellbeing Board
- VCS CEO Network meeting
- Senior Officer Community Network
- Learning events with Think Community prototype areas

Engagement and support across all partners continues to be strong with stakeholders keen to align their own plans and services to the Think Communities approach. Health partners have also been developing their own approach to placed based working through Primary Care Networks and Integrated Neighbourhood programmes.

Collectively, the council and health partners have agreed to that these approaches should be merged into a single placed based model based upon three core objectives:

1. A collaborative approach to improving the health, wellbeing and quality of life for residents
2. Achieved by working together to create a focused and local approach to service design, delivery and improvement based on the needs of the local population. A single view of place will be created through shared data, intelligence and understanding of local issues
3. The placed based approach will have a common geographical boundary of 30-50k population size, based on GP practices through the Primary Care Network

2.4 **Communications** - To develop new communication platforms that engage our communities and workforce, making it easier to find the right information, and that enable new behaviours that help residents and staff identify and access alternative services. This priority will also seek to develop a Cambridgeshire and Peterborough Deal similar to those agreed in Wigan.

2.5 **Update**

The communications team have developed a comms strategy which includes a number of events across the summer to engage and listen to communities, with the aim to:

- Engage local people across both Peterborough and Cambridgeshire on the issue of their own involvement in their community and the role of local public services.
- The purpose of this work is to:
 - **Explain** - show clearly that the role of public services needs to change if we are to maintain / improve outcomes.
 - **Shape** - Shape our vision and approach to Think Communities – so that we can honestly say we have involved people in the creation of our approach. (Co-creation)
 - **Listen and learn** - Find out what matters to people in their community, and where they would be willing and able to get involved, and where they think our collective efforts should be applied. This would lay the groundwork for future activity, such as a behaviour change campaign. “Better neighbours” or “Pride in your community” campaign.

The Community Challenge will be the first piece of Think Communities engagement. It aims to start the conversation about '*what is my responsibility in my community?*' Whilst the aim is to have a simple challenge, at the same time we want to convey the wide range of outcomes that we need to achieve if all people are to have happy, healthy, safe and successful lives. The team will gather information that provides an insight into what people think are the most important outcomes for them to get involved in, and how local people prioritise where they, their communities and their local public services put their efforts.

2.6 Community Engagement - We want communities to be confident, stronger and more resilient through developing a new relationship with the public sector. This will be achieved by:

- Ensuring the public sector actively engages and listens to local community concerns and priorities
- Enabling the public sector to provide the environment to allow civic engagement and community action to thrive through toolkits and support
- Making investment into community based activity
- Tackling issues that threaten to destabilise communities

2.7 Update

Alongside the community engagement activities that are being planned, work has also been undertaken to develop the Think Communities Place Lead role. These posts will cover each of the district areas including Peterborough to lead the Think Community approach across place. The post holders will

- Coordinate an effective multi-agency team of people working or living in that place from across the public and private sector, health, voluntary and community sectors and others who are all passionate about aligning priorities and working together in a shared approach.
- Develop a shared understanding of community assets, the local priorities of the public sector partners and those of the people who live there.
- Work with public sector boards to shape strategic priorities, share the progress of place team and community activity and develop a system wide approach to unblocking barriers that slow or stop locally led activities or ambitions.
- Create a culture and environment where a coordinated public sector helps local people deliver local solutions to local concerns, resulting in well –connected communities that happily need less intervention by public services.

The posts are currently going through a job evaluation process and it is hoped to have staff in place for October.

2.8 Data and Intelligence - To ensure that data and intelligence is shared between public sector organisations and the public leading to effective and integrated service delivery. This will be achieved by:

- Understanding barriers to data sharing and putting in place effective governance procedures to resolve
- Using data to better understand our places and communities, and to inform service delivery

- Developing a single view of a place, bringing together data and intelligence from the public sector and communities

2.9 **Update**

Over the last few months, extensive work has been undertaken between the council and health partners to agree the Primary Care Networks across Cambridgeshire and Peterborough. Primary Care Networks are a group of GP practices working together and covering a population size of 30-50k. They will focus on improving primary care services, making General Practice sustainable and primary care collaboration with wider health, care and voluntary services. Primary Care Networks are based upon a national initiative led by the NHS.

Twenty one Primary Care Networks have now been agreed. Whilst these are GP practice base, they will form the basis of service delivery areas that will have co-terminus Local Super Output Areas that will allow public services to collect and share data.

Having an agreed geographic area across the public sector will allow for services to be better coordinated, work with local communities and be able to respond to the specific needs of each place.

2.10 **Estates and Buildings** - To develop a joined up approach to the use of public assets that enables opportunities for shared service delivery and maximises community contact. Further, to develop greater community use of publicly owned buildings.

This will be achieved by:

- Achieving greater access to public buildings for all public sector workers to enable agile working
- Providing greater access to public buildings for community use, especially at evenings and weekends
- Empowering communities to manage publicly owned buildings through a community asset transfer, where appropriate

2.11 **Update**

The spokes workstream of the Cambs 2020 programme has provided a great opportunity to consider the role our assets have in the public sector's relationship with communities. Proposals are currently being developed that will see our services being delivered closer to our communities whilst also providing valuable learning on how estates and buildings should be used to further empower communities. In addition to this, work is also underway to further align and support the work of OPE and the Civic Library transformation. Next steps will include understanding our asset portfolio against the recently agreed service delivery areas.

2.12 **Funding and Resources** - Funding will be aligned between partners where there is a clear common agenda and shared outcomes. Partners will invest in the Think Communities model through staff, buildings and resources. This will be achieved by:

- The effective coordination of bids to fund discrete pieces of work within communities and work across the system to maximise resources, including the public estate, staffing, technology and investment

- Developing a shared understanding of public sector spend in each of our communities, so that we can better deploy this investment and bend it more effectively to evidenced need

2.13 **Update**

Discussions have been held between Commissioning and Voluntary Sector on how future contracts and services can be commissioned in line with the Think Communities approach. Over the next few months, work will be undertaken to review the council's commissioning principles and the council will seek to work closer with the voluntary sector to co-design future contracts and specifications.

2.14 **Workforce Reform** - To transform and engage our workforce to deliver Think Communities outcomes. This will be achieved by:

- Developing new skills and core behaviours
- 'Unlearning' traditional ways of working
- Listening to and understanding our communities
- Enabling our staff to work in a 'less permission, more innovation' environment
- Blurring organisational boundaries where appropriate, lawful and safe to do so

2.15 **Update**

In response to Cambridgeshire's new People Strategy, an implementation group has been established to drive and deliver all workforce change across Cambridgeshire County Council - with Peterborough City Council membership, this group will act as the mechanism to deliver workforce reform for Think Communities with the first task being to develop new behaviours that support the Think Communities approach. Connections are also being made with workforce groups across the public sector to understand the work that is already underway to support and influence a 'one public sector' culture within the workforce.

3 **ALIGNMENT WITH CORPORATE PRIORITIES**

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

The Think Communities approach aims to improve outcomes for all of our citizens and communities, as well as to prevent and delay demand for statutory interventions.

3.2 **Thriving places for people to live**

The Think Communities approach will adopt a place-based model of service design and delivery, closing the gap between public services and citizens. A significant element of this approach is to ensure a positive sense of place is established across Cambridgeshire, where people feel connected and proud, and can achieve what they aspire to achieve.

3.3 **The best start for Cambridgeshire's children**

Communities that are strong, resilient and cohesive, supported by a broad range of services and opportunities, provides the best opportunities for the whole population to succeed and for us and our partners to enable improved outcomes.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category at this stage. It is anticipated that the Think Communities approach will make more effective use of existing mainstream spend in an area first and foremost to deliver its aims.

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

The Think Communities approach seeks to ensure that all of our communities have access to the most appropriate services and opportunities, regardless of their circumstances.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

The Think Communities approach embeds the principles of localism at the heart of public service delivery. The role of elected Members in supporting this approach and helping connect citizens to services is fundamental.

4.7 Public Health Implications

Public Health colleagues are core to the design and delivery of the Think Communities approach, and it is imperative that the approach supports our efforts to continue to drive improvement across the Public Health Outcomes Framework.

| Implications | Officer Clearance |
|--|---|
| | |
| Have the resource implications been cleared by Finance? | Yes Name of Financial Officer: Martin Wade |
| | |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? | Yes Name of Officer: Gus De Silva |
| | |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law? | No |
| | |
| Have the equality and diversity implications been cleared by your Service Contact? | Yes Name of Officer: Wendi Ogle-Welbourne |
| | |
| 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: Wendi Ogle-Welbourne |
| | |
| Have any Public Health implications been cleared by Public Health | No |

| Source Documents | Location |
|-------------------------|-----------------|
| None | |

PEOPLE & COMMUNITIES RISK REGISTER

To: **Communities & Partnership Committee**

Meeting Date: **4th July 2019**

From: **Service Director, Community & Safety: Adrian Chapman**

Electoral division(s): **All**

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

Purpose: **To provide an annual update of the current People and Communities Risk Register.**

Recommendation: **The Committee is asked to note and comment on the people and communities risk register.**

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|--|--------------------------------|--|
| Name: | Denise Revens | Names: | Cllr Criswell |
| Post: | P&C Governance Manager | Post: | Chair of Communities & Partnership Committee |
| Email: | Denise.revens@cambridgeshire.gov.uk | Email: | Steve.criswell@cambridgeshire.gov.uk |
| Tel: | 01223 699692 | Tel: | 01223 706398 |

1. BACKGROUND

- 1.1 Cambridgeshire County Council have a corporate risk register and this is reported to the Audit and Accounts Committee as part of Performance report and reviewed annually at the General Purposes Committee.
- 1.2 In addition to the Corporate Risk Register, People and Communities have their own risk register which highlights the key strategic risks across People and Communities and links to the corporate risk register.

2. MAIN ISSUES

- 2.1 The People and Communities Risk Register contains the main strategic risks from across the whole Directorate which are reported to each of the relevant Committee's (Children and Young People, Adults, and Communities & Partnership) on an annual basis and can be seen in **Appendix 1**. The areas of interest for Communities & Partnerships are likely to be:
 - 1. Financial Pressures
 - 2. Skills Shortages in People & Communities
 - 3. Increase of homelessness in Cambridgeshire
 - 4. Think Communities
- 2.2 This year Cultural and Community Services transferred into the People & Communities Directorate. These services have developed their own risk register (**Appendix 2**), and again would be of further interest to the Committee.
- 2.3 The People and Communities Risk Register is reviewed by Senior Officers on a monthly basis and there is also a mechanism which captures and monitors more operational risks across People and Communities.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

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.

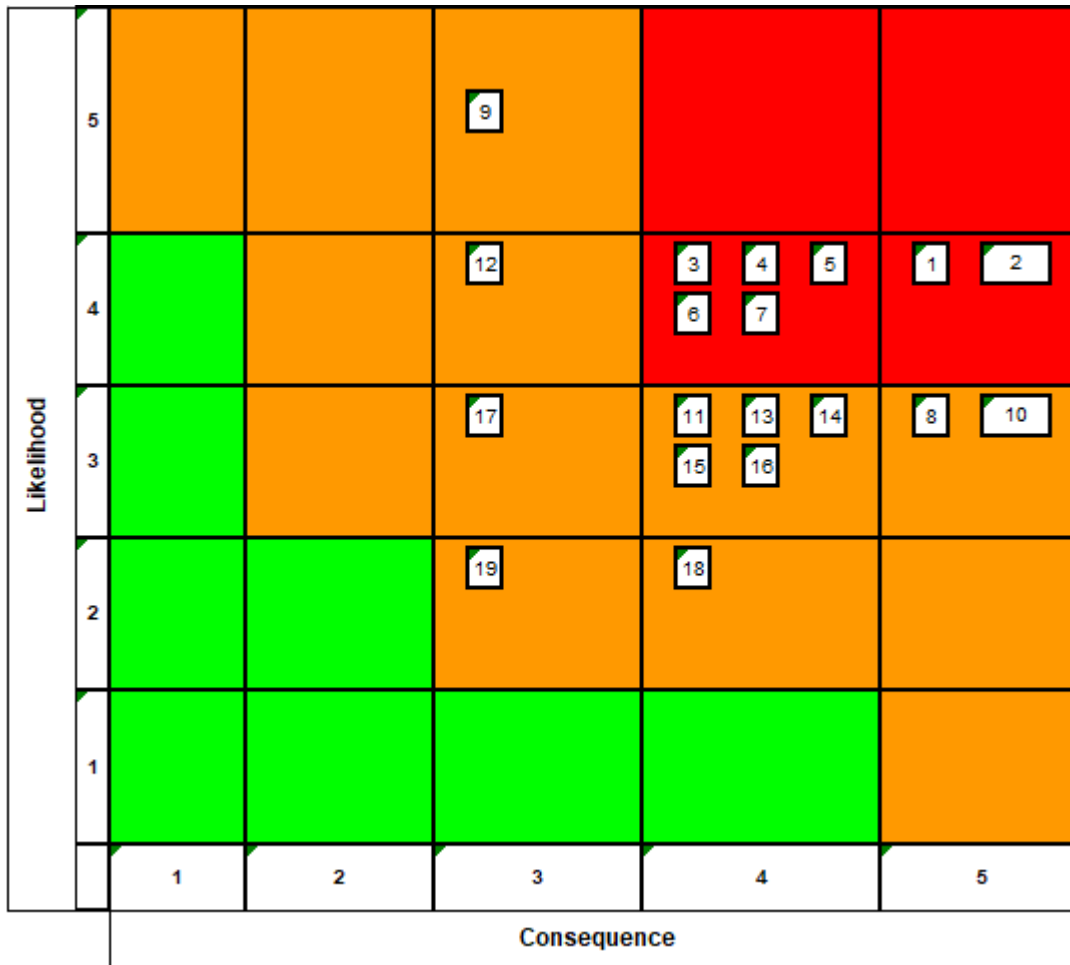
This is a monitoring report and does not require relevant sign off

| Source Documents | Location |
|--|--|
| Cambridgeshire County Council Corporate Risk Register | tom.barden@cambridgeshire.gov.uk |

APPENDIX 1

People & Communities Risk Register (June 2019)

The chart below shows the Residual Risk (the level of risk it is scored with mitigating actions and controls in place). The Risk Appetite is the level of risk the Council are prepared to tolerate or accept in the pursuit of its strategic objectives.



| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|---|--|---|---|---------------------|---------------|
| 1 | Financial Pressures in People & Communities | <p>There is a risk that financial pressures among key partners - especially schools, primary health and voluntary sector</p> <p>High Needs Block - demand continuing to exceed funding</p> | <p>Early Help services are operating more effectively to meet demand</p> <p>Review of SEND Provision and government's funding is being reviewed</p> <p>Recruit alternatively qualified staff to support social workers, improved retention package</p> <p>Delivery of the demand management programmes</p> | <p>There is a risk that financial pressures among key partners - especially schools, primary health and voluntary sector - will reduce engagement in the provision of targeted early help services.</p> <p>High Needs Block - demand continuing to exceed funding</p> | 20 | 20 |
| 2 | Failure of the Council's arrangements for safeguarding vulnerable children and adults | <p>Children's Social Care:</p> <ol style="list-style-type: none"> 1. Children's social care caseloads reach unsustainable levels as indicated by the unit case load tool 2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral 3. Serious case review is triggered <p>Adult Social Care (Inc. OPMH)</p> <ol style="list-style-type: none"> 1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation 2. Serious case review is triggered 3. Outcomes of reported safeguarding concerns reveals negative practice | <ol style="list-style-type: none"> 1. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity 2. Skilled and experienced safeguarding leads and their managers. 3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice. 4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews. | <ol style="list-style-type: none"> 1. Harm to child or an adult receiving services from the Council 2. Reputational damage to the Council | 20 | 20 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|------|----------|---|--------------|---------------------|---------------|
| | | | <p>5. Multi Agency Safeguarding Hub (MASH) for both Adults and Children supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.</p> <p>6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance</p> <p>7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice</p> <p>8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission</p> <p>9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services</p> <p>10. Coordinated work between multi-agency partners for both Adults and Childrens. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards</p> | | | |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|--|--|---|---|---------------------|---------------|
| | | | 11. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities | | | |
| 3 | Insufficient capacity to manage organisational change | 1. Staffing restructures result in loss of staff 2. Aging workforce and succession planning is challenging | 1. Resource focussed appropriately where needed to deliver savings. 2. P&C Management Team review business plans and check that capacity is aligned correctly. 3. Programme and project boards provide governance arrangements and escalation processes for any issues 4. Commissioning work plans regularly reviewed by Management Team. 5. P&C Management Team monitors achievement of savings on a monthly basis - including ensuring capacity is provided | 1. Low morale and demotivated staff delivering poorer outcomes. 2. Poorer services 3. Savings targets not delivered. 4. Transformative change not delivered 5. Inefficient services | 16 | 16 |
| 4 | Partnership agreements with NHS are not agreed between partners | 1. S75 with CPFT for mental health SW is not signed off 2. S75 with CCG for pooled budget for LDP has not been agreed | 1. Options and alternatives are being explored by Head of Mental Health and Assistant Director Commissioning BCF / iBCF (Better Care Fund) - programme of works is in development | 1. Financial risk in terms of CPFT being signed up to delivering efficiencies and there is a governance risk with no up to date S 75 in place 2. Financial risk of dismantling pooled budget and cost with service impact. and a risk in terms of effective operating of the integrated LDP model if the pooled budget is discontinued | 16 | 16 |
| 5 | MOSAIC Finance Module - a risk to the transition process for AFM | MOSAIC system / modules are not working as they should Not enough capacity or resources not available to train staff adequately | Requesting space in Scott House for the team to co-locate Delay implementation to September | Some issues with the module means there is a risk to the transition process for AFM (adults finance system) and production of accurate invoices that services can understand | 16 | 16 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|--|---|--|---|---------------------|---------------|
| | | | Increase Adults Finance Team staffing on a temporary basis to become part of MOSAIC project team Preparing a contingency plan MOSAIC has its own Risk & Issue Log | | | |
| 6 | Financial pressures of key partners | "There is a risk that financial pressures on partners such as health and the police result in their re-prioritising the use of their resources or raising their gatekeeper thresholds. | Working with partners to agree priorities and engagement plans. | The consequences are increased pressures and demand on CCC services. Will have a negative impact on P&C's BCR." | 16 | 16 |
| 7 | Financial Pressures on service providers | "There is a risk that changes to legislation such as the sleep-in ruling, pension obligations and rises in minimum wage, combined with rates the Local Authority are able to afford will result in providers withdrawing from the market. | Working with Providers to develop action plans | The consequence is an increase in the rates being charged to the Council." | 16 | 16 |
| 8 | Overdue Debt | There is a risk that CCG will enter financial "special measures" due to missing its financial controls target. TCCG may not be able to reduce the debt owed to PCC. | SMT to agree policy. Needs to be raised at Health Executive Executive Director & Chief Finance Officer written to CCG Chief Exec and Finance Director requesting payment of Debt. Monthly meetings between finance teams. Position monitored closely. Status reviewed monthly at joint commissioning board." | The consequence is financial pressure on CCC and an adverse effect on the future relationship with the CCG. | 15 | 15 |
| 9 | Insufficient availability and capacity of services at affordable rates | 1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by P&C performance dashboard 2. Delayed transfers of care from hospital attributable to adult social care as identified by P&C performance dashboard 3. Home care pending list 4. Gap in alternative to care | 1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups including adults and OP | 1. Client dissatisfaction and increased risk of harm and hospital admission 2. Increase in delayed discharges from hospital 3. Reputational damage to the Council 4. BREXIT may impact the workforce within the care & health industry Outcomes for children, families and adults are worse 5. Reduction in quality of | 15 | 15 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|------|---|--|---|---------------------|---------------|
| | | <p>services</p> <p>5. The BREXIT negotiations may impact on the care industry in terms of the workforce</p> <p>6. Provider organisation report not having capacity to deliver services when we need them</p> <p>7. Length of time services users wait for appropriate services</p> <p>8. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses)</p> | <p>3. Community resilience strategy details CCC vision for resilient communities</p> <p>4. Directorate and P&C Performance Board monitors performance of service provision</p> <p>5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market</p> <p>6. Take flexible approach to managing costs of care</p> <p>7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary</p> <p>8. Capacity Overview Dashboard in place to capture market position</p> <p>9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.</p> <p>Development of a Home Care Action Plan</p> <p>Regular engage with commissioners and providers to put action plans in place to resolve workforce issues</p> <p>Robust Controlling and monitoring procedures</p> <p>Active involvement by commissioners in articulating strategic needs to the market</p> <p>Risk-based approach to in-contract financial</p> | <p>services</p> <p>6. Reduced choice of provision close to people's local community</p> <p>8. Inefficiencies and financial controls are minimized</p> | | |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|---|---|--|--|---------------------|---------------|
| | | | monitoring | | | |
| 10 | Failure of information and data systems, particularly with the implementation of MOSAIC | <p>1. Amount of time P&C Business Systems (Social Care, Ed Case Management) are working and available (uptime) is below Service Level Agreement (SLA) levels</p> <p>2 System availability due to infrastructure issues (network, end-user devices, SAN etc.) is below SLA levels.</p> <p>3 Amount of time data-sharing with partners is impossible as a result of system failure.</p> <p>4. ONE - Quality of system and sustainability of demand of Service especially SEND</p> <p>4. ERP- Reports from providers of late payments or no payments</p> <p>Reports from services that have processed and progressed payments, but still no further actions taken from ERP</p> | <p>1. Individual Services Business Continuity Plans.</p> <p>2. LGSS IT Disaster Recovery Plan</p> <p>3. LGSS IT service resilience measures (backup data centre, network re-routing).</p> <p>4. Version upgrades to incorporate latest product functionality</p> <p>5. Training for P&C Business systems prior to use</p> <p>6. Information sharing agreement</p> <p>7. Backup systems for mobile working</p> <p>8. Backup systems for P&C Business Systems</p> <p>9. Corporate (Information Governance Team) monitor data handling and security position and improvements</p> <p>10. Robust MOSAIC programme has been established and a clear plan for implementation is in place</p> | <p>1. Inspection failure.</p> <p>2. Increased risk of harm to children and adults.</p> <p>3. Less than optimum efficiency.</p> <p>4. Reliance by staff on IT support</p> <p>5. Inability to share information and/or inappropriate sharing of information</p> <p>6. Suppliers and providers not being paid and leading to no longer working until they are</p> | 15 | 15 |
| 11 | Insufficient availability of affordable Looked After Children (LAC) placements | <p>1. The number of children who are looked after is above the number identified in the LAC strategy action plan</p> <p>2. % LAC placed out of county and more than 20 miles from home as identified in P&C performance dashboard</p> <p>3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan</p> | <p>1. Regular monitoring of numbers, placements and length of time in placement by P&C management team and services to inform service priorities and planning</p> <p>2. Maintain an effective range of preventative services across all age groups and service user groups</p> | <p>1. Client dissatisfaction and increased risk of harm</p> <p>2. Reputational damage to the Council</p> <p>3. Failure to meet statutory requirements</p> <p>4. Regulatory criticism</p> <p>5. Civil or criminal action against the council</p> | 12 | 12 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|--|--|--|--|---------------------|---------------|
| | | | <p>3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families.</p> <p>4. Community resilience strategy details CCC vision for resilient communities</p> <p>5. P&C management team assess impacts and risks associated with managing down costs</p> <p>6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit</p> <p>Virtual school working on key issues</p> | | | |
| 12 | Failure to attract or retain a sufficient People and Communities workforce | <p>1. Spend on agency staff within social care workforce is above target as identified by Strategic Recruitment and Workforce Development Board</p> <p>2. High turnover of social care staff as identified by Strategic Recruitment and Workforce Development Board</p> <p>3. High vacancy rates of identified key social care roles as identified by Strategic Recruitment and Workforce Development Board</p> <p>4. Cost of living in Cambridge City is high leading to issues for recruitment and retention</p> | <p>1. Extensive range of qualifications and training available to staff to enhance capability and aid retention</p> <p>2. Increased use of statistical data to shape activity relating to recruitment and retention</p> <p>3. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.</p> <p>4. Frontline managers support their own professional development through planning regular visits with frontline services</p> | <p>1. Outcomes for children, families and adults are poorer</p> <p>2. Reputational damage to the Council</p> <p>3. Demotivated staff lacking the skills to deliver future challenges</p> <p>4. Increased absence levels</p> <p>5. Disproportionate level of agency staff</p> | 12 | 12 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|---|--|---|---|---------------------|---------------|
| | | | <p>5. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.</p> <p>6. Improved benefits and recognition schemes in place</p> <p>Recruitment and retention programme has been agreed</p> | | | |
| 13 | Meeting demand for school places and settings | <p>Failure to provide our legal requirement for every child of statutory school age to access a place and within a 'reasonable' distance from their home (less than 2 miles for 4 to 8 year olds and up to 3 miles for 9 to 16 year olds)</p> <p>Cut in Government funding for school places</p> <p>1. Demand on places outstrips sufficiency</p> <p>2. Failure of not having early year's settings</p> <p>3. funding is low in Cambridgeshire</p> | <p>1) The School Organisation plan and demographic forecasts are regularly updated and presented to the Council for publication.</p> <p>2.) Sufficient resources identified in MTFP to support known requirements in the next 3 years if forecasts remain accurate</p> <p>3) Quality of relationship with schools means schools have over admitted to support the Council with bulge years</p> <p>4) On-going review of the Council's five year rolling programme of capital investment. Priority continues to be given to the identified basic need requirement for additional school places</p> <p>5) Annual School Capacity Review to the Department for Education (DfE) completed in a way which aims to maximise the Council's basic need funding allocation.</p> | <p>1) Significant additional costs incurred in terms of transport.</p> <p>2) Impact on schools in terms of attendance, less engagement from parents and increased churn of pupils when places become available nearer to home - all having a significant impact on outcomes.</p> <p>3) Potential legal action from parents for failure to meet legal requirements</p> | 12 | 12 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|---|---|--|---|---------------------|---------------|
| | | | 2) Local and national lobbying (inc. EFA capital funding options, inc. Free Schools) 3) Continue to review options around reducing costs including modular technology, use of existing buildings and procurement savings 4) Plans for emergency places being developed including pulling forward schemes and additional mobiles | | | |
| 14 | Children and young people do not reach their potential (educational attainment) | 1. The attainment gap between vulnerable groups of CYP and their peers of school age are below targets identified in P&C performance dashboard 2. End of key stage 2 and 4 attainment targets are below those identified in the P&C performance dashboard 3. Percentage of 16-19 years old who are NEET increases as identified in P&C performance board) | 1. Good governance of Accelerating Achievement and School Improvement strategies and action plans, checking progress and challenging performance, involving executive and service management 2. Cambridgeshire School Improvement Board focused on securing improvements in educational outcomes in schools by ensuring all parts of the school system working together 3. Effective monitoring, challenge, intervention and support of school and setting 4. Develop all children's services to include educational achievement as a key outcome 5. 18-25 team supports care leavers to remain in education or helps them find employment or training | 1. Schools Ofsted rating decline and this impacts on our ability to recruit and retain the best teachers 2. Life chances of children and young people reduce 3. An increase in forced academisation | 12 | 12 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|---|--|---|--|---------------------|---------------|
| | | | <p>6. A joint approach to support and promote good mental health for CYP has been developed with and for schools and a programme is in place which is supported by Learning, E&P, Public Health and voluntary partners</p> <p>7. Provides support and guidance to schools to support the stability of educational placements and transition to post 16 for LAC</p> <p>8. Cambridgeshire School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together.</p> <p>9. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable</p> | | | |
| 15 | Think Communities - Failure to deliver a transformed community resilience service | There is a risk that failure to deliver a transformed community resilience service that directly impacts on demand management costs and service pressures. | <p>Establishment and development of an integrated 'Think Communities' Strategy and plan</p> <p>Demand Management Hub work being developed</p> | <p>1. Increased cost pressures in both adult social care and children's services, and resultant increases in packages and interventions.</p> <p>2. Reduction in positive outcomes for residents.</p> <p>3. The consequences are increased pressures on costs and demands on social care, potential reduction or removal of the community resilience service.</p> | 12 | 16 |
| 16 | Skills shortages in People & Communities | There is a risk that the progress that has been made in relation to the recruitment of qualified social workers, | Recruitment & Retention campaign are ongoing | The consequences are a lack of stability in case work and its management oversight (both of | 12 | 16 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|--|--|--|--|---------------------|---------------|
| | | <p>team managers and senior officers slows down and the authority experiences a severe skill shortages again.</p> <p>The east of England memorandum on agency social worker charge rates is vulnerable at present as a number of authorities are seeking permission to exceed payment rates. Failure of this would increase likelihood of higher turnover among our employed staff</p> | A newly brought together team is focusing on activity on recruitment and recruitment campaigns | which are significant inspection risks) in addition to the higher costs associated with agency social worker use. | | |
| 17 | Increase in Homelessness across Cambridgeshire | More individuals / families requesting support | <p>Officer Task & Finish group has been developed as instructed by the Communities & Partnerships Committee</p> <p>Committee receives a regular update and report</p> <p>CCC Co-chairs the sub-region housing board</p> | | 9 | 9 |
| 18 | Failure to work within regulation and/or regulatory frameworks | <p>1. Poor inspection and/or ombudsman results</p> <p>2. Higher number of successful legal challenges to our actions/decisions</p> <p>3. Low assurance from internal audit</p> | <p>1. LGSS legal team robust and up to date with appropriate legislation.</p> <p>2. Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards</p> <p>3. Inspection information and advice handbook available which is continually updated</p> <p>4. Code of Corporate Governance</p> <p>5. Community impact assessments required for key decisions</p> <p>6. Programme Boards for legislative change (e.g. Care Act Programme Board)</p> <p>7. Training for frontline staff on new legislation</p> | <p>1. Financial impact</p> <p>2. Increase attention from regulators</p> <p>3. Failure to meet needs of service users</p> | 8 | 8 |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level | Risk Appetite |
|--------|---|--|--|--------------|---------------------|---------------|
| | | | <p>8. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate</p> <p>9. P&C have made arrangements for preparing within Inspections</p> <p>10. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection</p> <p>Review the results of the Adults Service User survey</p> | | | |
| 19 | Increased prevalence of adolescent young people entering the criminal justice system. | <p>1. Existing preventative activity does not meet the needs and behaviours of young people.</p> <p>2. High demand for some crime types resulting in reduced levels of intervention from some of our partners.</p> | <p>1.Continued development of the shared services Youth Offending Service with Peterborough, ensuring best practice is shared and resources are flexed where they are most needed.</p> <p>2.Development of the statutory youth justice board to ensure a system wide approach is taken to supporting adolescent young people.</p> <p>3.Continued development of positive interventions, including National Citizen Service, to engage proactively with young people.</p> | | 6 | 6 |

Appendix 2

Cultural and Communities Services Risk Register

| | | | | | | |
|-------------|---|---|-----|-----|---|---|
| Likelihood | 5 | | | | | |
| | 4 | | | | | |
| | 3 | | | 2 3 | 1 | |
| | 2 | | 5 6 | | 4 | |
| | 1 | | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| Consequence | | | | | | |

| Risk # | Risk | Triggers | Control | Consequences | Residual Risk Level |
|--------|---|--|---|--|---------------------|
| 1 | 02. Achieving the new Libraries Transformation Vision | 1. Unable to achieve the expectations of the new vision 2. Insufficient funding 3. Community capacity 4. Partners are not on board with the vision | 1. Work is progressing on the vision for 2021 2. Initial vision statement has been produced and will be developed further 3. Monthly Programme Board 04. New Libraries Programme Board | 1. Significant reputational damage 2. Political | 12 |
| 2 | 05. Passenger Transport | 1. Failure to provide public bus services that have been withdrawn by public transport companies 2. The Combined Authority bus review is not completed by April 2019 3. Community Transport Audit (HACT, FACT, ESACT) are not used to deliver mobility services 4. Funding is not available to replace commercial services that are deregistered. | Local transport plan - Section on Business Strategy Funding attached - budget monitoring procurement practices Quarterly meetings with main operators 5. Work with operators to receive information about their plans at an early stage. 6. Negotiate service provision for key journeys/ requirements. 7. £1.5 million available annually to provide these types of service and if there is a new requirement funding can be diverted away from existing services where the need is assessed as being lower. | 1. Financial pressures on the Council to provide the services 2. Reputational damage 3. Political pressures from Members 4. Other Services other than (HACT, FACT, ESACT) are not able to deliver the services that are required 6. Court fines 7. Communities are left with no public transport. | 9 |
| 3 | 01. Budget Risk | 1. Income Generation from Libraries 2. Income Generation for registration - particularly on legislative change and home office 3. Coroners - new set of SLA's 4. Capital projects overrunning - particularly Sawston | 01. Regular budget monitoring 02. Library Transformation Board meeting monthly 03. Close working with the Transformation Team 04. Extra borrowing for 2 years to help with delivering the plan 05. Fees and Charges Policy for Registration Service 06. PCH MF Centre 07. Coroners Service back up plan in place 08. Local contracts in place with regular suppliers 09. New discretionary fees for Registration Service | 1. Cuts to Services 2. Pressures on other budgets 3. Reputational damage 4. Public campaigning 5. Public dissatisfaction 1. Impact on what we deliver and what we charge for services 2. Short timescales in implementing changes disrupt services 1. Budget overspends 2. Reputational damage | 9 |

| | | | | | |
|---|---|---|--|--|---|
| 4 | 06. Successful delivery of The Library Presents programme (arts in libraries) | 1. The aims set out in the Business Plan, and agreed by our external funder, Arts Council England, are not met. | 1. Business Plan agreed, with targets for audience numbers, quality of programme, marketing in place, budget adhered to. 2. Quarterly Steering Group meetings and quarterly reports to Arts Council England 3. Regular reviews with staff team 4. Learning based on previous experience of this type of programme deployed 5. Access to Arts Council 'Relationship Manager on less formal basis encouraged | 1. Lack of payment for costs of programme, including staff 2. Loss of good reputation as delivery partner 3. Jeopardising the following three years of the funding agreement | 8 |
| 5 | 03. Shared Services fail to deliver outcomes | 1. Lack of effective engagement with Peterborough City Council and their contractors 2. Failure to consult and engage staff / members / customers effectively 3. Insufficient capacity / expertise to identify and deal with all the issues and options 4. Contractual or technical / system barriers to sharing 5. Communication plan not rolled out 6. No shared understanding 7. Back office services are not ready 8. Business cases not ready 9. Governance Arrangements | Establish steering groups Procure external expertise Engage internal resources / support 1. Part of the Shared Services Programme | Lack of clarity of direction Organisational barriers Dead alleys. No clear agreed prioritisation with Peterborough Lack of effective engagement with partners Capacity issues. - particularly with smaller programmes. | 4 |
| 6 | 04. Future Growth in Libraries | 1. Insufficient funds received for new Libraries (from Section 106, CIL etc) 2. Insufficient model to bid for funds 3. Lack of project and contract management 4. Lack of partnership working | 1. Library projects have own risk registers 2. Good project management with project plans 3. Community engagement - steering group with member participation 4. Comms plan in place 5. Financial plan in place 6. Working with the Transformation Team 7. Working with Strategic Assets Team 8. Oversight by the Assistant Director 9. Input from the legal team 10. Lessons learnt log | 1. Judicial review 2. Reputational damage 3. New library projects are not completed eg Milton Road, Sawston Hub, and Clay Farm | 4 |

FINANCE AND PERFORMANCE REPORT – MAY 2019

To: Communities and Partnership Committee

Meeting Date: 4th July 2019

From: Executive Director: People and Communities
Chief Finance Officer

Electoral division(s): All

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

Purpose: To provide the Committee with the May 2019-20 Finance and Performance report for People And Communities Services (P&C).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of May 2019.

Recommendations: Committee are asked to:

- a) Review and comment on the report; and
- b) Approve the changes to the capital programme budgets from the Business Plan as shown in Section 2.2 of this report

| <i>Officer contact:</i> | |
|--------------------------------|--|
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| Email: | martin.wade@cambridgeshire.gov.uk |
| Tel: | 01223 699733 |

1.0 BACKGROUND

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

| Directorate | Budget 2019/20 £000 | Actual May 2019 £000 | Forecast Outturn Variance £000 |
|---|---------------------------|----------------------------|---|
| Strategic Management - Communities & Safety | 15 | 23 | 0 |
| Safer Communities Partnership | 880 | 317 | 0 |
| Strengthening Communities | 495 | 146 | 0 |
| Adult Learning and Skills | 2,438 | -13 | 0 |
| Total Community & Safety | 3,828 | 437 | 0 |
| Strategic Management – Cultural & Community Services | 163 | 20 | 0 |
| Public Library Services | 3,409 | 491 | 0 |
| Cultural Services | 107 | -50 | 0 |
| Archives | 440 | 69 | 0 |
| Registration & Citizenship Services | -516 | -90 | 0 |
| Coroners | 1,117 | 140 | 0 |
| Total Cultural & Community Services | 4,721 | 581 | 0 |
| Total Expenditure | 8,549 | 1,055 | 0 |
| Grant Funding | -2,334 | -515 | 0 |
| Total | 6,214 | 540 | 0 |

From 1st April 2019 Cultural & Community services fall under the responsibility of C&P Committee.

1.4 Financial Context

The major savings agenda continues with £75m of savings required across the Council between 2019 and 2024.

Although significant savings have been made across P&C in recent years, the directorate continues to face demand pressures, particularly:

- In Children's Services related to the rising number of looked after children
- Those related to Special Educational Needs and Disabilities (SEND)
- In Older People's services where prices have risen well above inflation for residential and nursing care
- In Learning Disability services, where the needs of a relatively static number of service-users have continued to increase

2.0 MAIN ISSUES IN THE MAY 2019 P&C FINANCE & PERFORMANCE REPORT

2.1 Revenue

At the end of May, People and Communities is forecast to overspend by £3.7m (1.4 % of budget), with a balanced position anticipated in the areas within C&P committee's responsibility.

Due to the cross-cutting nature of C&P Committee a brief summary of the key variances forecast within P&C is provided below:

- Budgets relating to care provision for Adults and Older People are anticipated to overspend by £2.4m due to increases in both unit costs and demand. This pressure is inclusive of grant funding mitigating the position in line with the condition of the grant.
- Budgets relating to Children's Services are forecasting an overspend of £700k with pressures on the LAC Placements budget (£350k) and Children in Care (£350k).
- The core funded budgets relating to Education Services are forecasting an overspend of £600k, with a £300k overspend expected on the Home to School Transport budget due to increasing demand, and a further £300k overspend forecast on SEND Specialist Services.
- While not currently included in the figures, a significant pressure is expected on the High Needs Block of the Dedicated Schools Grant (DSG)

Further details of these variances will be reported to the relevant service committees (CYP and Adults) and can be found in the main Finance and Performance Report (**Appendix 1**)

2.2 Capital

The transfer of Cultural and Community Services into P&C includes the transfer of capital schemes totalling £5.2m in 2019/20. This consists of £3.1m expenditure as per the Business Plan, with £2.1m carried forward from 2018/19 due to slippage on the projects. A more detailed breakdown of these schemes is given below, and Members are asked to approve the £2.1m roll forwards from 2018/19, prior to approval being requested from GPC.

| Original 2019/20 Budget as per BP (£000) | Scheme | Budget B/forward (£000) | Revised Budget for 2019/20 (£000) |
|--|---|-------------------------------|---|
| 957 | Cambridgeshire Archives | 397 | 1,354 |
| 0 | New Community Hub / Library Provision Cambourne | 190 | 190 |
| 0 | New Community Hub / Library Provision Clay Farm | 42 | 42 |
| 0 | New Community Hub / Library Provision Darwin Green | 0 | 0 |
| 0 | Milton Road Library | 431 | 431 |
| 0 | Cambridge Central BIPC | 51 | 51 |
| 0 | Replace two existing Mobile Libraries | 275 | 275 |
| 914 | Community Hubs - Sawston | 689 | 1,603 |
| 567 | Libraries - Open access & touchdown facilities (hub libraries) | 0 | 567 |
| 74 | Library Service - Card payments in Libraries | 0 | 74 |
| 605 | Libraries - Open access & touchdown facilities - further 22 Libraries | 0 | 605 |
| 3,117 | Total C&CS Spending | 2,075 | 5,192 |

2.3 Performance

2.3.1 Key performance information is in Appendix 7 of the main report.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

3.1.1 There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

3.2.1 There are no significant implications for this priority

3.3 Supporting and protecting vulnerable people

3.3.1 There are no significant implications for this priority

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

4.2.1 There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

4.3.1 There are no significant implications within this category.

4.4 Equality and Diversity Implications

4.4.1 There are no significant implications within this category.

4.5 Engagement and Communications Implications

4.5.1 There are no significant implications within this category.

4.6 Localism and Local Member Involvement

4.6.1 There are no significant implications within this category.

4.7 Public Health Implications

4.7.1 There are no significant implications within this category.

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

From: Martin Wade and Stephen Howarth
 Tel.: 01223 699733 / 714770
 Date: 10th June 2019

People & Communities (P&C) Service

Finance and Performance Report – May 2019

1. SUMMARY

1.1 Finance

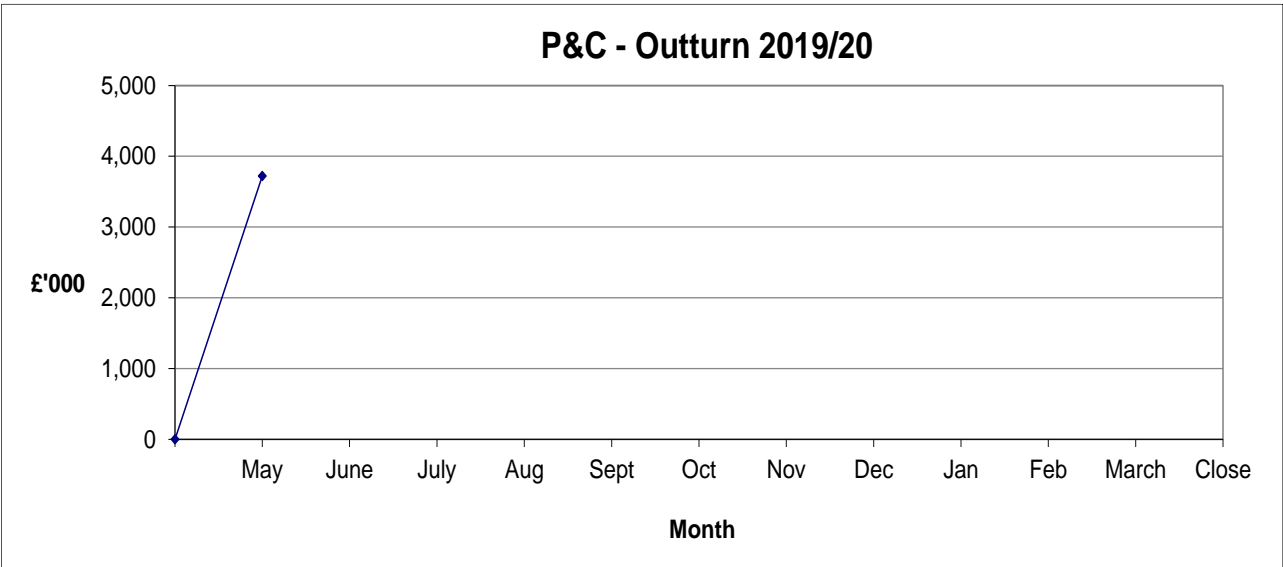
| Previous Status | Category | Target | Current Status | Section Ref. |
|-----------------|------------------------|---------------------------------|----------------|--------------|
| Red | Income and Expenditure | Balanced year end position | Red | 2.1 |
| Green | Capital Programme | Remain within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

2. INCOME AND EXPENDITURE

2.1 Overall Position

| Forecast Variance Outturn (Previous) £000 | Directorate | Budget 2019/20 £000 | Actual £000 | Outturn Variance £000 | Outturn Variance % |
|---|--------------------------|---------------------------|----------------|-----------------------------|--------------------------|
| 0 | Adults & Safeguarding | 144,162 | 36,823 | 2,419 | 1.7% |
| 0 | Commissioning | 53,008 | 3,998 | 650 | 1.2% |
| 0 | Communities & Safety | 11,690 | 1,079 | -0 | 0.0% |
| 0 | Children & Safeguarding | 58,094 | 10,030 | 350 | 0.6% |
| 0 | Education | 87,429 | 11,325 | 300 | 0.3% |
| 0 | Executive Director | 4,599 | 109 | 0 | 0.0% |
| 0 | Total Expenditure | 358,981 | 63,364 | 3,719 | 1.0% |
| 0 | Grant Funding | -99,245 | -15,914 | 0 | 0.0% |
| 0 | Total | 259,737 | 47,450 | 3,719 | 1.4% |

The service level finance & performance report for May 2019 can be found in [appendix 1](#). Further analysis of the outturn position can be found in [appendix 2](#).



2.2 Significant Issues

At the end of May 2019, the overall P&C position is an overspend of £3,719k.

Significant issues are detailed below:

Adults

At the end of May, Adults Services are forecasting an overspend of £2.4m, which is 1.7% of budget. *Older People’s and Physical Disability Services* (OP/PD) have experienced increases in the unit costs of, and the number of people in, the most expensive types of care since the start of the previous financial year (concentrated in the last five months). This has resulted in both an opening pressure, as costs by the start of 2019/20 were higher than assumed when budgets were set in the third quarter of 2018/19, and a projected increase in that pressure in-year as the unit cost trend is expected to continue. The overspend forecast is £4.9m in OP/PD.

Part of this pressure is as a result of a continuing focus on discharging people from hospitals as quickly as is appropriate, which can result in increasing numbers of people in expensive types of care, at least in the short-term. This has the further impact of increasing cost as supply in that sector is limited, exacerbated by competing in some areas with the NHS for similar types of high cost care placements. Improving discharge processes and integrated commissioning are key mitigations being worked on.

The opening pressure is addressed partly through application of grant funding received from central government, shown against the *Strategic Management – Adults line*. One of the specific purposes of these grants is to mitigate pressures in the adult social care system.

Children's

Children in Care is anticipating a pressure of c£350k across Staying Put (£125k) and Unaccompanied Asylum Seeking Children (Over 18) budgets (£225k). In both areas the central government grant does not match anticipated expenditure.

Looked After Children Placements is forecasting a year end overspend of £350k. Recent activity in relation to gang related crime has resulted in additional high cost secure placements being required. In addition, the numbers of children in care are yet to decrease to budgeted levels; though this is still expected in-year. To mitigate this the new Family Safeguarding programme fund will be used to offset the additional cost if required. Work is still ongoing across a number of initiatives resulting in a net increase in in house foster carers which is contributing towards planned savings. Alongside this the commissioning service has continued to work to reduce the unit costs of some of the higher cost placements.

Education

Home to School Transport – Special is forecasting an overspend of £300k. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs.

SEND Specialist Services has a forecast over spend of £300k within the Statutory Assessment Team due to the ceasing of a grant that has funded additional capacity in previous years, which is still required to meet demand for statutory deadlines for EHCP assessments and reviews.

Whilst not currently included in the figures, a significant pressure is expected on the High Needs Block of the Dedicated Schools Grant (DSG). This is a ring-fenced grant and as such overspends do not affect the Council's bottom line but are carried forward as a deficit balance into the next year. In 2018/19 we saw a total DSG overspend across SEND services of £8.7m which, combined with underspends on other DSG budgets, led to a deficit of £7.2m carried forward into 2019/20. Given the ongoing increase in numbers of pupils with EHCPs it is likely that a similar overspend will occur in 2019/20, however this will become clearer as we move towards the start of the new academic year.

2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

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

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

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

2.5 Key Activity Data

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

2.5.1 Key activity data to May 2019 for Looked After Children (LAC) is shown below:

| | BUDGET | | | | ACTUAL (May) | | | | VARIANCE | | |
|------------------------------------|---------------------------|-----------------|---------------------|------------------------------|--------------------------------------|-----------------|------------------|------------------------------|---|------------------------|------------------------------|
| Service Type | No of placements Budgeted | Annual Budget | No. of weeks funded | Average weekly cost per head | Snapshot of No. of placements May 19 | Yearly Average | Forecast Outturn | Average weekly cost per head | Yearly Average budgeted no. of placements | Net Variance to Budget | Average weekly cost diff +/- |
| Residential - disability | 3 | £425k | 52 | 2,980.70 | 3 | 2.22 | £277k | 2,452.41 | -0.78 | -£148k | -528.30 |
| Residential - secure accommodation | 1 | £376k | 52 | 5,872.95 | 4 | 2.06 | £708k | 6,308.67 | 1.50 | £332k | 435.72 |
| Residential schools | 19 | £2,836k | 52 | 2,804.78 | 17 | 17.14 | £1,970k | 2,674.20 | -2.30 | -£866k | -130.58 |
| Residential homes | 33 | £6,534k | 52 | 3,704.67 | 35 | 32.85 | £6,321k | 3,834.55 | -0.15 | -£213k | 129.88 |
| Independent Fostering | 240 | £11,173k | 52 | 798.42 | 315 | 310.23 | £13,104k | 812.60 | 70.35 | £1,930k | 14.18 |
| Supported Accommodation | 26 | £1,594k | 52 | 1,396.10 | 24 | 16.75 | £1,069k | 1,325.15 | -9.53 | -£525k | -70.95 |
| 16+ | 7 | £130k | 52 | 351.26 | 9 | 4.07 | £229k | 662.44 | -3.05 | £98k | 311.18 |
| Growth/Replacement | - | £k | - | - | - | - | £k | - | - | £k | - |
| Pressure funded within directorate | - | £k | - | - | - | - | -£259k | - | - | -£259k | - |
| TOTAL | 329 | £23,069k | | | 407 | 385.32 | £23,419k | | 56.03 | £350k | |
| In-house fostering - Basic | 205 | £2,125k | 56 | 179.01 | 209 | 201.18 | £2,037k | 180.81 | -3.82 | -£88k | 1.80 |
| In-house fostering - Skills | 205 | £1,946k | 52 | 182.56 | 217 | 209.28 | £1,940k | 186.77 | 4.28 | -£6k | 4.21 |
| Kinship - Basic | 40 | £425k | 56 | 189.89 | 42 | 40.91 | £441k | 196.99 | 0.91 | £15k | 7.10 |
| Kinship - Skills | 10 | £35k | 52 | 67.42 | 10 | 10.00 | £35k | 67.42 | 0 | £k | 0.00 |
| TOTAL | 245 | £4,531k | | | 251 | 242.09 | £4,453k | | -2.91 | -£78k | |
| Adoption Allowances | 107 | £1,107k | 52 | 198.98 | 109 | 109.00 | £1,149k | 200.76 | 2 | £42k | 2.26 |
| Special Guardianship Orders | 307 | £2,339k | 52 | 142.30 | 265 | 265.00 | £2,087k | 141.48 | -42 | -£251k | -0.59 |
| Child Arrangement Orders | 88 | £703k | 52 | 153.66 | 88 | 88.00 | £703k | 153.66 | 0 | £k | 0.00 |
| Concurrent Adoption | 5 | £91k | 52 | 350.00 | 1 | 1.00 | £7k | 140.00 | -4 | -£84k | -210.00 |
| TOTAL | 507 | £4,240k | | | 463 | 463.00 | £3,947k | | 2 | -£293k | |
| OVERALL TOTAL | 1,081 | £31,840k | | | 1121 | 1,090.41 | £31,818k | | 55.12 | -£21k | |

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

2.5.2 Key activity data to the end of May 2019 for **SEN Placements** is shown below:

| BUDGET | | | | ACTUAL (May 19) | | | | VARIANCE | | | |
|--|----------------------------|-------------------------------------|---------------------|--------------------------|----------------|-------------------------------------|---------------------|------------------|----------------|-------------------------------------|---------------------|
| Ofsted Code | No. of Placements Budgeted | Total Cost to SEN Placements Budget | Average annual cost | No. of Placements May 19 | Yearly Average | Total Cost to SEN Placements Budget | Average Annual Cost | No of Placements | Yearly Average | Total Cost to SEN Placements Budget | Average Annual Cost |
| Autistic Spectrum Disorder (ASD) | 102 | £6,218k | £61k | 104 | 92.59 | £5,595k | £60k | 2 | -9.41 | £623k | £k |
| Hearing Impairment (HI) | 3 | £117k | £39k | 3 | 3.00 | £121k | £40k | 0 | 0.00 | £4k | £1k |
| Moderate Learning Difficulty (MLD) | 10 | £200k | £20k | 7 | 4.93 | £321k | £65k | -3 | -5.07 | £121k | £45k |
| Multi-Sensory Impairment (MSI) | 1 | £75k | £75k | 0 | 0.00 | £0k | - | -1 | -1.00 | £75k | £k |
| Physical Disability (PD) | 5 | £89k | £18k | 5 | 4.94 | £111k | £23k | 0 | -0.06 | £22k | £5k |
| Profound and Multiple Learning Difficulty (PMLD) | 1 | £68k | £68k | 1 | 1.00 | £67k | £67k | 0 | 0.00 | £1k | £1k |
| Social Emotional and Mental Health (SEMH) | 45 | £2,013k | £45k | 42 | 34.33 | £1,926k | £56k | -3 | -10.67 | £86k | £11k |
| Speech, Language and Communication Needs (SLCN) | 3 | £138k | £46k | 3 | 3.00 | £141k | £47k | 0 | 0.00 | £3k | £1k |
| Severe Learning Difficulty (SLD) | 5 | £445k | £89k | 5 | 5.00 | £430k | £86k | 0 | 0.00 | £15k | £3k |
| Specific Learning Difficulty (SPLD) | 4 | £138k | £35k | 4 | 3.50 | £167k | £48k | 0 | -0.50 | £29k | £13k |
| Visual Impairment (VI) | 2 | £73k | £36k | 2 | 2.00 | £60k | £30k | 0 | 0.00 | £13k | £6k |
| Growth | - | £k | - | - | - | £633k | - | - | - | £633k | - |
| Recoupment | - | - | - | 0 | 0.00 | £k | £k | - | - | £k | £k |
| TOTAL | 181 | £9,573k | £53k | 176 | 154.29 | £9,573k | £58k | -5 | -26.71 | £k | £5k |

2.5.3 Adult Social Care

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

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

A consistent format is used to aid understanding, and where care types are not currently used in a particular service those lines are greyed out.

The direction of travel compares the current month's figure with the previous months.

2.5.3.1 Key activity data to end of May 2019 for the Learning Disability Partnership is shown below:

| Learning Disability Partnership | BUDGET | | | ACTUAL (May 19) | | | | Forecast | | |
|--|--|--|------------------|-----------------------------|-------------|---|-------------|--------------------|-------------|----------|
| Service Type | Expected No. of Care Packages 2019/20 | Budgeted Average Unit Cost (per week) | Annual Budget | Current Care Packages | D o T | Current Average Unit Cost (per week) | D o T | Forecast Actual | D o T | Variance |
| Accommodation based | | | | | | | | | | |
| ~ Residential | 274 | £1,510 | £22,062k | 281 | | £1,435 | | £22,587k | | £525k |
| ~Residential Dementia | | | | | | | | | | |
| ~Nursing | 7 | £1,586 | £591k | 5 | | £1,585 | | £656k | | £65k |
| ~Nursing Dementia | | | | | | | | | | |
| ~Supported Living | 411 | £1,202 | £26,347k | 406 | | £1,197 | | £26,232k | | -£115k |
| ~Respite | | | £422k | | | | | £665k | | £243k |
| Community based | | | | | | | | | | |
| ~Direct payments | 415 | £404 | £9,224k | 412 | | £404 | | £9,325k | | £101k |
| ~Live In Care | 14 | £1,953 | £k | 14 | | £1,943 | | £k | | £k |
| ~Day Care | 469 | £136 | £3,414k | 469 | | £159 | | £3,471k | | £57k |
| ~Other Care | 175 | £68 | £749k | 175 | | £75 | | £777k | | £28k |
| ~Homecare | 474 | | £10,354k | 449 | | | | £10,887k | | £533k |
| Total In Year Expenditure | | | £73,162k | | | | | £74,598k | | £1,436k |
| Care Contributions | | | -£3,407k | | | | | -£3,487k | | -£79k |
| Health Income | | | | | | | | | | |
| Total In Year Income | | | -£3,407k | | | | | -£3,487k | | -£79k |
| Further savings included within forecast | | | | | | | | | | -£1,234k |
| Forecast total In Year care costs | | | | | | | | | | £122k |

The LDP includes service-users that are fully funded by the NHS, who generally have very high needs and therefore costly care packages

2.5.3.2 Key activity data to the end of May 2019 for Older People's (OP) Services is shown below:

| Older People | BUDGET | | | ACTUAL (May 19) | | | | Forecast | | |
|-----------------------------------|--|--|------------------|-----------------------------|-------------|---|-------------|--------------------|-------------|----------|
| Service Type | Expected No. of Care Packages 2019/20 | Budgeted Average Unit Cost (per week) | Annual Budget | Current Care Packages | D o T | Current Average Unit Cost (per week) | D o T | Forecast Actual | D o T | Variance |
| Accommodation based | | | | | | | | | | |
| ~ Residential | 446 | £551 | £11,432k | 433 | | £557 | | £12,931k | | £1,498k |
| ~Residential Dementia | 432 | £586 | £12,884k | 398 | | £590 | | £12,591k | | -£293k |
| ~Nursing | 289 | £643 | £9,948k | 289 | | £650 | | £10,695k | | £748k |
| ~Nursing Dementia | 113 | £753 | £4,391k | 105 | | £771 | | £4,605k | | £214k |
| ~Supported Living | | | £1,733k | | | | | £1,676k | | -£57k |
| ~Respite | | | £k | | | | | £k | | £k |
| Community based | | | | | | | | | | |
| ~Direct payments | 116 | | £4,632k | 116 | | | | £4,584k | | -£48k |
| ~Live In Care | 208 | £287 | £3,185k | 203 | | £287 | | £3,506k | | £321k |
| ~Day Care | 27 | £779 | £1,101k | 29 | | £792 | | £1,199k | | £98k |
| ~Other Care | 43 | £82 | £833k | 48 | | £87 | | £842k | | £9k |
| ~Homecare | 6 | £31 | £57k | 5 | | £34 | | £56k | | -£1k |
| | 1,127 | Per Hour £16.43 | £11,127k | 1,137 | | Per Hour £16.40 | | £11,589k | | £462k |
| Total In Year Expenditure | | | £61,323k | | | | | £64,273k | | £2,950k |
| Care Contributions | | | -£17,857k | | | | | -£17,858k | | -£2k |
| Health Income | | | -£86k | | | | | -£86k | | £k |
| Total In Year Income | | | -£17,943k | | | | | -£17,945k | | -£2k |
| Inflation and uplifts | | | £1,607k | | | | | £1,607k | | |
| Forecast total In Year care costs | | | £44,987k | | | | | £47,935k | | £2,949k |

2.5.3.3 Key activity data to the end of May 2019 for **Physical Disabilities (OP)** Services is shown below:

| Physical Disabilities | BUDGET | | | ACTUAL (May 19) | | | | Forecast | | |
|-----------------------------------|--|--|---------------|-----------------------------|-------------|---|-------------|--------------------|-------------|----------|
| Service Type | Expected No. of Care Packages 2019/20 | Budgeted Average Unit Cost (per week) | Annual Budget | Current Care Packages | D o T | Current Average Unit Cost (per week) | D o T | Forecast Actual | D o T | Variance |
| Accommodation based | | | | | | | | | | |
| ~ Residential | 41 | £786 | £1,680k | 33 | | £1,031 | | £1,677k | | -£3k |
| ~Residential Dementia | 1 | £620 | £31k | 1 | | £620 | | £31k | | £k |
| ~Nursing | 31 | £832 | £1,345k | 23 | | £1,013 | | £1,288k | | -£57k |
| ~Nursing Dementia | 1 | £792 | £46k | 1 | | £792 | | £44k | | -£2k |
| ~Supported Living | 7 | £774 | £258k | 7 | | £712 | | £285k | | £27k |
| ~Respite | | | £220k | | | | | £230k | | £10k |
| Community based | | | | | | | | | | |
| ~Direct payments | 288 | £357 | £4,908k | 288 | | £354 | | £4,728k | | -£180k |
| ~Live In Care | 29 | £808 | £1,224k | 29 | | £820 | | £1,247k | | £23k |
| ~Day Care | 48 | £70 | £177k | 49 | | £69 | | £167k | | -£10k |
| ~Other Care | 4 | £39 | £373k | 4 | | £39 | | £314k | | -£59k |
| ~Homecare | 257 | Per Hour £16.37 | £2,707k | 270 | | Per Hour £16.37 | | £2,891k | | £184k |
| Total In Year Expenditure | | | £13k | | | | | £12,902k | | -£67k |
| Care Contributions | | | -£1,062k | | | | | -£1,062k | | £k |
| Health Income | | | -£561k | | | | | -£561k | | £k |
| Total In Year Income | | | -£1,623k | | | | | -£1,623k | | £k |
| Inflation and Uplifts | | | £263k | | | | | £263k | | £k |
| Forecast total In Year care costs | | | £11,609k | | | | | £11,542k | | -£67k |

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

| Older People Mental Health | BUDGET | | | ACTUAL (May 19) | | | | Forecast | | |
|--------------------------------------|--|--|------------------|----------------------------------|-------------|---|-------------|--------------------|-------------|----------|
| Service Type | Expected No. of Care Packages 2019/20 | Budgeted Average Unit Cost (per week) | Annual Budget | Current Care Packages T | D o T | Current Average Unit Cost (per week) | D o T | Forecast Actual | D o T | Variance |
| Accommodation based | | | | | | | | | | |
| ~Residential | 25 | £528 | £690k | 22 | | £564 | | £728k | | £38k |
| ~Residential Dementia | 23 | £539 | £648k | 20 | | £577 | | £678k | | £30k |
| ~Nursing | 25 | £638 | £833k | 22 | | £646 | | £770k | | -£63k |
| ~Nursing Dementia | 80 | £736 | £3,079k | 73 | | £768 | | £3,035k | | -£44k |
| ~Supported Living | 5 | £212 | £55k | 4 | | £262 | | £55k | | £k |
| ~Respite | 1 | £137 | £7k | 0 | | £0 | | £k | | -£7k |
| Community based | | | | | | | | | | |
| ~Direct payments | 7 | £434 | £149k | 7 | | £368 | | £155k | | £6k |
| ~Live In Care | 2 | £912 | £95k | 3 | | £1,233 | | £91k | | -£4k |
| ~Day Care | 2 | £37 | £4k | 2 | | £70 | | £4k | | £k |
| ~Other Care | 0 | £0 | £k | 0 | | £0 | | £k | | £k |
| ~Homecare | 42 | Per Hour £16.49 | £406k | 38 | | Per Hour £17.35 | | £395k | | -£11k |
| Total Expenditure | | | £5,966k | | | | | £5,911k | | -£55k |
| Care Contributions | | | -£851k | | | | | -£851k | | £k |
| Health Income | | | £k | | | | | £k | | £k |
| Total Income | | | -£851k | | | | | -£851k | | £k |
| Inflation Funding to be applied | | | £184k | | | | | £184k | | £k |
| Forecast total for care costs | | | £5,299k | | | | | £5,244k | | -£55k |

2.5.3.5 Key activity data to end of May 2019 for Adult Mental Health Services is shown below:

| Adult Mental Health | BUDGET | | | ACTUAL (May 19) | | | | Forecast | | |
|--------------------------------------|--|--|------------------|----------------------------------|-------------|---|-------------|--------------------|-------------|----------|
| Service Type | Expected No. of Care Packages 2019/20 | Budgeted Average Unit Cost (per week) | Annual Budget | Current Care Packages T | D o T | Current Average Unit Cost (per week) | D o T | Forecast Actual | D o T | Variance |
| Accommodation based | | | | | | | | | | |
| ~Residential | 58 | £654 | £1,984k | 56 | | £659 | | £2,030k | | £46k |
| ~Residential Dementia | 5 | £743 | £194k | 5 | | £744 | | £205k | | £11k |
| ~Nursing | 16 | £612 | £512k | 15 | | £607 | | £438k | | -£74k |
| ~Nursing Dementia | 1 | £624 | £33k | 1 | | £629 | | £30k | | -£3k |
| ~Supported Living | 123 | £162 | £1,041k | 123 | | £161 | | £1,043k | | £2k |
| ~Respite | 0 | £0 | £k | 0 | | £0 | | £k | | £k |
| Community based | | | | | | | | | | |
| ~Direct payments | 9 | £355 | £167k | 10 | | £329 | | £212k | | £45k |
| ~Live In Care | 0 | £0 | £k | 1 | | £900 | | £k | | £k |
| ~Day Care | 2 | £77 | £8k | 4 | | £60 | | £12k | | £4k |
| ~Other Care | 1 | £152 | £8k | 1 | | £48 | | £8k | | £k |
| ~Homecare | 140 | £80.00 | £586k | 144 | | £104.34 | | £617k | | £31k |
| Total Expenditure | | | £4,533k | | | | | | | £62k |
| Care Contributions | | | -£396k | | | | | -£395k | | £1k |
| Health Income | | | -£22k | | | | | £k | | £22k |
| Total Income | | | -£418k | | | | | | | £23k |
| Inflation Funding to be applied | | | £133k | | | | | £133k | | £k |
| Forecast total for care costs | | | £4,248k | | | | | | | £85k |

3. **BALANCE SHEET**

3.1 **Reserves**

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

3.2 **Capital Expenditure and Funding**

2019/20 Revised Capital Programme

The P&C Capital Plan for 2019/20 has reduced by £29.7m since the Business Plan was published, resulting in a revised budget of £96.4m. This significant reduction is due the combination of an unusually high number of schemes being delayed into future years, and savings made on the overall value of projects. The schemes with major variations of £1m or greater are listed below, with a more detailed explanation of the position given in [Appendix 6](#):

| Scheme | 2019/20 change (£000) | Overall Scheme Change (£000) |
|---|--------------------------------------|---|
| Fenland Secondary, Wisbech | -9,100 | 0 |
| Buxhall Farm (Histon Additional Places) | -6,459 | 0 |
| WING Development | -6,280 | 0 |
| Eastfield Infant and Westfield Junior Schools | -5,530 | -7,231 |
| Sawtry Infant and Junior Schools | -4,450 | 0 |
| North West Fringe Secondary | -2,618 | 0 |
| Samuel Pepys Special School | -2,550 | 0 |
| Northstowe Secondary | -1,000 | -1,000 |

Funding

The following changes in funding for 2019/20 have occurred since the Business Plan was published:

| Funding Type | 2019/20 change (£000) | Explanation |
|------------------------------|--------------------------------------|---|
| Prudential borrowing | -23,443 | Adjustment for savings and slippage on projects |
| S106 | -8,662 | Reduction to account for slippage on schemes funded by S106 |
| Carry Forward Adjustment | 2,624 | Roll forward for slippage from 2018/19 |
| School Conditions Allocation | -579 | Reduction in government grant |
| SEN Funding | 524 | Increase in government grant |
| Devolved Formula Capital | -192 | Reduction in government grant |

Overall Capital Programme

Changes to the overall project cost of the capital plan total a reduction of £7.15m. The majority of this is due to the changes to the Eastfield/Westfield scheme (£7.2m) along with a £1m reduction in the overall cost of the Northstowe scheme. Future year changes will be managed through the 2019/20 Business Planning process.

Cultural and Community Services

The transfer of Cultural and Community Services into P&C includes the transfer of capital schemes totalling £5.2m in 2019/20, consisting of £3.1m expenditure as per the Business Plan, with £2.1m carried forward from 2018/19. A more detailed breakdown of these schemes is available in appendix 6.

3. PERFORMANCE

3.1 Performance information can be found in appendix 7.

APPENDIX 1 – P&C Service Level Budgetary Control Report

| Forecast Outturn Variance (Previous) | Service | | Budget 2019/20 | Actual May 2019 | Outturn Variance | |
|--|---------|--|-------------------|--------------------|------------------|------|
| £'000 | | | £'000 | £'000 | £'000 | % |
| Adults & Safeguarding Directorate | | | | | | |
| 0 | 1 | Strategic Management - Adults | -5,081 | 2,247 | -2,475 | -55% |
| 0 | | Principal Social Worker, Practice and Safeguarding | 1,600 | 274 | 0 | 0% |
| 0 | | Autism and Adult Support | 1,046 | 105 | 0 | 0% |
| 0 | | Carers | 416 | 58 | 0 | 0% |
| <u>Learning Disability Partnership</u> | | | | | | |
| 0 | | Head of Service | 3,964 | 2,085 | 0 | 0% |
| 0 | | LD - City, South and East Localities | 36,056 | 6,639 | 0 | 0% |
| 0 | | LD - Hunts & Fenland Localities | 28,941 | 5,321 | 0 | 0% |
| 0 | | LD - Young Adults | 7,920 | 1,284 | 0 | 0% |
| 0 | | In House Provider Services | 6,318 | 1,065 | 0 | 0% |
| 0 | | NHS Contribution to Pooled Budget | -19,109 | 0 | 0 | 0% |
| 0 | | Learning Disability Partnership Total | 64,089 | 16,394 | 0 | 0% |
| <u>Older People and Physical Disability Services</u> | | | | | | |
| 0 | 2 | Physical Disabilities | 11,932 | 3,069 | 436 | 4% |
| 0 | 3 | OP - City & South Locality | 20,325 | 4,555 | 1,771 | 9% |
| 0 | 3 | OP - East Cambs Locality | 6,456 | 1,373 | 943 | 15% |
| 0 | 3 | OP - Fenland Locality | 7,977 | 1,928 | 804 | 10% |
| 0 | 3 | OP - Hunts Locality | 10,700 | 2,572 | 991 | 9% |
| 0 | 3 | Neighbourhood Cares | 748 | 166 | -51 | -7% |
| 0 | | Discharge Planning Teams | 1,868 | 374 | 0 | 0% |
| 0 | | Prevention & Early Intervention | 8,683 | 1,780 | 0 | 0% |
| 0 | | Older People's and Physical Disabilities Total | 68,690 | 15,819 | 4,894 | 7% |
| <u>Mental Health</u> | | | | | | |
| 0 | | Mental Health Central | 1,973 | 212 | 0 | 0% |
| 0 | | Adult Mental Health Localities | 5,641 | 591 | 0 | 0% |
| 0 | | Older People Mental Health | 5,788 | 1,123 | 0 | 0% |
| 0 | | Mental Health Total | 13,402 | 1,925 | 0 | 0% |
| 0 | | Adult & Safeguarding Directorate Total | 144,162 | 36,823 | 2,419 | 2% |
| Commissioning Directorate | | | | | | |
| 0 | | Strategic Management –Commissioning | 16 | 74 | 0 | 0% |
| 0 | | Access to Resource & Quality | 1,795 | 206 | 0 | 0% |
| 0 | | Local Assistance Scheme | 300 | 0 | 0 | 0% |
| <u>Adults Commissioning</u> | | | | | | |
| 0 | | Central Commissioning - Adults | 9,358 | -378 | 0 | 0% |
| 0 | | Integrated Community Equipment Service | 1,055 | 435 | 0 | 0% |
| 0 | | Mental Health Commissioning | 3,499 | 639 | 0 | 0% |
| 0 | | Adults Commissioning Total | 13,912 | 696 | 0 | 0% |

| Forecast Outturn Variance (Previous) £'000 | Service | Budget 2019/20 £'000 | Actual May 2019 £'000 | Outturn Variance £'000 % | |
|--|--|----------------------------|-----------------------------|-------------------------------|-----------|
| | <u>Childrens Commissioning</u> | | | | |
| 0 | 4 Looked After Children Placements | 23,069 | 2,118 | 350 | 2% |
| 0 | Commissioning Services | 2,090 | 298 | -0 | 0% |
| 0 | 5 Home to School Transport – Special | 9,821 | 486 | 300 | 3% |
| 0 | LAC Transport | 2,005 | 121 | 0 | 0% |
| 0 | Childrens Commissioning Total | 36,985 | 3,022 | 650 | 2% |
| 0 | Commissioning Directorate Total | 53,008 | 3,998 | 650 | 1% |
| | Communities & Safety Directorate | | | | |
| 0 | Strategic Management - Communities & Safety | 15 | 23 | 0 | 0% |
| 0 | Youth Offending Service | 1,777 | 957 | 0 | 0% |
| 0 | Central Integrated Youth Support Services | 1,364 | -932 | 0 | 0% |
| 0 | Safer Communities Partnership | 880 | 317 | 0 | 0% |
| 0 | Strengthening Communities | 495 | 146 | 0 | 0% |
| 0 | Adult Learning & Skills | 2,438 | -13 | 0 | 0% |
| 0 | Community & Safety Total | 6,969 | 499 | 0 | 0% |
| 0 | Strategic Management - Cultural & Community Services | 163 | 20 | 0 | 0% |
| 0 | Public Library Services | 3,409 | 491 | 0 | 0% |
| 0 | Cultural Services | 107 | -50 | 0 | 0% |
| 0 | Archives | 440 | 69 | 0 | 0% |
| 0 | Registration & Citizenship Services | -516 | -90 | -0 | 0% |
| 0 | Coroners | 1,117 | 140 | 0 | 0% |
| 0 | Cultural & Community Services Total | 4,721 | 581 | 0 | 0% |
| 0 | Communities & Safety Directorate Total | 11,690 | 1,079 | 0 | 0% |
| | Children & Safeguarding Directorate | | | | |
| 0 | Strategic Management – Children & Safeguarding | 3,360 | 622 | 0 | 0% |
| 0 | Partnerships and Quality Assurance | 2,271 | 315 | -0 | 0% |
| 0 | 6 Children in Care | 15,760 | 2,430 | 350 | 2% |
| 0 | Integrated Front Door | 1,974 | 357 | 0 | 0% |
| 0 | Children's Disability Service | 6,548 | 1,654 | 0 | 0% |
| 0 | Children's Centre Strategy | 35 | 4 | 0 | 0% |
| 0 | Support to Parents | 2,590 | 544 | 0 | 0% |
| 0 | Adoption Allowances | 5,772 | 1,068 | -0 | 0% |
| 0 | Legal Proceedings | 1,970 | 325 | 0 | 0% |
| | <u>District Delivery Service</u> | | | | |
| 0 | Safeguarding Hunts and Fenland | 3,710 | 580 | 0 | 0% |
| 0 | Safeguarding East + South Cambs & Cambridge | 4,247 | 655 | -0 | 0% |
| 0 | Early Help District Delivery Service –North | 4,891 | 709 | 0 | 0% |
| 0 | Early Help District Delivery Service – South | 4,966 | 767 | -0 | 0% |
| 0 | District Delivery Service Total | 17,813 | 2,711 | 0 | 0% |
| 0 | Children & Safeguarding Directorate Total | 58,094 | 10,030 | 350 | 1% |

| Forecast Outturn Variance (Previous) £'000 | Service | | Budget 2019/20 £'000 | Actual May 2019 £'000 | Outturn Variance | |
|--|---------|---|--------------------------------|---------------------------------|------------------|----|
| | | | | | £'000 | % |
| Education Directorate | | | | | | |
| 0 | | Strategic Management - Education | 3,883 | -2,791 | 0 | 0% |
| 0 | | Early Years' Service | 1,238 | 234 | 0 | 0% |
| 0 | | Schools Curriculum Service | 290 | 8 | 0 | 0% |
| 0 | | Schools Intervention Service | 1,013 | 155 | 0 | 0% |
| 0 | | Schools Partnership Service | 537 | 224 | -0 | 0% |
| 0 | | Children's' Innovation & Development Service | 0 | -19 | 0 | 0% |
| 0 | | Teachers' Pensions & Redundancy | 2,910 | 259 | 0 | 0% |
| <u>SEND Specialist Services (0-25 years)</u> | | | | | | |
| 0 | 7 | SEND Specialist Services | 9,000 | 1,567 | 300 | 3% |
| 0 | | Funding for Special Schools and Units | 24,796 | 4,550 | 0 | 0% |
| 0 | | High Needs Top Up Funding | 19,116 | 3,549 | 0 | 0% |
| 0 | | Special Educational Needs Placements | 9,973 | 3,157 | 0 | 0% |
| 0 | | Out of School Tuition | 1,519 | 40 | 0 | 0% |
| 0 | | SEND Specialist Services (0 - 25 years) Total | 64,404 | 12,862 | 300 | 0% |
| <u>Infrastructure</u> | | | | | | |
| 0 | | 0-19 Organisation & Planning | 3,693 | 376 | 0 | 0% |
| 0 | | Early Years Policy, Funding & Operations | 94 | -17 | 0 | 0% |
| 0 | | Education Capital | 178 | -456 | 0 | 0% |
| 0 | | Home to School/College Transport – Mainstream | 9,189 | 489 | 0 | 0% |
| 0 | | 0-19 Place Planning & Organisation Service Total | 13,154 | 392 | 0 | 0% |
| 0 | | Education Directorate Total | 87,429 | 11,325 | 300 | 0% |
| Executive Director | | | | | | |
| 0 | | Executive Director | 4,508 | 109 | 0 | 0% |
| 0 | | Central Financing | 91 | 0 | 0 | 0% |
| 0 | | Executive Director Total | 4,599 | 109 | 0 | 0% |
| 0 | | Total | 358,981 | 63,364 | 3,719 | 1% |
| Grant Funding | | | | | | |
| 0 | | Financing DSG | -71,709 | -11,952 | 0 | 0% |
| 0 | | Non Baselined Grants | -27,536 | -3,963 | 0 | 0% |
| 0 | | Grant Funding Total | -99,245 | -15,914 | 0 | 0% |
| 0 | | Net Total | 259,737 | 47,450 | 3,719 | 1% |

APPENDIX 2 – Commentary on Outturn Position

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

| Service | Budget 2019/20 | Actual | Outturn Variance | |
|---|-------------------|---------------|---------------------|-----------|
| | £'000 | £'000 | £'000 | % |
| 1) Strategic Management - Adults | -5,081 | 2,247 | -2,475 | |
| £2,475k of grant funding has been applied to partially mitigate opening pressures in Older People's and Physical Disabilities Services detailed in note 2 and 3 below, in line with one of the purposes of the grant funding. | | | | |
| 2) Physical Disabilities Services | 11,932 | 3,069 | 436 | 4% |
| <p>An overspend of £436k is forecast for Physical Disabilities services, reflecting the carried forward pressure from 2018/19. This was due to an increase in client numbers and the number of people with more complex needs requiring more expensive types of care going up.</p> <p>The total savings expectation in this service for 2019/20 is £269k, and this is expected to be delivered in full through the Adults Positive Challenge Programme of work, designed to reduce demand, for example through a reablement expansion and increasing technology enabled care to maintain service user independence.</p> | | | | |
| 3) Older People's Services | 56,757 | 12,750 | 4,458 | 8% |
| <p>An overspend of £4,458k is forecast for Older People's Services, reflecting the full-year effect of the overspend in 2018/19 and additional pressures expected to emerge over the course of 2019/20.</p> <p>It was reported during 2018/19 that the cost of providing care was generally increasing, with the unit costs of most types of care increasing month-on-month and the number of people requiring residential care was also going up. The focus on discharging people from hospitals as quickly as possible to alleviate pressure on the broader health and social care system can result in more expensive care for people, at least in the shorter-term, and can result in the Council funding care placements that were appropriate for higher levels of need at point of discharge through the accelerated discharge process. The full-year-effect of the pressures that emerged in 2018/19 is £2.8m.</p> <p>Residential placements are typically £50 per week more than 12 months ago (8%), and nursing placements are typically around £100 per week more expensive (15%). Within this, there was a particularly stark increase particularly in nursing care in the last half of 2018/19 – around 75% of the increase seen in a nursing bed cost came between November and March, and so the full impact was not known when business planning was being undertaken by committees. The number of people in residential and nursing care increased over 2018/19 but around 30% more than anticipated, again concentrated in the second half of the year.</p> <p>This trend is expected to continue into 2019/20 and so we are including an estimate in the forecast of the pressure that will be seen by year end as a result of the upwards trend in price and service user numbers, particularly in residential and nursing care (£2.2m).</p> <p>The total savings expectation in this service for 2019/20 is £3.1m, and this is expected to be delivered in full through the Adults Positive Challenge Programme of work, designed to reduce demand, for example through a reablement expansion and increasing technology enabled care to maintain service user independence.</p> <p>In addition to the work embodied in the Adults Positive Challenge Programme to intervene at an earlier stage so the need for care is reduced or avoided, work is ongoing within the Council to bolster the domiciliary care market, and the broader care market in general:</p> <ul style="list-style-type: none"> • Further development of the Council's integrated brokerage team to source care packages; • Providers at risk of failure are provided with some intensive support to maximise the continuity of care that they provide; • The Reablement service has been greatly expanded and has a role as a provider of last resort | | | | |

for care in people's homes;

- The Care Homes project is working with providers to identify opportunities to increase residential and nursing home capacity across the county;
- Maintaining investment from money announced for councils in the budget to purchase additional block capacity with domiciliary care and care home providers – this should expand capacity in the market by giving greater certainty of income to providers.

| Service | Budget 2019/20 | Actual | Outturn Variance | |
|--|-------------------|--------------|---------------------|-----------|
| | £'000 | £'000 | £'000 | % |
| 4) Looked After Children Placements | 23,069 | 2,118 | 350 | 2% |

LAC Placements outturn position is a £350k, this is as a result of:

- An increase in the number of Children in Care in external placements [+20%] against a projected reduction. In real terms, as at 31 May 2019 we have a +16 number of children in external placements compared to 31 March 2019.
- Budgets were built on a placement mix reflective of a reduction, however to date we have an additional 75 in Independent Fostering Placements [at an average cost of £850.00 per child] and an increase in the use of Secure Unit placements [at an average weekly cost of £7000.00 per child].

| External Placements Client Group | Budgeted Packages | 30 Apr 2019 Packages | 31 May 2019 Packages | Variance from Budget |
|---------------------------------------|----------------------|-------------------------|-------------------------|-------------------------|
| Residential Disability – Children | 3 | - | 3 | 0 |
| Child Homes – Secure Accommodation | 1 | - | 4 | +3 |
| Child Homes – Educational | 19 | - | 17 | -2 |
| Child Homes – General | 33 | - | 35 | +2 |
| Independent Fostering | 240 | - | 315 | +75 |
| Supported Accommodation | 26 | - | 24 | -2 |
| Supported Living 16+ | 7 | - | 9 | +2 |
| TOTAL | 329 | - | 407 | +78 |

- The recent activity in relation to gang related crime is, and continues to have a detrimental impact on the external placements budget, this financial year to date we have an additional 2 young people in secure with a third awaiting an offer of a bed. The circumstances these young people have been exposed to [and the associated behaviours] necessitate high cost placement options, as these young people are, or have the potential to be of risk to other children/young people and adults.
- The foster placement capacity both in house and externally is overwhelmed by demand both locally and nationally. The real danger going forward is that the absence of appropriate fostering provision by default, leads to children and young people's care plans needing to change to residential services provision.

Mitigating factors moving forward include:

- Monthly Placement Mix and Care Numbers meeting chaired by the Service Director and attended by senior managers. This meeting focuses on activity aimed at reducing the numbers in care, length of care episodes and reduction in the need for externally commissioned provision.
- Reconstitution of panels to ensure greater scrutiny and supportive challenge.

| Service | Budget 2019/20 | Actual | Outturn Variance | |
|---|-------------------|------------|---------------------|-----------|
| | £'000 | £'000 | £'000 | % |
| Looked After Children Placements continued | | | | |
| <ul style="list-style-type: none"> • Introduction of twice weekly conference calls per Group Manager on placement activity followed by an Escalation Call each Thursday chaired by the Head of Service for Commissioning, and attended by each of the CSC Heads of Service as appropriate, Fostering Leads and Access to Resources. • Authorisation processes in place for any escalation in resource requests. • Assistant Director authorisation for any residential placement request. • Monthly commissioning intentions (sufficiency strategy work-streams), budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice. Enabling directed focus on emerging trends and appropriate responses, ensuring that each of the commissioning intentions are delivering as per work-stream and associated accountable officer. Production of datasets to support financial forecasting (in-house provider services and Access to Resources). • Investment in children's social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend. These commissioning models coupled with resource investment will enable more transparent competition amongst providers bidding for individual care packages, and therefore support the best value offer through competition driving down costs. • Provider meetings scheduled through the Children's Placement Service (Access to Resources) to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate levels of need and cost. • Regular High Cost Placement Review meetings to ensure children in externally funded placements are actively managed in terms of the ability of the provider to meet set objectives/outcomes, de-escalate where appropriate [levels of support] and maximizing opportunities for discounts (length of stay/siblings/ volume) and recognising potential lower cost options in line with each child's care plan. • Additional investment in the recruitment and retention of the in-house fostering service to significantly increase the net number of mainstream fostering households over a three year period, as of 2018. • Access to the Staying Close, Staying Connected Department for Education (DfE) initiative being piloted by a local charity offering 16-18 year old LAC the opportunity to step-down from residential provision, to supported community based provision in what will transfer to their own tenancy post 18. • Greater focus on those LAC for whom permanency or rehabilitation home is the plan, to ensure timely care episodes and managed exits from care. | | | | |
| 5) Home to School Transport – Special | 9,821 | 486 | 300 | 8% |
| <p>Home to School Transport – Special is forecasting an £300k overspend for 2019/20. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs. Between April 2018 and March 2019 there was an 11% increase in both pupils with EHCPs and pupils attending special schools, which is a higher level of growth than in previous years. Alongside this, we are seeing an increase in complexity of need resulting in assessments being made by the child/young person's Statutory Assessment Case Work Officer that they require individual transport, and, in many cases, a passenger assistant to accompany them</p> <p>While only statutory provision is provided in this area, and charging is in line with our statistical neighbours, if growth continues at the same rate as in 2018/19 then it is likely that the overspend will increase from what is currently reported. This will be clearer in September or October once routes have been finalised for the 19/20 academic year.</p> <p>A strengthened governance system around requests for costly exceptional transport requests introduced in 2018/19 is resulting in the avoidance of some of the highest cost transports as is the use of personal transport budgets offered in place of costly individual taxis. Further actions being taken to mitigate the position include:</p> | | | | |

| Service | Budget 2019/20 | Actual | Outturn Variance | |
|---|-------------------|--------------|---------------------|-----------|
| | £'000 | £'000 | £'000 | % |
| Home to School Transport – Special continued | | | | |
| <ul style="list-style-type: none"> • An ongoing review of processes in the Social Education Transport and SEND teams with a view to reducing costs • An earlier than usual tender process for routes starting in September to try and ensure that best value for money is achieved • Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently. | | | | |
| 6) Children in Care | 15,760 | 2,430 | 350 | 2% |
| Children in Care is anticipating a pressure of c£350k across Staying Put (£125k) and Unaccompanied Asylum Seeking Children (Over 18) budgets (£225k). In both areas the central government grant does not match anticipated expenditure. Work is underway to further refine this forecast. | | | | |
| 7) SEND Specialist Services | 9,000 | 1,567 | 300 | 3% |
| <p>The Statutory Assessment Team (SAT) is reporting a £300k pressure this month. For a number of years the service has received the SEN Reform Grant, which enabled the team to increase their capacity in order to meet their statutory deadlines. This grant ceased in 2019/20, however, the additional capacity is still required within the team as the workload has not reduced. As a result, there is currently a pressure across the SAT establishment budget and ways to try and mitigate this are currently being considered.</p> <p>While not included in the figures, a significant pressure is expected on the High Needs Block of the Dedicated Schools Grant (DSG). This is a ring-fenced grant and as such overspends do not affect the Council's bottom line but are carried forward as a deficit balance into the next year.</p> <p>In 2018/19 we saw a total DSG overspend across SEND services of £8.7m which, combined with underspends on other DSG budgets, led to a deficit of £7.2m carried forward into 2019/20. Given the ongoing increase in numbers of pupils with EHCPs it is likely that a similar overspend will occur in 2019/20, however this will become clearer as we move towards the start of the new academic year.</p> | | | | |

APPENDIX 3 – Grant Income Analysis

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

| Grant | Awarding Body | Expected Amount £'000 |
|---|---|--------------------------|
| Grants as per Business Plan | | |
| Public Health | Department of Health | 293 |
| Improved Better Care Fund | Ministry of Housing and Local Government | 12,401 |
| Social Care in Prisons Grant | DCLG | 318 |
| Winter Funding Grant | Ministry of Housing and Local Government | 2,324 |
| Unaccompanied Asylum Seekers | Home Office | 2,875 |
| Staying Put | DfE | 174 |
| Youth Offending Good Practice Grant | Youth Justice Board | 531 |
| Crime and Disorder Reduction Grant | Police & Crime Commissioner | 127 |
| Troubled Families | DCLG | 1,744 |
| Opportunity Area | DfE | 3,400 |
| Opportunity Area - Essential Life Skills | DfE | 978 |
| Adult Skills Grant | Skills Funding Agency | 2,252 |
| Non-material grants (+/- £160k) | Various | 120 |
| Total Non Baselined Grants 2019/20 | | 27,536 |

| | | |
|------------------------------------|--------------------------|---------------|
| Financing DSG | Education Funding Agency | 71,709 |
| Total Grant Funding 2019/20 | | 99,245 |

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

| Directorate | Grant Total £'000 |
|-------------------------|-------------------|
| Adults & Safeguarding | 15,163 |
| Children & Safeguarding | 4,963 |
| Education | 3,422 |
| Community & Safety | 3,988 |
| TOTAL | 27,536 |

APPENDIX 4 – Virements and Budget Reconciliation
Virements between P&C and other service blocks:

| | Eff. Period | £'000 | Notes |
|------------------------------------|-------------|----------------|---|
| Budget as per Business Plan | | 254,936 | |
| Partnerships and Quality Assurance | Apr | 50 | Transfer of LGSS Change Form Agreement for the Local Safeguarding Monies |
| Cultural & Community Services | May | 4,721 | Transfer of Cultural & Community Services from Place & Economy |
| Legal Proceedings | May | 30 | Inflation allocation adjustment for Children's Services Legal from CS&LGSSMgd |
| Budget 2019/20 | | 259,737 | |

APPENDIX 5 – Reserve Schedule as at Close 2019

| Fund Description | Balance at 1 April 2019 | 2019/20 | | Year End Forecast 2019/20 | Notes |
|--|-------------------------------|-------------------------|------------------------|---------------------------------|---|
| | | Movements in 2019/20 | Balance at May 2019 | | |
| | £'000 | £'000 | £'000 | £'000 | |
| General Reserve | | | | | |
| P&C carry-forward | -4,756 | 4,756 | 0 | -3,719 | Overspend £3,719k applied against General Fund. |
| subtotal | -4,756 | 4,756 | 0 | -3,719 | |
| Equipment Reserves | | | | | |
| IT for Looked After Children | 8 | 0 | 8 | 8 | Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend) |
| subtotal | 8 | 0 | 8 | 8 | |
| Other Earmarked Reserves | | | | | |
| Adults & Safeguarding | | | | | |
| Hunts Mental Health | 200 | 0 | 200 | 200 | Provision made in respect of a dispute with another County Council regarding a high cost, backdated package |
| Commissioning | | | | | |
| Mindful / Resilient Together | 0 | 0 | 0 | 0 | Programme of community mental health resilience work (spend over 3 years) |
| Home to School Transport Equalisation reserve | 116 | 0 | 116 | 116 | Equalisation reserve to adjust for the varying number of school days in different financial years |
| Disabled Facilities | 7 | 0 | 7 | 7 | Funding for grants for disabled children for adaptations to family homes. |
| Community & Safety | | | | | |
| Youth Offending Team (YOT) Remand (Equalisation Reserve) | 10 | 0 | 10 | 10 | Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation. |
| Education | | | | | |
| Cambridgeshire Culture/Art Collection | 153 | 0 | 153 | 153 | Providing cultural experiences for children and young people in Cambs |
| Cross Service | | | | | |
| Other Reserves (<£50k) | 0 | 0 | 0 | 0 | Other small scale reserves. |
| subtotal | 486 | 0 | 486 | 486 | |
| TOTAL REVENUE RESERVE | -4,262 | 4,756 | 494 | -3,225 | |

| Fund Description | Balance at 1 April 2019 | 2019/20 | | Year End Forecast 2019/20 | Notes |
|---------------------------------|-------------------------------|-------------------------|------------------------|---------------------------------|---|
| | | Movements in 2019/20 | Balance at May 2019 | | |
| | £'000 | £'000 | £'000 | £'000 | |
| <u>Capital Reserves</u> | | | | | |
| Devolved Formula Capital | 1,983 | 0 | 1,983 | 1,983 | Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools. |
| Basic Need | 27,531 | 0 | 27,531 | 27,531 | The Basic Need allocation received in 2018/19 is fully committed against the approved capital plan. Remaining balance is 2019/20 & 2020/2021 funding in advance |
| Capital Maintenance | 0 | 0 | 0 | 0 | The School Condition allocation received in 2018/19 is fully committed against the approved capital plan. |
| Other Children Capital Reserves | 5 | 0 | 5 | 5 | £5k Universal Infant Free School Meal Grant c/fwd. |
| Other Adult Capital Reserves | -56 | 0 | -56 | -56 | Adult Social Care Grant to fund 2019/20 capital programme spend. |
| TOTAL CAPITAL RESERVE | 29,463 | 0 | 29,463 | 29,463 | |

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

| 2019/20 | | | | | TOTAL SCHEME | |
|---|---------------------------------------|--|--------------------------------------|--|---|--------------------------------------|
| Original 2019/20 Budget as per BP £'000 | Scheme | Revised Budget for 2019/20 £'000 | Actual Spend (May 19) £'000 | Outturn Variance (May 19) £'000 | Total Scheme Revised Budget £'000 | Total Scheme Variance £'000 |
| 51,085 | Basic Need – Primary | 34,294 | 1,133 | 0 | 273,607 | 0 |
| 64,327 | Basic Need - Secondary | 51,096 | 5,522 | 0 | 320,279 | 0 |
| 100 | Basic Need - Early Years | 2,173 | 236 | 0 | 5,718 | 0 |
| 7,357 | Adaptations | 1,119 | -40 | 0 | 13,428 | 0 |
| 6,370 | Specialist Provision | 3,873 | -84 | 0 | 20,128 | 0 |
| 2,500 | Condition & Maintenance | 3,623 | 44 | 0 | 27,123 | 0 |
| 1,005 | Schools Managed Capital | 2,796 | 0 | 0 | 9,858 | 0 |
| 150 | Site Acquisition and Development | 150 | 29 | 0 | 600 | 0 |
| 1,500 | Temporary Accommodation | 1,500 | 28 | 0 | 12,500 | 0 |
| 275 | Children Support Services | 275 | 0 | 0 | 2,575 | 0 |
| 5,565 | Adult Social Care | 5,565 | 0 | 0 | 30,095 | 0 |
| -16,828 | Capital Variation | -12,776 | 0 | 0 | -61,000 | 0 |
| 2,744 | Capitalised Interest | 2,744 | 0 | 0 | 8,798 | 0 |
| 126,150 | Total P&C Capital Spending | 96,432 | 6,870 | 0 | 663,709 | 0 |

The schemes with significant changes (>£250k) either due to changes in phasing or changes in overall scheme costs can be found in the following table:

| Scheme | 2019/20 change (£000) | Overall Scheme change (£000) | Notes |
|---|-----------------------------|---------------------------------------|--|
| Fenland Secondary, Wisbech | -9,100 | 0 | Fenland Secondary, Wisbech is expecting a reduction in spend in 2019/20 of £9.1m due to the start date on site slipping from September 2019 to January 2020. Ongoing highways issues have meant that work cannot progress at the expected rate, with a reduction in scope from 8FE to 4FE necessitating re-design. |
| Buxhall Farm (Histon Additional Places) | -6,459 | 0 | The Planning application for the relocation of Histon & Impington Infant School to the Buxhall Farm site and its corresponding change in age range to become an all-through primary school providing 420 places has been deferred until July 2019 resulting in £6.5m slippage. |
| WING Development | -6,280 | 0 | Delays in housing development has meant that the WING development has slipped by a year and as such there will be a reduction in spend in 2019/20 of £6.4m. |
| Eastfield Infant and Westfield Junior Schools | -5,530 | -7,231 | An overall cost reduction of the scheme to amalgamate Eastfield Infant and Westfield Junior School as requested by the Children and Young People's Committee of £7.2m is expected, with £5.5m of this being seen in 2019/20. |

| Scheme | 2019/20 change (£000) | Overall Scheme change (£000) | Notes |
|---|-----------------------|------------------------------|--|
| Sawtry Infant and Junior Schools | -4,450 | 0 | The schemes at Sawtry Infant and Junior Schools have slipped by a total of £4.5m. These projects are being re-scoped on the back of new information on housing development and demography. |
| North West Fringe Secondary | -2,618 | 0 | Housing delays have meant that the North West Fringe Secondary project has been delayed by at least a year, with an in-year effect of £2.6m. |
| Samuel Pepys Special School | -2,550 | 0 | The scheme at Samuel Pepys has been delayed resulting in a reduction in spend in 2019/20 of £2.5m. A detailed feasibility study of the site has established that either additional site area needs to be acquired or the school needs to be relocated to a new site in order to enable the school to expand to meet the increased demand for places for children and young people with complex SEND in the local area. The associated costs of these options need to be reviewed to inform a decision on next steps in liaison with the Head teacher and governing body. |
| LA Maintained Early Years Provision | 2,073 | 0 | Slippage on schemes in 2018/19 has resulted in an increased spend assumption for Early Years in 2019/20 of £2.1m. |
| School Devolved Formula Capital | 1,791 | -192 | DFC is a three year rolling balance with £1.8m carry forward from previous years resulting in an increased budget for 2019/20. |
| School Condition, Maintenance & Suitability | 1,123 | 1,123 | A combination of increases feed into this line, including work previously approved by GPC of £599k at Abbey Meadows school and an increase in SEN Funding which will be used for suitability works linked to SEN provision. |
| Northstowe Secondary | -1,000 | -1,000 | Accelerated work on the Northstowe site in 2018/19 and a saving on the overall scheme cost of £1m has resulted in a decrease in 2019/20 spend of £1m. |
| Sawtry Village Academy | -711 | 0 | Accelerated spend in 2018/19 has resulted in a lower than budgeted spend expectation in 2019/20 |
| Cambourne VC | -705 | 150 | Reduction in in-year spend due to higher than anticipated spend in 2018/19. Overall scheme cost has increased as agreed previously by GPC. |
| Cambridge City Secondary | 400 | 0 | Additional in-year spend is expected due to a slippage in 2018/19 |
| Fulbourn Phase 2 | -257 | 0 | Accelerated spend in 2018/19 has resulted in a lower than budgeted spend expectation in 2019/20 |
| Cambourne West | -270 | 0 | Slippage on schemes in 2018/19 has resulted in an increased spend assumption in 2019/20 |

| Scheme | 2019/20 change (£000) | Overall Scheme change (£000) | Notes |
|---------------------------|-----------------------|------------------------------|--|
| Capital Variations Budget | 4,052 | 0 | The Capital Variation budget for 2019/20 has been adjusted by £4.1m to ensure that it reflects likely variation in the new total scheme cost, rather than the initial Business Plan figures. |
| Other changes (<£250k) | 773 | 0 | The remaining changes to the capital programme are below the de-minimus limit of £250k |
| Total | -29,539 | -7,150 | |

Cultural and Community Services

The transfer of Cultural and Community Services into P&C includes the transfer of capital schemes totalling £5.2m in 2019/20, consisting of £3.1m expenditure as per the Business Plan, with £2.1m carried forward from 2018/19. A more detailed breakdown of these schemes is given below:

| Original 2019/20 Budget as per BP (£000) | Scheme | Budget B/forward (£000) | Revised Budget for 2019/20 (£000) |
|--|---|-------------------------|-----------------------------------|
| 957 | Cambridgeshire Archives | 397 | 1,354 |
| 0 | New Community Hub / Library Provision Cambourne | 190 | 190 |
| 0 | New Community Hub / Library Provision Clay Farm | 42 | 42 |
| 0 | New Community Hub / Library Provision Darwin Green | 0 | 0 |
| 0 | Milton Road Library | 431 | 431 |
| 0 | Cambridge Central BIPC | 51 | 51 |
| 0 | Replace two existing Mobile Libraries | 275 | 275 |
| 914 | Community Hubs - Sawston | 689 | 1,603 |
| 567 | Libraries - Open access & touchdown facilities (hub libraries) | 0 | 567 |
| 74 | Library Service - Card payments in Libraries | 0 | 74 |
| 605 | Libraries - Open access & touchdown facilities - further 22 Libraries | 0 | 605 |
| 3,117 | Total C&CS Spending | 2,075 | 5,192 |

In future months these schemes will be consolidated into the overall P&C capital programme

P&C Capital Variation

The Capital Programme Board recommended that services include a variation budgets to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. The allocation for P&C's negative budget has been calculated as below. There is currently no forecast variance for 2019/20.

| 2019/20 | | | | | |
|-----------------------|---|--|--|---|---|
| Service | Capital Programme Variations Budget £000 | Forecast Outturn Variance (May 2019) £000 | Capital Programme Variations Budget Used £000 | Capital Programme Variations Budget Used % | Revised Outturn Variance (May 2019) £000 |
| P&C | -12,776 | 0 | 0 | 0% | 12,776 |
| Total Spending | -12,776 | 0 | 0 | 0% | 12,776 |

6.2 Capital Funding

| 2019/20 | | | | |
|--|----------------------------------|--------------------------------------|-----------------------------------|--|
| Original 2019/20 Funding Allocation as per BP £'000 | Source of Funding | Revised Funding for 2019/20 £'000 | Funding Outturn (May 19) £'000 | Funding Variance - Outturn (May 19) £'000 |
| 6,905 | Basic Need | 6,905 | 6,905 | 0 |
| 4,126 | Capital maintenance | 3,547 | 3,547 | 0 |
| 1,005 | Devolved Formula Capital | 2,796 | 2,796 | 0 |
| 4,115 | Adult specific Grants | 4,146 | 4,146 | 0 |
| 14,976 | S106 contributions | 6,314 | 6,314 | 0 |
| 2,052 | Other Specific Grants | 2,576 | 2,576 | 0 |
| 0 | Capital Receipts | 0 | 0 | 0 |
| 10,100 | Other Revenue Contributions | 10,100 | 10,100 | 0 |
| 71,273 | Prudential Borrowing | 47,024 | 47,024 | 0 |
| 11,598 | Prudential Borrowing (Repayable) | 13,024 | 13,024 | 0 |
| 126,150 | Total Funding | 96,432 | 96,432 | 0 |

APPENDIX 7 – Performance Indicators (April data)

| Monthly Indicators | Red | Amber | Green | No Target | Total |
|--|-----|-------|-------|-----------|-------|
| April 19/20 Performance (No. of indicators) | 11 | 9 | 11 | 9 | 40 |

The detailed Service performance data can be found below along with comments about current concerns.

The performance measures included in this report have been developed in conjunction with the People & Communities management team and link service activity to key Council outcomes. The measures in this report have been grouped by outcome, then by responsible directorate. In February 2019 Full Council agreed a new strategy as part of the Business Plan papers. The new strategy sets out 3 outcomes instead of the previous 7. Key performance indicators will be re-arranged to be grouped by the new outcome areas in the next report.

The latest available benchmarking information has also been provided in the performance table where it is available. Work is ongoing with service leads to agree appropriate reporting mechanisms for the new measures included in this report and to identify and set appropriate targets.

Eleven indicators are currently showing as RED:

- **Percentage of children whose referral to social care occurred within 12 months of a previous referral**

Re-referrals to children's social care decreased this month. This indicator is in line in comparison with statistical neighbours and above the England average

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

In April the number of children with a Child Protection plan increase from 528 to 581.

The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June 2017. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.

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

In April there were 18 children subject to a child protection plan for the second or subsequent time.

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

At the end of April there were 783 children who were looked after by the Local Authority and of these 72 were unaccompanied asylum seeking children and young people. Cambridgeshire is above statistical neighbours but below the national average. Cambridgeshire are supporting 105 care leavers who were previously assessed as being unaccompanied asylum seeking children and 32 adult asylum seekers whose claims have not reached a conclusion. These adults have been waiting between one and three years for a status decision to be made by the Home Office.

- **Average monthly number of bed day delays (social care attributable) per 100,000 18+ population**

In March 2019, there were 970 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 701 delays – a 38% increase. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

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

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

Performance is below target but has improved significantly, almost doubling compared to the end of year figure for last year. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD.

- **Proportion of adults receiving Direct Payments**

Target has been increased in line with the average of local authorities in the Eastern region causing performance to fall more than 10% short of the new target. Performance is slightly below target, but shows a modest increase recently.

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

Performance has remained the same since last month.

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

The statistical neighbour figure has decreased by 0.3 percentage points and the national figure has increased by 0.3 percentage points.

- **Library Services - Number of visitors to libraries/community hubs - year-to-date**
- **Library Services - Number of item loans (including eBook loans) – year-to-date**

| Outcome | Adults and children are kept safe | | | | | | | | | |
|---|-----------------------------------|-----------------|--------|--------|---------------------|---|--------------------|-----------------|---------|---|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| % of adult safeguarding enquiries where outcomes were at least partially achieved | Adults & Safeguarding | 95.0% | 87.0% | 95.3% | 2018/2019 | ↑ | On Target (Green) | n/a | n/a | Performance is improving as the 'Making Safeguarding Personal' agenda become imbedded in practice. (Provisional Year End Figures) |
| % of people who use services who say that they have made them feel safer | Adults & Safeguarding | 83.2% | 86.3% | 85.0% | 2017/2018 | ↑ | Within 10% (Amber) | n/a | n/a | Performance has increased slightly compared to last year's survey, however it is still below target. |
| Rate of referrals per 10,000 of population under 18 | Children & Safeguarding | 40.8 | n/a | 33.7 | Apr | ↑ | No target | 37 | 46 | The referral rate decreased this month. |
| % children whose referral to social care occurred within 12 months of a previous referral | Children & Safeguarding | 27.7% | 20.0% | 22.5% | Apr | ↑ | Off Target (Red) | 22.6% | 21.9% | Re-referrals to children's social care decreased this month. It is in line in comparison with statistical neighbours and above the England average. |

| Outcome | Adults and children are kept safe | | | | | | | | | |
|--|-----------------------------------|-----------------|--------|--------|---------------------|---|------------------|-----------------|---------|--|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Number of children with a Child Protection Plan per 10,000 population under 18 | Children & Safeguarding | 39.2 | 30.0 | 43.2 | Apr | ↓ | Off Target (Red) | 41.6 | 45.3 | In April the number of children with a Child Protection plan increase from 528 to 581. The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June 2017. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan. |
| Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years) | Children & Safeguarding | 8.5% | 5% | 17.9% | Apr | ↓ | Off Target (Red) | N/A | N/A | In April there were 18 children subject to a child protection plan for the second or subsequent time. |
| The number of looked after children per 10,000 population under 18 | Children & Safeguarding | 57.1 | 40 | 58.2 | Apr | ↓ | Off Target (Red) | 46.3 | 64 | At the end of April there were 783 children who were looked after by the Local Authority and of these 72 were unaccompanied asylum seeking children and young people. |
| Number of young first time entrants into the criminal justice system, per 10,000 of population | Community & Safety | 1.13 | n/a | 0.98 | Q3 | ↑ | No target | | | Awaiting comparator data to inform target setting |

| Outcome | Adults and children are kept safe | | | | | | | | | |
|------------------------------------|-----------------------------------|-----------------|--------|--------|---------------------|---|------------|-----------------|---------|----------|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| compared to statistical neighbours | | | | | | | | | | |

| Outcome | Older people live well independently | | | | | | | | | |
|--|--------------------------------------|-----------------|--------|--------|---------------------|---|-------------------|-----------------|---------|--|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Number of contacts for community equipment in period | Adults & Safeguarding | | n/a | | | | No target | n/a | n/a | New measure, currently in development |
| Number of contacts for Assistive Technology in period | Adults & Safeguarding | | n/a | | | | No target | n/a | n/a | New measure, currently in development |
| ASCOF 2D: % of new clients where the sequel to Reablement was not a long-term service. | Adults & Safeguarding | 93.0% | 77.8% | 93.1% | 2018/2019 | ↑ | On Target (Green) | n/a | 77.8% | Performance continues to improve, and is well above the national average. (Provisional Year End Figures) |

| Outcome | | Older people live well independently | | | | | | | | |
|--|----------------------------|--------------------------------------|--------|--------|---------------------|---|-------------------|-----------------|---------|--|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Average monthly number of bed day delays (social care attributable) per 100,000 18+ population | Adults & Safeguarding | 169 | 114 | 171 | Mar-19 | ↓ | Off target (Red) | n/a | n/a | <p>In March 2019, there were 970 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 701 delays – a 38% increase. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.</p> |
| Proportion of requests for support where the outcome was signposting, information or advice only | Adults & Safeguarding | 44.1% | 55.0% | 59.2% | 2018/2019 | ↑ | On Target (Green) | n/a | n/a | <p>Performance at this indicator has improved significantly this year, this is likely to be a reflection of the more accurate recording processes for early interventions in the Mosaic system, particularly in relation to Adult Early Help. (Provisional Year End Figures)</p> |
| Number of new people receiving long-term care per 100,000 of population | Adults & Safeguarding | 289.6 | 408 | 237.1 | 2018/2019 | ↑ | On Target (Green) | n/a | n/a | <p>The number of requests for support resulting in long-term support fell compared to the previous year. The numbers also compare favourably to target which is based on average rate for local authorities in the Eastern region. (Provisional Year End Figures)</p> |

| Outcome | Older people live well independently | | | | | | | | | |
|---|--------------------------------------|-----------------|--------|--------|---------------------|---|-------------------|-----------------|---------|---|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population | Adults & Safeguarding | 468 | 564 | 384 | 2018/19 | ↑ | On Target (Green) | n/a | n/a | The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages. (Provisional Year End Figures) |

| Outcome | People live in a safe environment | | | | | | | | | |
|--|-----------------------------------|-----------------|--------|--------|---------------------|---|------------|-----------------|---------|-----------------------------|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime) | Community & Safety | 50.61 | n/a | 50.59 | Q4 | ↑ | No target | 55.81 | 69.23 | New measure, in development |

| Outcome | People with disabilities live well independently | | | | | | | | | |
|--|--|-----------------|--------|--------|---------------------|---|-------------------|-----------------|---------|--|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Proportion of service users (18-64) with a primary support reason of learning disability support in paid employment (year to date) | Adults & Safeguarding | 2.59% | 6.0% | 4.79% | 2018/19 | ↑ | Off Target (Red) | n/a | n/a | Performance is below target but has improved significantly, almost doubling compared to the end of year figure for last year. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD. |
| Proportion of adults in contact with secondary mental health services in paid employment | Adults & Safeguarding | 15.2% | 12.5% | 15.1% | Apr 19 | ↓ | On Target (Green) | n/a | n/a | Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually. |
| Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family | Adults & Safeguarding | 68.0% | 72.0% | 78.6% | 2018/19 | ↑ | On Target (Green) | n/a | n/a | Performance has improved significantly compared to last year, and this likely to be caused in part by the cleansing of data during the migration from AIS to the new Mosaic system. |
| Proportion of adults in contact with secondary mental health services living independently, with or without support | Adults & Safeguarding | 82.5% | 75.0% | 82.7% | Apr 19 | ↑ | On Target (Green) | n/a | n/a | Performance is above target. |

| Outcome | | People with disabilities live well independently | | | | | | | | |
|--|----------------------------|--|--------|--------|---------------------|---|-------------------|-----------------|---------|---|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Proportion of adults receiving Direct Payments | Adults & Safeguarding | 23.0% | 27% | 23.5% | Apr 19 | ↑ | Off target (Red) | n/a | n/a | Target has been increased in line with the average of local authorities in the Eastern region causing performance to fall more than 10% short of the new target. Performance is slightly below target, but shows a modest increase recently. |
| Proportion of carers who are satisfied with the support or services that they have received from social services in the last 12 months | Adults & Safeguarding | 35.1% | 38.9% | 38.9% | 2018/2019 | ↑ | On Target (Green) | 38.9% | 39.0% | Performance at this indicator has improved compared to the last survey's results 2 years ago, however it still lower than the figure from the survey 4 years ago. Performance is now on target and in line with statistical neighbours. Performance at this indicator is calculated using data from the biennial carer survey. |

| Outcome | | | | | | | Places that work with children help them to reach their full potential | | | |
|--|----------------------------|-----------------|--------|--------|---------------------|---|--|-----------------|---------|--|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| % of EHCP assessments completed within timescale | Children & Safeguarding | 87.5% | 70.0% | 83% | Apr | ↑ | On Target (Green) | | | Performance reduced in April, but remains above target |
| Number of young people who are NEET, per 10,000 of population compared to statistical neighbours | Children & Safeguarding | 269.0 | n/a | 263 | Apr | ↓ | No target | 204 | 284 | The rate decreased against the previous reporting period. The rate remains higher than statistical neighbours. |



| Outcome | | | | | | | Places that work with children help them to reach their full potential | | | |
|--|----------------------------|-----------------|--------|--------|---------------------|---|--|---|-----------------|--|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Proportion of young people with SEND who are NEET, per 10,000 of population compared to statistical neighbours | Children & Safeguarding | 620 | n/a | 684 | May 2019 | ↓ | No target | Data supplied is from May monthly NCCIS XML data. No end of March data due to technical issues. | | Data supplied is from monthly data and therefore not comparable to statistical neighbour quarterly data. |
| KS2 Reading, writing and maths combined to the expected standard (All children) | Education | 58.7% | 65.0% | 61.4% | 2017/18 | ↑ | Within 10% (Amber) | 64.7% (2017/18) | 64.4% (2017/18) | 2017/18 Performance increased but remains below that of the national average. 2018/19 results will be available mid-July 2019. |
| KS4 Attainment 8 (All children) | Education | 47.7 | 50.1 | 48.0 | 2017/18 | ↑ | Within 10% (Amber) | 48.2 (2017/18) | 46.5 (2017/18) | The 2017/18 Attainment 8 average score increased by 0.3 percentage points in comparison to 2016/17. This is now 2.1 percentage points away from reaching our target. Cambridgeshire is currently 1.5 percentage points above the England figure which remained the same as the 2016/17 figure. The 2017/18 statistical neighbour average increased by 0.7 percentage points. |

| Outcome | | | | | | | Places that work with children help them to reach their full potential | | | |
|--|----------------------------|-----------------|--------|--------|---------------------|---|--|-----------------|---------|---|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| % of Persistent absence (All children) | Education | 8.9% | 8.5% | 9.6% | 2017/18 | ↓ | Within 10% (Amber) | 10.5% | 10.8% | <p>The annual absence figures were released by the DFE at the end of March 2019 for the 2017/18 academic year.</p> <p>2017/18 persistent absence has increased from 8.9% to 9.6% in Cambridgeshire.</p> <p>The statistical neighbour average has increased from 10.0% to 10.5% (0.5 percentage points) and the national figure has increased from 10.8% to 11.2% (0.4 percentage points).</p> <p>The 2016/17 Persistent absence has reduced from 9.2% to 8.9%</p> |
| % Fixed term exclusions (All children) | Education | 3.47% | 3.7% | 3.76% | 2016/17 | ↓ | On target (Green) | 4.30% | 4.76% | <p>The % of fixed term exclusions rose by 0.5 percentage points in 2016/17 in comparison to the previous year. This is still well below the statistical neighbour average and the national figure.</p> <p>The 2017/18 data release is anticipated July 2019.</p> |
| % receiving place at first choice school (Primary) | Education | 94.7% | 93.0% | 92.8% | Apr-19 | ↓ | Within 10% (Amber) | 91.1% | 90.6% | <p>Annual performance decreased by 1.9 percentage points in comparison to the previous year though it is still above both the statistical neighbour average and the national figure.</p> |

| Outcome | | | | | | | Places that work with children help them to reach their full potential | | | |
|--|----------------------------|-----------------|--------|--------|---------------------|---|--|----------------------------|----------------------------|---|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| % receiving place at first choice school (Secondary) | Education | 87.8% | 91.0% | 89.5% | Apr-19 | ↑ | Within 10% (Amber) | 85.1% | 80.9% | Annual performance increased by 1.7 percentage points in comparison to the previous year and is now only 0.5 percentage points away from target. Cambridgeshire is well above both the statistical neighbour average and the national average. |
| % of 2 year olds taking up the universal entitlement (15 hours) | Education | 70.7% | 75.0% | 68.0% | Spring term 2019 | ↓ | Within 10% (Amber) | 73.3% (2018 academic year) | 71.8% (2018 academic year) | Performance decreased by 2.7 percentage points in comparison to the previous figure for the Autumn 2018 term. The annual figure reported by the DFE is 68% for 2018 which below both the statistical neighbour average and the England average. The previous figure for 2017 was 79%. The DFE estimate there were 1700 Cambridgeshire two year olds eligible for funded early education in 2018. Of those eligible there were 1140 two year olds taking up the funded early education entitlement. 95.6% of these met the economic basis for funding criteria. The remaining 4.4% of two years olds met the criteria on a high-level SEN or disability basis or the looked after or adopted from care basis. |
| Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools) | Education | 82.6% | 90% | 82.4% | May-19 | ↓ | Within 10% (Amber) | 87.9% | 87.6% | Performance has decreased by 0.2 percentage points since the previous month. The national figure has increased by 0.2 percentage points and the statistical neighbour figure has increased by 0.3 percentage points. |

| Outcome | | | | | | | Places that work with children help them to reach their full potential | | | |
|--|----------------------------|-----------------|--------|--------|---------------------|---|--|-----------------|---------|---|
| Measure | Responsible Directorate(s) | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | RAG Status | Stat Neighbours | England | Comments |
| Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools) | Education | 91.0% | 90% | 92.6% | May-19 | ↑ | On target (Green) | 84.3% | 80.3% | <p>Performance has increased 1.6 percentage points since last month and is now well above the target and 12.3 percentage points above the national average.</p> <p>The statistical neighbour figure has decreased by 0.4 percentage points and the national figure has decreased by 0.1 percentage point.</p> |
| Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools) | Education | 87.0% | 100% | 87.0% | May-19 | → | Off target (Red) | 93.1% | 94.1% | <p>Performance has remained the same since last month.</p> <p>There are currently 2 schools which received an overall effectiveness grading of requiring improvement and 137 pupils attend these schools in total.</p> <p>The statistical neighbour figure has decreased by 0.3 percentage points and the national figure has increased by 0.3 percentage points.</p> |
| Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools) | Education | 100% | 100% | 100% | May-19 | → | On target (Green) | 100% | 98.1% | <p>Performance is high and has remained the same as the previous month.</p> <p>Both the national figure and the statistical neighbour average have also remained unchanged.</p> |

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

| Library Services | | | | | | | | | |
|---|-----------|-----------------|---|---------|---------------------|---|--------------------------|--------------------------------|---|
| Measure | Frequency | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | Current month RAG Status | Year-end prediction RAG Status | Comments |
| Number of visitors to libraries/community hubs – year-to-date | Quarterly | 472,424 | 1,800,000 by the 3 rd quarter 2.4 million at year end | 495,950 | 31-Mar-19 |  High is good | Off target | Off target | <p>There have been 495,950 visitors to libraries/community hubs between January and March 2019 and a total of 1,983,487 for the year to date figure since April. This is below the target for the end of the year and 9.69% down on the same period in the last reporting year.</p> <p>We are seeing<u>Last year we saw</u> a slight dip in visitor figures and that may be in part due to the introduction of computer charges from the 1st May. We are closely monitoring the situation and actively promoting the first free half an hour for all library users as well as the free computer use for all children and young people up to and including 16 year olds and people accessing gov.uk and ccc.gov.uk web sites as well as those accessing universal credit. These charges have now been dropped.</p> |
| Number of item loans (including eBook loans) – year-to-date | Quarterly | 523,176 | N/A | 514,250 | Mar-19 |  High is good | Contextual | Contextual | <p>There have been 514,250 item loans between January and March 2019. This is only 3.2% down on the same period for the previous year.</p> <p>The year to date figure is 2,185,848 which is 10% lower than the same period for the previous year.</p> <p>The drop in issues may be related to the small drop in visitors. We are also working hard to improve the book stock in libraries and over time that work should start to reverse this trend.</p> |

COMMUNITIES AND PARTNERSHIP COMMITTEE – AGENDA PLAN AND APPOINTMENTS – JUNE 2019

To: **Communities and Partnership Committee**

Meeting Date: **4th July 2019**

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

Electoral division(s): **All**

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

Purpose: **To review the Committee's agenda plan and to consider, review and agree any appointments to outside bodies, internal advisory groups / panels, partnership liaison and advisory groups or Council Champion appointments within the Committee's remit.**

Recommendation: **It is recommended that the Committee:**

- a) Review its agenda plan attached at Appendix 1;**
- b) Agree the appointments to The Library Presents and the County Advisory Group on Archives and Local Studies, as detailed in Appendix 2; and**
- c) Note the removal of the Libraries Steering Group from the list of internal advisory groups.**

| <i>Officer contact:</i> | |
|--------------------------------|--------------------------------------|
| Name: | Nick Mills |
| Post: | Democratic Services Officer Trainee |
| Email: | Nicholas.Mills@cambridgeshire.gov.uk |
| Tel: | 01223 699763 |

1. BACKGROUND

- 1.1 This Committee reviews its agenda plan at every meeting and reviews its appointments to Outside Bodies and Internal Advisory Groups and Panels on an annual basis at its May meeting, although occasionally additional appointments are required during the year.
- 1.2 The County Council's Constitution states that the Communities and Partnership Committee has the authority to nominate representatives to Outside Bodies other than the Combined Authority, Greater Cambridge Partnership, Cambridgeshire and Peterborough Fire Authority, the County Councils Network Council and the Local Government Association.

2 AGENDA AND TRAINING PLANS

- 2.1 The Agenda Plan is attached at **Appendix 1**.

3. APPOINTMENTS

- 3.1 Following the appointments to Outside Bodies and Internal Advisory Groups that were made at the Communities and Partnership Committee meeting on 30th May 2019, the following changes, as listed in **Appendix 2**, are proposed:
 - Councillor Lina Nieto to be appointed as the representative on 'The Library Presents'; and
 - Councillors Kevin Cuffley, Claire Richards, Amanda Taylor and Simone Taylor to be appointed as representatives to the County Advisory Group on Archives and Local Studies.
- 3.2 On 13th February 2018, the then Highways and Infrastructure Committee agreed that the Libraries Steering Group had served its purpose and should be dissolved. Therefore, the appointments to this group made by the Communities and Partnership Committee during its meeting on 30th May 2019 are not required and this group has been removed from the Internal Advisory Groups list.
- 3.3 Should any further appointments arise between publication of the agenda and the Committee meeting they will be orally reported.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 A good quality of life for everyone

There are no significant implications for this priority.

4.2 Thriving places for people to live

There are no significant implications for this priority.

4.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 There are no significant implications within these categories:

- Resource Implications
- Procurement/Contractual/Council Contract Procedure Rules Implications
- Statutory, Legal and Risk Implications
- Equality and Diversity Implications
- Engagement and Communications Implications
- Localism and Local Member Involvement
- Public Health Implications

| Implications | Officer Clearance |
|---|-------------------|
| | |
| Have the resource implications been cleared by Finance? | Not applicable |
| | |
| Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by Finance? | Not applicable |
| | |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law? | Not applicable |
| | |
| Have the equality and diversity implications been cleared by your Service Contact? | Not applicable |
| | |
| Have any engagement and communication implications been cleared by Communications? | Not applicable |
| | |
| Have any localism and Local Member involvement issues been cleared by your Service Contact? | Not applicable |
| | |
| Have any Public Health implications been cleared by Public Health | Not applicable |

| Source Documents | Location |
|------------------|----------|
| None | |

| | | | |
|--|---|----------------------------------|--------------------------|
| COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN |  | Cambridgeshire County Council | <u>Appendix 1</u> |
|--|---|----------------------------------|--------------------------|

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------------|--|---------------------|----------------------------------|-----------------------------------|-----------------------------|
| 04/07/19 | Innovate & Cultivate Fund – Endorsement of Recommendations | Elaine Matthews | Not applicable | 21/06/2019 | 26/06/2019 |
| | Shared and Integrated Services Programme | Amanda Askham | Not applicable | | |
| | People & Communities Risk Register | Adrian Chapman | Not applicable | | |
| | Think Communities Update – July 2019 | Adrian Chapman | Not applicable | | |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|--|---|--|----------------------------------|-----------------------------------|-----------------------------|
| | County Council's Approach to Addressing Housing and Homelessness | Sarah Ferguson | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |
| 08/08/19 Meeting & Workshop | Adult Learning & Skills Service – Final Proposals for Arm's Length Service | Pat Carrington | Key Decision | 26/07/2019 | 31/07/2019 |
| | Coroners Service Annual Report | Christine May | Not applicable | | |
| 05/09/19 | Service Business Planning | Adrian Chapman | Not applicable | 23/08/2019 | 28/08/2019 |
| | Cambs 2020 Update | Adrian Chapman | Not applicable | | |
| | Service Delivery Board Quarterly Report | Ian Phillips | Not applicable | | |
| | Libraries & Civic Partnership Project Update | Christine May | Not Applicable | | |
| | Support Cambridgeshire | Sarah Ferguson | Key Decision | | |
| | Review of the C&P Committee | Adrian Chapman | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------------|---|--|----------------------------------|-----------------------------------|-----------------------------|
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |
| 10/10/19 | Business Planning | Adrian Chapman | Not applicable | 27/09/2019 | 02/10/2019 |
| | Hate Crime Update | Rob Hill | Not applicable | | |
| | Registration Service Annual Report | Christine May | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |
| 21/11/19 | Part Workshop focused on Demand Management | Adrian Chapman | Not applicable | 08/11/2019 | 13/11/2019 |
| | Local Council Plan Progress Report | Sarah Ferguson | Not applicable | | |
| | Adult Skills 6-monthly report | Pat Carrington | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------------|---|--|----------------------------------|-----------------------------------|-----------------------------|
| 12/12/19 | Business Planning | Adrian Chapman | Not applicable | 29/11/2019 | 04/12/2019 |
| | Budget Pressures | Adrian Chapman | Not applicable | | |
| | Cambs 2020 Update | Adrian Chapman | Not applicable | | |
| | Libraries & Civic Partnership Project Update | Christine May | Not Applicable | | |
| | Innovate and Cultivate Fund – Endorsement of Recommendations | Elaine Matthews | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |
| 23/01/20 | Demand Management Update | Adrian Chapman | Not applicable | 10/01/2020 | 15/01/2020 |
| | Innovate & Cultivate Fund – End of Year Evaluation Report | Elaine Matthews | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |
| (13/02/20) | RESERVE DATE | | | | |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------------|---|--|----------------------------------|-----------------------------------|-----------------------------|
| 12/03/20 | Innovate & Cultivate Fund – End of Year Evaluation Report | Elaine Matthews | Not applicable | 28/02/2020 | 04/03/20 |
| | Cambs 2020 Update | Adrian Chapman | Not applicable | | |
| | White Ribbon Campaign Update | Rob Hill | Not applicable | | |
| | Libraries & Civic Partnership Project Update | Christine May | Not applicable | | |
| | Budget Monitoring - Finance and Performance Report | Tom Kelly / Martin Wade / Adrian Chapman | Not applicable | | |
| | Community Champions Oral Update | Community Champions | Not applicable | | |
| | Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions | Adrian Chapman / S Ferguson/ C May | Not applicable | | |

CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO OUTSIDE BODIES

| NAME OF BODY | MEETINGS PER ANNUM | REPS APPOINTED | REPRESENTATIVE(S) | CONTACT DETAILS | GUIDANCE CLASSIFICATION | COMMITTEE TO APPROVE |
|--|--------------------------|-------------------|--|-----------------|----------------------------|---|
| The Library Presents 'The Library Presents' brings a high quality, diverse selection of arts activities into the heart of villages and towns across the county, including performances, exhibitions and film, digital art and workshops. | To be confirmed | 1 | Councillor L Harford (Con) Councillor L Nieto (Con) | To be confirmed | To be confirmed | Communities and Partnership (formerly HCI) |

CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS

| NAME OF BODY | MEETINGS PER ANNUM | REPS APPOINTED | REPRESENTATIVE(S) | CONTACT DETAILS | COMMITTEE TO APPROVE |
|--|-----------------------|-------------------|--|--|---|
| County Advisory Group on Archives and Local Studies The County Archives and Local Studies Advisory Group exists to provide a forum for those who share an interest in the preservation and use of the documentary heritage of Cambridgeshire (including the historic county of Huntingdonshire). | 2 | 4 | Councillor T Sanderson (Ind) Councillor J Scutt (L) Councillor A Taylor (LD) Councillor P Topping (Con) Councillor K Cuffley (Con) Councillor C Richards (Lab) Councillor A Taylor (Lib Dem) Councillor S Taylor (Ind) Councillor N Harrison (Lib Dem) (<u>substitute</u>) | Alan Akeroyd Archives & Local Studies Manager 01223 699489 alan.akeroyd@cambridgeshire.gov.uk | Communities and Partnership (formerly HCI) |
| Libraries Steering Group | To be confirmed | 5 | Vacancy Councillor Criswell Councillor Joseph Councillor A Taylor Councillor J Scutt | Christine May, Interim Service Director (Infrastructure Management) | Communities and Partnership (formerly HCI) |