COMMUNITIES AND PARTNERSHIP COMMITTEE

Cambridgeshire County Council

Date:Thursday, 08 November 2018

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** *Guidance on declaring interests is available at http://tinyurl.com/ccc-conduct-code*	
2	**Minutes - 18th October 2018**	**5 - 22**
3	**Petitions and Public Questions**	
	DECISIONS	
4	**Innovate and Cultivate End of Year Evaluation Report**	**23 - 36**
5	**CUSPE Report - Measures of Outcomes**	**37 - 98**
6	**Developing a County Council Operating Model for Tackling Homelessness in Cambridgeshire**	**99 - 106**

7	**Local Council Development Plan Progress Report**	**107 - 112**
8	**Finance and Performance Report - September 2018**	**113 - 170**
9	**Community Champions Oral Update**	
10	**Agenda Plan - Communities and Partnership Committee**	**171 - 174**
11	**Training and Workshop Plan - Communities and Partnership Committee**	**175 - 176**
12	**Date of Next Meeting**	

The Communities and Partnership Committee comprises the following members:

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

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

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

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Agenda Item No: 2

COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES

Date: Thursday, 18th October 2018

Time: 10:00am – 11:45am

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

98. APOLOGIES FOR ABSENCE & DECLARATIONS OF INTEREST

Apologies received from Councillor Joseph, substituted by Councillor Gowing and Councillor Dupre, substituted by Councillor Batchelor.

No declarations of interest.

99. MINUTES – 27TH SEPTEMBER 2018

The minutes of the meeting held on 27th September 2018 were agreed as a correct record and signed by the Chairman.

100. MINUTES ACTION LOG

An oral update to the Action Log was provided and included as Appendix 1 to these minutes.

101. PETITIONS AND PUBLIC QUESTIONS

None received.

102. HATE CRIME – PARTNERSHIP WORKING AND 3RD PARTY REPORTING CENTRES

The Committee received a report on tackling Hate Crime through third party reporting centres, which included an update on the current partnership arrangements and proposals for a review with the Council's support. During the presentation of the report, attention was drawn to the fact that although interim figures in the report suggested levels of hate crime incidents in Cambridgeshire had decreased over the past two years, Her Majesty's Inspectorate of Constabulary (HMIC) had warned of a likely increase after withdrawal from the European Union.

Detective Inspector and Hate Crime Lead of Cambridgeshire Constabulary, Robin Hall,

detailed the strategic group currently in place which worked with partners to improve overall strategy, as well an internal tactical group and a public scrutiny group. He acknowledged that while victims were encouraged to report hate crime directly to the police, some would not feel comfortable doing this and it was important to have an effective alternative option in place. He noted that the police wanted to help set up a smaller number of centres based around the County and provide training, as well as ensuring reliable records could then be shared across the services.

Peterborough City Council Cohesion Manager, Jawaid Khan, informed Members that awareness of the centres, alongside confidence and trust in them, were important. It was noted that hate crimes included a wide spectrum of issues such as religion, nationality, gender, sexuality and disabilities, and that although the needs and concerns of different communities differed, the groups all needed to connect and work together.

While discussing the report, Members:

- Considered whether establishing an effective and trustworthy communication was more important than the location or environment of the centre itself, suggesting that the most important aspect was ensuring that contact was made and followed up on. It was noted that there was little publicity that raised awareness of these centres and that it was necessary to establish organisation and structure to breed confidence and trust with those who would use the service.

- Acknowledged that there were too many centres in the Fenland area and too few centres in other Districts. It was suggested that the centres should be located in local libraries to enable people to just walk in.

- Queried how the centres were funded and what their official link was to the police. It was noted that the centres were run by volunteers, which in itself was problematic as it meant that training was erratic and that continuity was difficult to achieve. By reducing the number of centres while simultaneously extending their coverage, the structure and purpose of the programme would be consolidated.

- Encouraged wider promotion of the centres to those who would most use them, citing as an example some immigrant groups who were unaccustomed to maintaining trusted relationships with the police force. The Cohesion Manager informed Members that there was a link to the national online reporting site ‘True Vision’ on the Peterborough City Council website as well as publicity via community radio, community events and leaflets being available around the community. It was also noted that a series of events were being held as part of National Hate Crime Awareness Week.

- Emphasised the need for diverse staffing of the centres to cater for the previously mentioned wide range of hate crime victims in order to breed trust. The Detective Inspector agreed but noted that it was not the police’s role to say where the centres were located or who staffed them. However, the police were keen to work with partners on a joint approach.

- Suggested that community champions would be valuable additions to the working group looking to improve the programme, due to their contacts in their specific areas,

while other Members also expressed enthusiasm to participate. The disparity of centre locations indicated in the report showed a need to expand the programme in various areas, including Huntingdonshire, South Cambridgeshire, East Cambridgeshire and Cambridge and Members expressed their desire to assist in achieving this. It was suggested that a workshop with the police and parish councils would benefit this exchange and help create the desired clarity of vision. **Action Required.**

- Noted the importance of Faith Networks such as the Interfaith Council to address the issues of Hate Crime. There was also a need to involve Community Safety Partnerships in each District area.

- Expressed concern over the unreliable figures available to police and acknowledged the necessity to create a simple framework and effective monitoring process. It was noted that a lot of work was being done regarding hate crime by the police and the community but that developing a coherent and effective structure would improve its effectiveness and create the necessary trust and confidence.

It was resolved unanimously to:

a) Note recorded hate crime levels and the potential for future rises

b) Endorse the partnership approach to further strengthen our response to hate crimes

c) Support the proposal for a review of 3rd party reporting centres, including the identification of a working group to take this forward.

103. SERVICE COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING PROPOSALS FOR 2019-2020 TO 2023-24

The Committee received an overview of the draft Business Plan Revenue Proposals for services that were within the remit of the Communities and Partnership Committee. It was noted that increased demand, higher costs and reduced funding had led to a fundamental reassessment of how the Council delivered services and had also led to the formation of the Committee.

Attention was drawn to the second and third themes listed in section 5 of the report as being particularly relevant to the Committee's agenda: Strategic Partnerships and Demand Management. Members were informed that demand pressures had been calculated at close to £9m due to unplanned demand, which largely arose in areas providing support and care, leading to the need for a total saving of £38m. The proposals outlined in the report would be considered by the General Purposes Committee in December.

It was noted that the Committee was unable to provide extensive financial support due to its limited budget. Although it was able to support change across other committees, it was hard to put figures on such savings.

While discussing the report, Members:

- Registered their opposition to the proposal to withdraw funding of the Partnerships, Projects and Funding Team, noting its valuable work and cultural importance. It was noted that the team would struggle to obtain funding elsewhere and that it would be difficult for any other bodies to take over the role that it currently provided.

- Were informed that the success of the funding bids for the Substitute Grant Funding proposal should be established by the end of October and that it was linked to the sexual violence team. It was noted that the working team would be maintained and that funding would be organised in a different way.

It was resolved unanimously to:

a) Note the overview and context provided for the 2019-20 to 2023-24 Business Plan revenue proposals for the Service

b) Comment on the draft revenue proposals that are within the remit of the Communities and Partnership Committee for 2019-20 to 2023-24.

104. SHARED AND INTEGRATED SERVICES PROGRAMME

The Committee received a report on work that had been carried out on the Shared and Integrated Services programme since May 2018, including information on the established Terms of Reference and the Joint Working Agreement (JWA), which was approved by both Councils in the past month. The JWA had led to the development of an overarching business case, which would be presented to the Committee in January 2019, alongside a minimum of three reports per year, one of which would be an annual review. Members were invited to participate in workshop sessions along with other Members and officers from both Councils to discuss further opportunities and look at strategic issues, and it was noted that guidance was being prepared for workers across both Councils.

Members were informed about the programme's governance structure, including the Programme Board, which provided strategic leadership and oversight; the Core Group, which ensured the effectiveness of the programme and communications; and the Business Case Development Virtual Group, which was responsible for HR, finance, ICT and legal issues, as well as assessing the business cases.

The presenting officer noted that the £500,000 of savings mentioned in the report were difficult to attribute to individual committees, as they arose as a result of shared management, joint commissioning, transactional services and other shared services, such as IT systems between the two Councils.

While discussing the report, Members:

- Noted the need to established a cross party Member working group (3 Conservative, 1 Liberal Democrat, 1 Labour). It was agreed that Group Leaders should be asked to identify membership. **Action Required.**

- Expressed concern about how the Shared Services would be affected if one of the parties were to face a similar situation to Northamptonshire County Council. Members were informed that clear sovereignty rules had been established and there was a different legal basis in place to that of the previous relationship between Cambridgeshire and Northamptonshire County Councils.

- Queried the impact on staff in Cambridge and Peterborough, specifically whether they would be required to travel or move to a different city and whether the trade unions had been consulted. It was noted that the Section 113 agreement of the JWA ensured that staff were covered by both Councils' policies and Members were also informed that the unions had been consulted on individual pieces of work as well as the overarching agreement.

- Suggested that Peterborough and Cambridgeshire had different needs from one another and enquired how this would be considered in Shared Services. Members were informed that this concern had been considered and that different approaches were tailored to each situation on a local level in each community.

It was resolved unanimously to:

> Note and comment on the key areas that have progressed during the monitoring period and the next critical stages of work between now and January 2019.

105. PARTNERSHIP LANDSCAPE

The Committee received a report on three of its key partnerships: Senior Officers Communities Network, Think Communities and Communities and Partnership Committee Deliver Board. The report included some proposed measures for improving results and while presenting the report, the Service Director: Communities and Safety summarised the partnerships and the main areas in which to build capacity.

While discussing the report, Members:

- Noted the proposal to develop a business model that would be presented to the Committee in December which would summarise its ideas and aspirations.

- Expressed concern that the large size of the Senior Officers Communities Network could hinder the speed or effectiveness of its work. Members were informed that meeting attendance levels had been consistently high, indicating a well-functioning group. It was also suggested that identifying three or four priorities in the business model across the region, the group would receive even greater motivation to act, as well as a sense of purpose and direction.

- Acknowledged that it would be important to establish a reliable flow of communication between the Committee and the Senior Officers Communities Network to ensure accountability and develop links between the two.

- Recognised the significant potential and high level of resources in the group and were enthusiastic about the opportunity to populate their agenda. It was noted that rather than stop the work that was already underway, the intention would be to bring it together under improved coordination.

- Discussed communicating on an individual basis with members of the group about specific concerns or propositions. The Service Director: Communities and Safety reported that he was the co-chair of the Network and therefore the direct link to the Committee.

- Were informed of the proposal to bring a quarterly report to Committee on the progress of the officer Delivery Board, starting in December 2018.

It was resolved unanimously to:

a) Comment on and approve the three proposed measures, summarised in section 2.8

b) Discuss and agree any additional measures to support the Committee's responsibility to ensure our partnerships are effective.

106. COMMUNITY CHAMPIONS ORAL UPDATE

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

- Councillor French, who mentioned the success of the Innovation presentation in March on 24th September, the continuing efforts to establish a time bank coordinator across the parish districts, the receipt of helpful information on Amey grants that had led to grants being awarded in Fenland. A written update was also provided and is included as Appendix 2 to the minutes.

- Councillor Costello, who mentioned the launching of Essentials by Sue and the upcoming meeting of local parishes to discuss the Tour of Cambridgeshire Cycle Race. A written update was also provided and is included as Appendix 3 to the minutes.

- Councillor Richards, who mentioned working with City colleagues and Barnado's on child poverty and the impact of the council tax, as well as working on homelessness and with faith groups.

- Councillor Every, who mentioned the East Cambridgeshire District Council Careers event with over 1000 primary, secondary and sixth form students in visiting Ely Cathedral to meet 50+businesses, working on social prescribing at a GP Surgery in Littleport and attending a mental health conference. A written update was also provided and is included as Appendix 4 to the minutes.

The Chairman acknowledged the importance of working with GP surgeries. He also drew attention to the role of apprenticeships by Fiona McGonigle, Business Relationship Manager at the Combined Authority. He reminded Community Champions of the Parish Conference scheduled for 23 November 2018.

107. WORKSHOP AND TRAINING PLAN

It was resolved to:

Note and agree the Workshop and Training Plan.

108. AGENDA PLAN

It was resolved unanimously to:

Note and agree the Agenda Plan.

109. DATE OF NEXT COMMITTEE MEETING – 8TH NOVEMBER 2018

Chairman

Appendix 1

Minutes Actions 18th October – Oral update provided at the meeting.

1) **Minute 84 – MINUTES 5TH JULY**

- Members requested a list of dates for the meetings of the new Adults Skills Service.

- Response - Dates for future meetings are still being determined, but the next meeting is provisionally scheduled for 21st November.

  The minutes of the previous meeting have just been published and will be circulated to the Committee shortly.

2) **Minute 86 – SHARED AND INTEGRATED SERVICES PROGRAMME**

- There was a request for officers to investigate the role between the Communities and Partnership Committee and the Senior Officers Communities Network becoming formalised.

- Response – The Strengthening Communities Service Manager has indicated that this has been addressed in the Partnership Landscape report, which is Item 8 on today's agenda.

3) **Minute 92 – PEOPLE AND COMMUNITIES RISK REGISTER**

- Queries were made about the thoughts of the Children and Young People Committee regarding:
  a) The Cambridgeshire School Improvement Board's role in mitigating risks 2 and 11 in the report and

  b) How grant funding had been spent by agencies in regards to risk 7 in the report.

- Response – This will be discussed by the People and Communities Directorate Management Team at the end of October.

There are also two additional actions to mention.

Firstly, as requested by the Poverty Working Group, Cllr. Hoy has been appointed as an additional member to the Group to represent the Children and Young People Committee.

Secondly, in line with his delegated authority to make appointments within the remit of the Committee in between Communities and Partnership Committee meetings, and due to there not being a relevant item on the agenda, the Chairman has agreed to appoint Councillor King on the Cambridgeshire and Peterborough Association of the Local Councils (CAPALC) District Committees and Regulatory committee as a substitute, replacing Councillor Cuffley.

Appendix 2

- I attended the innovation presentation on 24th September 2018 at the FE Centre Station Road March. This was well attended by many interested parties in funding. There were many organisations there - no idea on numbers as yet, but I hope that Elaine Mathews can update us in due course. I hope that there will be future successful applications.

- I have continued to have discussions with many Parish councils but have no outcomes yet towards time sharing. I am waiting for Whittlesey Town Council to get back to me with a possible co-ordinator for time banking.

- The information sent to us about Amey funding has been very useful.
    - Estover new build £40,000
    - Whittlesey £2-3,000 for small scheme
    - Rings End Nature Reserve £2-3,000
    - March new skate park for future funding will be requested £40,000

Appendix 3

Community Champion of Community Activity update

One page update, to be used as a prompt for oral updates at Committee and published as part of the Committee notes.

Community Champion:	Adela Costello
Place:	Huntingdonshire
Date:	18th October, 2018

UPDATE

- *Essentials by Sue was launched at the beginning of September at the Medway Centre and Youth Centre in Huntingdon. Press release did not make the Hunts Post but a further attempt will be made later this month. A meeting to evaluate the project will take place in November. Sites are available in St. Neots, St. Ives and Ramsey and if the pilot is successful, will launch there at the beginning of next year.*
- **Article in local newspaper covered the County requirement for more teachers, the 'Stronger for Longer' campaign and the White Ribbon Day. Other information included the recruitment of Reablement Workers and Foster Carers.**
- **Supporting Ramsey Neighbourhood Trust setting up a Timebank with the financial backing of Ramsey Town Council.**
- **Working with Ramsey Neighbourhood Trust to set up a social club for adults with learning difficulties. Club commenced on 15th October with 6 members and 5 volunteers. More work needed in advertising in the locality.**
- **Meeting of local parishes to take place in October when the Tour of Cambridgeshire Cycle Race will be discussed as it has a great impact on the locality as many residents feel isolated as the roads are closed for several hours. The race is increasing in length and although starting earlier will last longer and affect several more areas.**

NEW CONTACTS, PROJECTS AND PRIORITIES

- **Meeting held with Ramsey Time Bank co-ordinator to arrange for winter warmers to be knitted for distribution for those in need, probably in association with the food bank distribution. A plea for supplies of wool to go out. A pilot project but if successful, could be initiated throughout the District or even County.**
- **A meeting to be arranged with the Portfolio Holder for Communities at the District Council to discuss future initiatives.**
- **Public transport remains an issue for isolated villages and even towns. Ramsey Million have commissioned a survey on public transport for Ramsey and I am working alongside the group to highlight concerns. A meeting was held with Total Transport to look at possibilities of alternative forms of community transport. A meeting later this month with the local MP and Mayor of the CA to discuss further.**
- **Dementia Awareness training undertaken so now a Dementia Friend.**

COMMUNITY GOOD PRACTICE
• *Joint working between officers and members from HDC and CCC plus local community organisations in establishing Essentials by Sue.* • **Work with Portfolio Holder of Communities at HDC.** • **Support from Time Bank Co-ordinators in establishing new projects, a possibility is to train volunteers to grit the pavements during the winter months.** • **Joint working between members of the Committee and other officials on possible future projects.** • **Arranging meetings with local parish/town councillors and clerks to discuss issues in their areas.**

Appendix 4

Community Champion of Community Activity update

One page update, to be used as a prompt for oral updates at Committee and published as part of the Committee notes.

Community Champion:	Lis Every
Place:	East Cambridgeshire
Date:	Update for Communities and Partnership Committee on 1 October 2018

- **UPDATE**

- Launch of 'Eyes and Ears' project and booklet in September as focal point for identifying issues of vulnerability;
- White Ribbon Accreditation achieved.
- Working with County lead on Children's Centres and District Hub Social workers to identify local needs and gaps in provision. Visits being undertaken with families to understand scope of work being done in Ely and Littleport initially; Soham to follow:
- Parenting Course in a Littleport primary school being delivered. Monitoring process in place. Spreading good practice;
- Bursaries obtained for 10 Bishop Laney pupil premium students now in place resulting in increased numbers for the Sixth Form
- ECDC Careers Event in Ely Cathedral took place on 9 October, with over 1,000 primary, secondary and sixth form students and 50+ businesses, FE colleges and universities.
- Investigating Parish needs for a Community Nurse and the possible funding through the Innovation and Cultivate fund;
- Business Forum now formed to work with local sector businesses on skill need to feed into Skills Forum to support and inform school/business links programme; First Sector meeting is Administration and Finance

- **NEW CONTACTS, PROJECTS AND PRIORITIES**

- Working with ECDC 'Get moving' campaign to develop a stakeholder group to support more activities, included a portfolio of different types of chair-based exercises, initially in Littleport and Ely;
- Helping with a bid for Littleport for the Innovate Fund to support an outreach worker for young people in Littleport.
- Meeting arranged for November to pull together the Youth Strategy Board with Ely, Soham and Littleport;
- Bid obtained for the development of an integrated Youth Choir with the Highfield Schools and a local youth choir.
- Working with a programme to support Dementia groups through exercise and singing in order to share good practice;

- Harnessing information from Parishes who are interested in setting up their own Timebanks, eg Working with the Friends of the Soham Library;
- Researching local libraries/village halls to determine facilities offered within the patch;
- Launch of an ECDC Apprenticeship Hub which is an interface between business and school to demystify the process and promote vacancies.
- Steering Group set up with 4 businesses, staff and students to work on the marketing of apprentices
- Have been invited by St George's Surgery in Littleport to work on 3 conferences a year with staff on topics to enable the practitioners to be aware of initiatives and community organisations able to support social prescribing: first topic is Mental Health.

COMMUNITY GOOD PRACTICE

- Initial research has been undertaken to identify the organisations in existence, what they currently offer; how these services could overlap and determining a network strategy;
- Working with parish and district councillors to create capacity and information base supporting their work in their Parishes/Wards as required;
- Building network of community providers and champions across the District.
- Improve communication with County, District and Parish Councillors, particularly embracing social media.

COMMUNITIES AND PARTNERSHIP COMMITTEE	**Minutes - Action Log**	

This is the updated minutes action log as at 31st October 2018 and captures the actions arising from the most recent Communities and Partnership Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

ACTIONS FROM MINUTES OF THE 17TH APRIL COMMITTEE

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

ACTIONS FROM MINUTES OF THE 27TH SEPTEMBER COMMITTEE

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
84.	**MINUTES – 5TH JULY 2018**	**Adrian Chapman**	Members requested a list of dates for the meetings of the new Adults Skills Service. **Action: the Community & Safety Service Director undertook to forward this when compiled.**	a) Dates for future meetings are still being determined, but the next meeting is provisionally scheduled for 21st November. b) The minutes of the previous meeting have just been	**ACTION ONGOING**

				published and will be circulated to the Committee shortly.	
87.	**WHITE RIBBON CAMPAIGN**	**Sarah Ferguson**	Discussing the funding for the White Ribbon Campaign, Members were told that a meeting would take place in 6 weeks discussing increased demand. **Action: the Enhanced and Preventative Services Directorate Service Director undertook to provide an update after this meeting.**		**ACTION ONGOING**
92.	**PEOPLE & COMMUNITIES RISK REGISTER**	**Adrian Chapman**	Queries were made about the thoughts of the Children and Young People Committee regarding: a) The Cambridgeshire School Improvement Board's role in mitigating risks 2 and 11 in the report and b) How grant funding had been spent by agencies in regards to risk 7 in the report. **Action: the Service Director Community & Safety undertook to discuss the concerns with the Children and Young People Committee and inform the Communities and Partnership Committee.**	This will be discussed by the People and Communities Directorate Management Team at the end of October.	**ACTION ONGOING**
93.	**FINANCE AND PERFORMANCE REPORT – JULY 2018**	**Adrian Chapman**	The performance indicators were considered to be narrow in scope given the Committee's broad remit. **Action: the Service Director Community & Safety undertook to speak with the finance department about revising future performance indicators.**		**ACTION ONGOING**

ACTIONS FROM MINUTES OF THE 18TH OCTOBER COMMITTEE					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
102.	**HATE CRIME – PARTNERSHIP WORKING AND 3RD PARTY REPORTING CENTRES**	**Rob Hill**	Members were invited to participate in a working group along with the police and district councils to improve the programme and establish a clarity of vision. **Action: Community Champions were suggested as suitable participants, while other Committee Members, including Cllr Cuffley, Cllr Manning and Cllr Batchelor indicated their interest in participating.**		**ACTION ONGOING**
104.	**SHARED AND INTEGRATED SERVICES PROGRAMME**	**Michelle Rowe**	Members were invited to participate in workshop sessions along with other Members and officers from Cambridgeshire County Council and Peterborough City Council to discuss further opportunities and strategic issues. **Action: Group Leaders would identify five Committee Members to form a cross party Member working group (3 Conservative, 1 Liberal Democrat, 1 Labour).**		**ACTION ONGOING**

Agenda Item No: 4

INNOVATE AND CULTIVATE FUND END OF YEAR EVALUATION REPORT

To:	**Communities and Partnership Committee**
Meeting Date:	**8 November 2018**
From:	**Sarah Ferguson: Assistant Director, Housing, Communities and Youth**
Electoral division(s):	**All**
Forward Plan ref:	**N/A** *Key decision:* **No**
Purpose:	To consider and agree recommendations emerging from the key findings of the Innovate and Cultivate Fund Evaluation Report
Recommendation:	The Communities and Partnership Committee is asked to consider and approve the recommendations outlined in paragraphs 2.11 (i to vi) of the report for future rounds of ICF The Committee is also asked to note and comment on the process for the next round of the programme as set out in paragraph 2.12.

	Officer contact:		***Member contacts:***
Name:	**Elaine Matthews**	Names:	**Cllr Steve Criswell**
Post:	Strengthening Communities Manager	Post:	Chairman
Email:	Elaine.Matthews@cambridgeshire.gov.uk	Email:	Steve.Criswell@cambridgeshire.gov.uk
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1.	**BACKGROUND**
1.1	The Innovation Fund was launched in November 2016, with 5 projects receiving approval for funding from April 2017 as a result. Learning from those early rounds, a review and refresh of the fund was carried out resulting in the current Innovate and Cultivate Fund (ICF) as agreed by the Communities and Partnership Committee on 24 August 2017. It was agreed that a further review would be undertaken during 2018 in order to ensure that the fund was being utilised and making an impact in the areas it was set up to do.
1.2	The ICF has two funding streams: • **Cultivate:** small grants of £2,000-£10,000 aimed at encouraging local networks where people help themselves and each other. This is a single stage application process, with applications approved by the Recommendation Panel put before the Communities and Partnership Committee to confirm the award of funding. • **Innovate**: larger grants of up to £50,000, for projects that demonstrate an innovative approach. This is a two-stage application process and those approved by the Recommendation Panel at the end of the second stage are put to the Communities and Partnership Committee to confirm the award of funding.
1.3	The ICF aims to reduce demand on high cost Council services, by strengthening support and services that are delivered within, and led by, communities. Priority areas of service where funding applications are most welcome are initiatives which reduce the need for children's and adult social care interventions. The Waste Service priority was removed in August 2018 (see para 2.3 for further information). All projects must show that they will: • Reduce pressure on council services or reduce council expenditure, leading to a return on investment • Be either new or build on an existing project in a new location or with new beneficiaries • Achieve one or more of the County Council's 7 key outcomes
1.4	At the 5 July 2018 Committee meeting, it was agreed that an ICF end of year evaluation report would include: • A brief summary of project outcomes and potential returns on investment from the four Innovation Fund projects completing the first year of funding • Analysis of ICF applications received: the number of applications submitted by service area, the number of successful funded projects by service area and geographic area, the most common reasons for rejection for unsuccessful applications, and applicants that have been supported in other ways including access to other funding • Progress of 'live' ICF projects: early monitoring outcomes and good news stories

	• Summary of lessons learnt from the first year of the Innovate and Cultivate Fund • Recommendations for the future of ICF Section two outlines the outcome of the evaluation against these criteria.
2.	**SUMMARY OF EVALUATION**
2.1	***Innovation Fund Project Outcomes***
	Set out below is a brief summary of project outcomes and potential returns on investment from the four Innovation Fund projects completing the first year of funding: **Carers Trust** £49,999 was awarded to develop carer friendly community hubs, open to all, but particularly targeting the over 80s. The project has achieved its stated aims and targets and supported the agreed number of target beneficiaries, despite a mid-year revision of project deliverables. Taking into account the original investment, the estimated cost avoidance savings from this project is £45,289. Given the sustainability of the project model, savings will continue to be delivered in future. **Cambridge Housing Society (CHS) Group** £45,815 was awarded to develop more Timebanks across the county, further integrate them with Time Credits, and enable the Timebanks themselves to become more financially sustainable. Overall, the project has been very successful. Four new Timebanks have been established and CHS Group has won the tender to deliver South Cambridgeshire District Council's Timebanking pilot project to set up two new Timebanks. The project also developed a Cost Benefit Analysis (CBA) methodology for Timebanks, which has demonstrated a £98,398 cost avoidance saving as a result of the project over the course of the year. Taking into account the original investment, the estimated savings from this project is £52,583. Importantly, the return on investment for CCC will be delivered well into the future. **Somersham Parish Council** £25,000 (£10,000 for year one, £15,000 for year two) was awarded to carry out activities aimed at improving the quality of life for those with neurological conditions and linking them and their carers into other support and networks offered by the Somersham and Pidley Timebank. During year one the project has met or exceeded its targets by widening the criteria for participants beyond those with neurological conditions to include other conditions. From the case study examples supplied, the project was able to demonstrate potential cost avoidance savings to the Council of over £32,000. Taking into account the original investment for year one, this offers a potential return on investment of over £22,000. These potential cost avoidance savings relate to a range of Council-funded services such as reablement, domiciliary home care, respite care and residential care. **Switch Now CIC** £10,500 was awarded to train, support and mentor young adults with learning difficulties to progress towards voluntary, paid or self-employment. The project ends in November, and due to delays setting up referral pathways, it has not yet achieved its

	targets. It is therefore unlikely to support the targeted number of people for long enough to achieve its stated outcomes within the one year funding period. However, strong foundations for this programme are in place and Switch Now has excellent relationships with local small employers and success in working with clients' support networks to ensure they understand the benefits of having a plan for progression in life. This type of project takes time to establish and is more resource heavy than day care in the early stages, but offers a sustainable model and will provide a return on investment over a longer time period. Client feedback and case studies for the above projects are in Appendix 2 attached.
2.2	***Analysis of ICF applications received***
2.3	A total of 68 grant applications have been submitted to the refreshed Innovate and Cultivate Fund (34 Innovate, 34 Cultivate).
2.4	Number of applications submitted by service area: All applications have focused on supporting priority service areas, with the majority supporting Adult Social Care and Children and Families services, with a small minority of applications for the Waste Service. Grant applications by service area are illustrated in Chart 2 of Appendix 1.
2.5	Number of successful funded projects by service area and geographic area: 19 ICF projects have been successfully funded (7 Innovate and 12 Cultivate). All successful applications have been within Children and Families and Adult Social Care priority service areas, with some crossover with Community Engagement. There have been no successful waste service applications. The waste priority was withdrawn in August 2018 on the advice of the service lead for waste who concluded that waste projects are very unlikely to offer a return on investment over the funding period. There was a largely even spread of successful applications from organisations delivering projects in Huntingdonshire, South Cambridgeshire, Cambridge City, and East Cambridgeshire. Organisations delivering projects in Fenland submitted fewer applications and had correspondingly fewer successful applications. See Chart 1 of Appendix 1 for the project delivery areas of submitted applications. It should be noted that 9 of the 19 projects are being delivered in more than one district, with 4 of these delivering across the county. Successful grant applications by service area and geographic area are illustrated in Chart 3 of Appendix 1.
2.6	Most common reasons for rejection for unsuccessful ICF applications: Applications were most commonly unsuccessful because they received low panel

	scores on the following criteria relating to return on investment (ROI) over the one to two year project funding period: • Project beneficiaries receive high-cost support or services from the council or are likely to need high cost support or services in the future • The project provides evidence that it will either reduce the need for people to use council services and/or reduce council expenditure
2.7	Unsuccessful applicants that have been supported in other ways: 3 unsuccessful ICF applicants received funding from other donors through Cambridgeshire Community Foundation. Applicants were also signposted to other suitable grants and to other organisations for support, for example to Support Cambridgeshire if there were issues with the organisation's structure or policies.
2.8	***Progress of live initiatives***
	11 Innovate and Cultivate Fund projects have submitted a first quarterly monitoring report. These projects are establishing foundations and will, in the next quarter, be able to report more directly against targets. Case studies and client feedback illustrate some early successes and good news stories. Client feedback and case studies for two ICF projects are in Appendix 2 attached.
2.9	The refreshed Innovate and Cultivate Fund is widely considered a success by applicants, with 81% of applicants responding to a feedback survey reporting being happy or neutral about the application process, 94% agreeing that the revised webpage contained sufficient information, and 88% of those who attended finding the applicant advice sessions useful. The survey and informal feedback shows that the 2-stage Innovate application process, which takes up to 5 months, is considered overly lengthy particularly for medium-sized projects.
2.10	***Lessons learnt***
	The following are key lessons learnt from the first year of the refreshed Innovate & Cultivate Fund: 1. Application quality and suitability has improved with the introduction of ICF pre-application advice sessions offering 1:1 project advice from service experts and group tutorials from Business Intelligence and Cambridgeshire Community Foundation. 2. The quality and success rate of applications have been improved by the enhanced role of service leads in supporting potential applicants through the application stage and managing successful projects.

	3. The enhanced role of service leads coupled with the growing number of funded projects has increased officer workloads. Service directors play a key role in identifying additional service lead support as needed to ensure that workloads remain manageable. 4. To avoid unnecessary delays to the start of newly funded projects, service leads are now setting up appropriate client referral pathways during the project inception stage. 5. Unsuccessful Innovate projects that fit service priorities but do not meet the full criteria of the fund are submitted to the Transformation Team for further consideration. 6. To increase submissions of more innovative applications, officers are developing materials to promote the fund more widely via Nesta and other regional and national funding portals. 7. To increase the application rate for projects delivering in Fenland, officers have increased promotion of the fund to Fenland and offered more pre-application support to Fenland organisations. The September 2018 pre-application advice session was held in March, with good representation from Fenland organisations. 8. To more accurately reflect the longer term impacts of preventative work and to increase the success rate of projects that do not demonstrate a return on investment over the 1 to 2 year project lifetime, the estimated ROI period will be extended to up to 3 years going forward. See 2.13. 9. The Steering Group has also considered the current threshold of £10,000 for applications to the Cultivate Fund, acknowledging the benefits of expanding the threshold to allow for more sustainable and perhaps longer term community projects to be established. This would also allow larger projects to secure funding via the shorter one-step process. With agreement from the Head of Finance, the Steering Group suggest a revised threshold of less than 100% increase.
2.11	***Recommendations for future of ICF***
	As a result of the above, and following feedback from applicants, service leads, Cambridgeshire Community Foundation and Recommendation Panel members, the Innovate and Cultivate Fund Steering Group therefore recommends: **(i)** The retention of the ICF in its current form, albeit with a bolder offer for Cultivate grants. **(ii)** More prescriptive guidance to be offered to Cultivate applicants to improve the ease and success rate for those applying for Cultivate funding in the future, supporting an evidence based demand management approach. **(iii)** The development of a selection of ‘off the peg’ Cultivate project models which are known to meet the criteria of the fund, have an evidence base and are already being successfully delivered, for example Timebanks. These example projects will include

	estimated costings for delivery, grant amount guidelines and modelled return on investment and will be used to encourage future applicants who are keen to deliver local projects to meet their local needs. Supporting successful projects that adopt an 'off the peg model' is also expected to be offer a 'lighter touch' role for overstretched service leads.
(iv)	The development of community profiles, which will raise awareness at the local level of where help may be best targeted.
(v)	Increasing the Cultivate Fund grant threshold from £10,000 to up to £19,000.
(vi)	The extension of the estimated return on investment period to up to 3 years, which has been endorsed by the Head of Finance.
2.12	In terms of process for the next round of applications, the Committee is asked to note the following: 1. The timescales and key dates for the 1 November funding round outcomes: a. Cultivate outcomes known by the end of January 2019 b. Innovate outcomes known by the end of March 2019 2. A further Cultivate funding round will be held in spring 2019 (provisional deadline 1 May 2019) with outcomes known by the end of July 2019 3. The intention to assess remaining ICF funds at the end of the 1 November round and, if necessary, to request additional funds to continue ICF
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**
	• The focus of the Fund is supporting people to live healthy and independent lives. • It focuses upon the most vulnerable groups who are most likely to experience health inequalities.
3.3	**Supporting and protecting vulnerable people**
	• The focus of the Fund is to enhance delivery against this priority e.g. where the support of the voluntary and community sector could make a real difference to the lives of vulnerable people.
4.	**SIGNIFICANT IMPLICATIONS**
4.1	**Resource Implications**

	The Fund makes most efficient use of resources. The finance team have agreed all recommendations.
4.2	**Procurement/Contractual/Council Contract Procedure Rules Implications**
	Although grants are exempt from procurement regulations, procurement advice has been taken on the grant application process and member involvement in recommending bids for award and final decision of award.
4.3	**Statutory, Legal and Risk Implications**
	Legal advice has been taken in the setting up of this Fund and in the creation of the grant application and monitoring process.
4.4	**Equality and Diversity Implications**
	The focus of this Fund on supporting the most vulnerable will mean this investment will make a positive contribution to issues of equality.
4.5	**Engagement and Communications Implications**
	The plans for engagement and communication of this Fund are as agreed at July 2017 Committee.
4.6	**Localism and Local Member Involvement**
	• Community empowerment sits at the heart of the Innovate and Cultivate Fund which enhances the opportunity for local community organisations to bid for projects which harness the energy of their community. • In accordance with the decision at August Committee, Members play a key role in considering each application on its own merits and against the fund criteria. The Communities and Partnership Committee receive recommendations for funding from the Recommendation Panel.
4.7	**Public Health Implications**
	• The Innovate and Cultivate Fund affords opportunities for individuals and communities to develop their skills and resilience to undertake initiatives that improve health and well-being.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Kerry Newson
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Debbie Carter-Hughes
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
Cambridgeshire Community Foundation Innovate and Cultivate Fund application forms and guidance.	Application Form: https://ukcf.secure.force.com/forms/ICF Guidance: https://www.cambscf.org.uk/icf.html

Appendix 1

Chart 1: Project delivery area for submitted applications

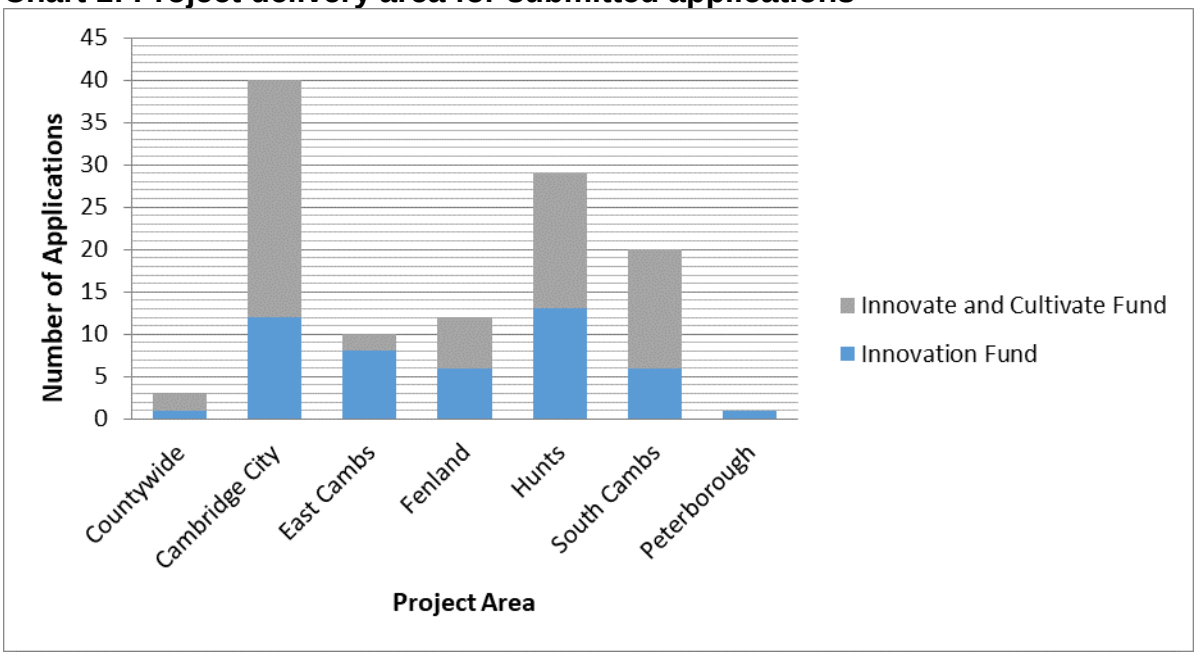

Chart 2: Project service area for submitted ICF applications

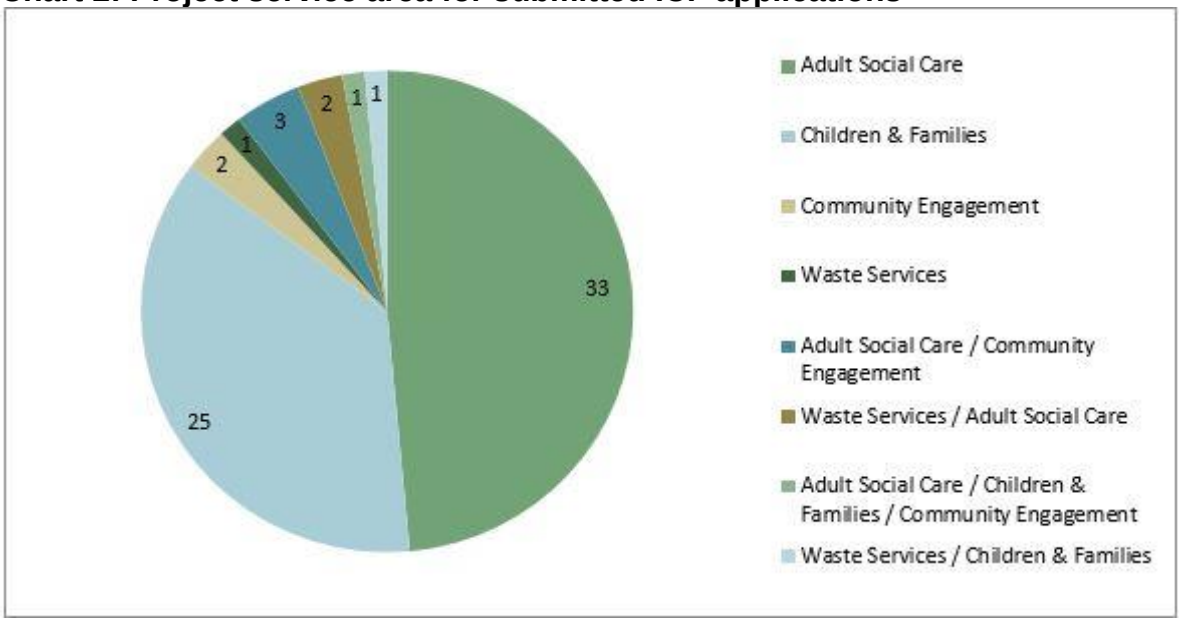

Chart 3 – Successful ICF projects by geographic area and service area

	Cambridge City	South Cambs	East Cambs	Hunts	Fenland	Adult Social Care	Children & Families	Community Engagement
Age UK Cambridgeshire & Peterborough			■	■	■	■		
British Gymnastics Foundation				■		■		
Cambridge Women's Resource Centre	■					■		
Cambridgeshire Deaf Association	■	■	■	■	■		■	
Care Network Cambridgeshire			■	■		■		
East Leightonstone PCC				■			■	
Ely St. John's Primary School			■				■	
Godmanchester Town Council				■		■		■
Hearing Help	■	■	■	■	■	■		
Holy Trinity Church Hildersham PCC		■				■		
Houghton & Wyton Time Bank				■		■		■
Meadows Children and Family Wing	■	■					■	
Ramsey Neighbourhoods Trust				■		■		
Romsey Mill Trust	■	■					■	
South Cambridgeshire District Council		■				■		■
Stretham Youth Club			■			■		
The Cambridgeshire Police Shrievalty Trust	■	■	■	■	■		■	
The Cinnamon Network CIO	■	■	■	■	■	■	■	■
The Resilience Group (Blue Smile, CFMS & Relate Cambridge)	■	■					■	
	8	**9**	**8**	**11**	**5**	**12**	**8**	**4**

Appendix 2

Innovation Fund client feedback and case studies

Carers Trust

Feedback from carers

"I think all carers should consider attending a support group if possible. They not only give valuable advice but give us a short break and introduce new people to talk to for the person you care for. My wife does not always want to go, but nevertheless we always do and once she is there she enjoys the company."

"Don't try and cope on your own - get as much information and advice as you can from your GP and other local support groups. Even if you don't need to access the support immediately, I found that knowing what help and services are available makes me feel much more like I am in control and prepared for what the future might bring. Attend whatever dementia groups you can – knowing there are other people in your situation makes you realise that you are not alone, and swapping stories, experiences and ways to cope is invaluable."

'We always learn so much from coming along to the hub. I honestly had no idea there was so much information and support on offer until I started coming here – it's fascinating'

"This is the only break I get. My husband loves coming here and doing something independently of me, and I love the activities and talking to others. It also gives us something to talk about when we get home."

"The hub is my 'go-to place' I don't know where I would go or who I would ask for help if it was not there."

Cambridge Housing Society (CHS) Group

Case study

A frail older lady with reduced mobility who lives on her own with no family living nearby, received help with altering clothing, photography, gardening, computers, TV set up and shopping. Then she broke her hip and she could not walk on it for weeks and even after several months her mobility was reduced. The Timebank supported her to stay living in her own home through activities such as:

- Timebankers visited her in hospital and when she returned home they visited her at home
- Timebankers offered practical help, made her food, did her shopping, watered her plants, and did housework such as changing the sheets on her bed. She was less likely to attempt activities which could result in a second fall.
- Timebankers took her to social activities such as coffee mornings once she started to recover. As her strength and health deteriorated after her hip fracture the number of visits and phone calls she received from Timebankers increased and the type of tasks changed to support her to continue to live independently in her flat.

Somersham Parish Council

Client feedback

"I would have fallen in the past year if I had not been going (to T'ai Chi)"

"It has made my back and pelvis problem better"

"The classes have been worthwhile attending every week as this has kept me active and improved my overall fitness and I look forward to these sessions."

“I hadn’t realised how much beneficial movement is possible in the sitting position. The biggest benefit to me from attending the classes was learning how to get up / sit down without support”
“It is the best thing I have done to come here” (Seated exercise)
“I do not know where I would be without this introduction to Nordic Walking”
“I find that my legs, arms and especially my wrists are much stronger. I now have less pain in my wrist and I am able to walk for longer on my daily walk.”

Case study
Eric is an 81-year-old male who lives in Somersham on his own. He lost his wife suddenly 7.5 years ago which has caused him to become a recluse and start to suffer with panic attacks.

Eric moved to Somersham to live closer to his daughter. He didn’t know anyone else in the village. At the time of the move he was fit and healthy. Eric then started to suffer health problems. Eric went from being fit and healthy and able to decorate his own house to being unable to even walk his dog a small distance. All the health problems he had in quick succession of each other had taken a toll on his muscles which had deteriorated. He describes himself as being disabled at that time having had no exercise for 4 years.

Before the changing lives programme started, Eric was introduced to the Timebank. Members from the Timebank came and helped him at home and in his garden as he was unable to do any of this himself. He started to feel better mentally but he was still physically weak. Eric then heard about the new changing lives programme that was starting and he went to attend the taster day. On the day he arrived but had to run out crying as he suffered a massive panic attack. With encouragement he was able to attend the seated exercise class and the T’ai Chi class.

Eric has been attending these classes now for the whole year that they have been running. He is over the moon with the improvement in his physical abilities from the exercise and has been able to wallpaper and paint his house again. His blood pressure has returned to normal and he has been able to stop the medication he was on. He still occasionally gets panic attacks, but he feels that the social side of the classes have helped him keep these in check. By having the classes to go out to, this gives him the motivation to get up and exercise. He feels without them his muscles would deteriorate again and he would not be able bodied.

Switch Now CIC
Case Studies
JO is 24 years old. He has made enormous progress developing personal skills to socialise with others and learn about appropriate behaviours in the work place. His 14 days with Switch Now in this quarter, has enabled him to develop his volunteering work in the local community. This has in turn developed his confidence and skillset to help him progress nearer to employment. Embedding maths, English and IT has also helped him develop transferable skills for life and for work.

AS is 21 years old. She has attended Switch Now for 13 days in the March-May period. Her confidence and mental health has improved through social interaction and working with others. AS has developed better resilience, believing she can do more herself and possibly progress towards employment in the future. This has enabled AS to reduce dependency on support she previously needed.

Case studies and client feedback from Innovate and Cultivate Fund 'Live Projects'
Houghton & Wyton Timebank

Case study
Mary is 95 years old and until June had been living independently at home without any support from Council services. Her family do not live nearby and she relies on three Timebank (TB) members to visit her on a daily basis and support her to leave the house. Her daughters both spend one day a week with her. Mary fell at the start of June and had to stay in hospital for a few days, upon her return she fell again and her family made the decision to move her to a care home locally. Mary hated this loss of independence and missed her friends, the TB worked with her and her family to organise visits and ensure she could return to the various events taking place over the summer including the afternoon tea and street party. At the end of the August Mary made the decision to move back to her home and her daughters contacted the TB for support, initially we helped by installing grab rails at the top of the stairs and followed this with a network of visitors. Mary is feeling more settled at home and although the family are concerned with how long she can independently live they have been happy with the series of visitors we have been able to provide for support. Mary often feels she can't give anything back to the TB so provides us with jars of coffee for our coffee mornings and donates prizes for raffles. One of her visitors donates all of her hours to Mary to ensure she has time in the bank.

The Cambridgeshire Police Shrievalty Trust
Client Feedback
IDVA – Once again the Bobby Scheme have assisted me to reduce the risk to a high-risk victim of domestic violence. It is such a valuable service.
Lisa – I feel a lot safer knowing the alarms and new locks have been fitted.
IDVA – Once again the Bobby Scheme have assisted in reducing the risk to a domestic abuse victim.
Sian – Really helpful & supplier approved, use of alarms help me feel very secure and confident.
Father of DV – Alarms fitted very well, use explained and will make her feel much safer during a very traumatic time.
Jessica – I feel a lot safer now Steve has fitted the alarms and padlock, thank you, this has helped my family feel safe. Good service.
(Note: IDVA is the Cambridgeshire Independent Domestic Violence Advisory Service)

Case Study
'I just wanted to mention that I had a very scared 17-year-old victim yesterday and Andy was an absolute star in slotting in a lock change which has made her feel so much better, and me too as I was really concerned for the family, so a big thank you to the Bobby Scheme, I honestly don't know where we would be without your help." This feedback was on the back of a referral for a young mother who had been told her ex-partner had been released on bail and knew he had a key to her home. She was terrified as she had previously been threatened by him that he would return to harm. The perpetrator did in fact return the next day only to find he could not gain access as the locks had been changed and was put off by forcing the window and the alarm sounding off. This was a direct result of the Bobby Scheme's urgent response and positive action to a Police referral.

Agenda Item No: 5

CUSPE REPORT - MEASURES OF OUTCOMES

To: **Communities and Partnership Committee**

Meeting Date: **8 November 2018**

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

Electoral division(s): **All**

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

Purpose: **To receive a report from the Cambridge University Science and Policy Exchange (CUSPE) on the methods to compare the outcomes of widely different social projects.**

Recommendation: **Members are asked to approve the attendance of the CUSPE team at the next Innovate & Cultivate Fund Steering Group to present and discuss their research findings.**

	Officer contact:		***Member contacts:***
Name:	Adrian Chapman	Names:	Councillor Steve Criswell
Post:	Service Director: Communities and Safety	Post:	Chairman, Communities and Partnership Committee
Email:	adrian.chapman@cambridgeshire.gov.uk	Email:	Steve.Criswell@cambridgeshire.gov.uk
Tel:	01733 863887	Tel:	01487 740745

1. BACKGROUND

1.1 In October 2016, Cambridgeshire County Council initiated a collaboration with the Cambridge University Science and Policy Exchange (CUSPE), which brought on teams of researchers to explore challenges faced by the County Council.

1.2 The Innovate & Cultivate Fund is Cambridgeshire County Council's 'up to £1 million fund' to help voluntary, community and social enterprise sector organisations realise their projects and ideas that help address the needs of local residents. The Innovate and Cultivate Fund has two funding streams:
• Cultivate - small grants of £2,000-£10,000 aimed at encouraging local networks where people help themselves and each other
• Innovate - larger grants of up to £50,000, for big projects with big ideas that demonstrate an innovative approach within one of the seven funding priorities for Cambridgeshire

1.3 There is a need to compare project proposals that have widely different social benefits during the grant allocation stage. The CUSPE team was asked to investigate ways to effectively measure outcomes of social projects and have them be comparable. This was carried out by Mindy Dulai, Jeffrey Douglass and Kathryn Muir.

2. MAIN ISSUES

2.1 Detail of the report. Their report, Appendix 1, provides a summary of the main findings and makes recommendations for further work.

2.2 The main results obtained were:

1. A unique tool should be used to measure the outcomes for all programmes that address the same need (e.g. older people live well independently)

2. Outcomes can be made comparable by converting different factors that contribute to welfare or social value into a common monetary value or a value specific to a desired outcome (e.g. using quality-adjusted life-year (QALY) value for health-related projects).

3. Data already provided by the council on cashable value outcomes was very useful for applicants - they said that being signposted to this meant that they felt that they were able to articulate outcomes in the format needed by the Council. This is a great opportunity for CCC to assist with lowering the total cost of assessment, with guiding the types of assessment made and making sure that assessment is carried out in a way that makes the results more comparable across service sectors.

4. Contracting an external party to conduct evaluation is a good way to decrease bias, e.g. assessment carried out by a third party (or by CCC) and this can reduce the cost of meaningful evaluation

2.3 The main challenge for the team was to use all the insightful data gathered to give a precise answer to the research question. The team has identified how projects that mitigate a unique problem can be compared together. In that case, service providers were found to have the expertise as to which was the best tool to use for measuring outcomes.

2.4 No single tool was found to be robust enough to compare effectively projects with widely different aim. As a result, the council should prioritise funding projects that perform best according to their specific field measurement tool and could provide alternatives to the most costly services offered by the council.

2.5 Through numerous interviews with current Innovate & Cultivate Fund recipients, the team has identified potential ways in which the Innovate & Cultivate Fund could potentially facilitate the outcomes measurement process. It is recommended to the Committee that the research team present the following recommendations and discuss possible implementations at the next Innovate & Cultivate Fund Steering Group:

a) Service providers already use assessment tools that are validated within their specific field. We recommend the Innovate & Cultivate Fund collects this information as part of the evaluation process and makes it available to future applicants.

b) We recommend that the Innovate and Cultivate application form explicitly asks applicants how they will measure outcomes.

c) We recommend that the Innovate & Cultivate Fund asks for a breakdown of evaluation costs in the section of the application form titled “Section 4 - Project Budget and Supporting Documents”

3. ALIGNMENT WITH CORPORATE PRIORITIES

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

3.1 Developing the local economy for the benefit of all

3.1.1 The following bullet point sets out details of implications identified by officers:

- Being able to compare the outcomes between different social projects can help the council invest into projects that have as much impact as possible on the people.

3.2 Helping people live healthy and independent lives

3.2.1 The following bullet point sets out details of implications identified by officers:

- Being able to compare the outcomes between different social projects can help the council invest into projects that have as much impact as possible on the people.

3.3 Supporting and protecting vulnerable people

3.3.1 The following bullet point sets out details of implications identified by officers:

- Being able to compare the outcomes between different social projects can help the council invest into projects that have as much impact as possible on the people.

4. SIGNIFICANT IMPLICATIONS

n/a

4.1 Resource Implications

There are no significant implications within this category.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

n/a

4.3 Statutory, Legal and Risk Implications

n/a

4.4 Equality and Diversity Implications

n/a

4.5 Engagement and Communications Implications

n/a

4.6 Localism and Local Member Involvement

n/a

4.7 Public Health Implications

n/a

SOURCE DOCUMENTS GUIDANCE

It is a legal requirement for the following box to be completed by the report author.

Source Documents	Location
None	

Appendix 1 – Full report

Appendix 1

Measures of Outcomes
Final Report Recommendations

Kathryn Muir, Mindy Dulai, Jeffrey Douglass

Autumn 2018

Contents

Project Brief 1
Project Approach 2
Background to Innovate & Cultivate Fund 4
Literature Review 5
Context 5
Approaches in the Literature 5
Approach 1: The Wellbeing Valuation Approach- (Trotter et al., 2014) 7
Approach 2: The 'Human, Systemic' Approach - (Knight et al., 2017) 11
Approach 3: Tailored impact measures 17
Interviews with Current Grant Holders 22
Summary of themes from across interviews 22
Case study: Love to Move, British Gymnastics 24
Introduction 24
Service Outcomes 24
Approaches to Measuring the Value of Outcomes 25
Qualitative and Quantitative Measures 26
Measuring Social Value 27
Measuring Cashable Value 29
Assigning Value to Services 29
Conclusions 30
Recommendations 33
Annex 1 - Case study: Love to Move, British Gymnastics 34
Introduction to the service 34
Service Outcomes 34
Approaches to Measuring the Value of Outcomes 35
Qualitative and Quantitative Measures 35
Measuring Social Value 35
Assigning Value to Services 37
Observations 38

Annex 2 - Additional Interview notes 40
Steve Peters, Manager, Love to Move, British Gymnastics..... 40
Amanda Langford, Founder & Ambassador, Blue Smile 41
Through the Door project 42
Suan Rowland, Parish Nurse Plus 45
Vickie Graham - Houghton and Wyton Timebank 50
Annex 3 - External Sources..... 54

Project Brief

The team was provided with the following research question around which to shape the project:

*What **measures of outcomes** are possible beyond simple financial calculations that will make different investments **comparable**, particularly where budgets are shared with other organisations?*

The Council shared two current areas of their work to which this question could be applied.

- Innovate and Cultivate Grants (Innovate up to £10k and Cultivate up to £50k) where external providers bid for the money to deliver services on behalf of the council.
    - The scheme is relatively new with only one round awarded so far.
    - The scheme aims to support a range of 'key outcomes' that cover everything from supporting older people to live well independently through to ensuring a safer environment for residents in Cambridgeshire. Consequently, applications may be addressing very different issues, making it difficult to evaluate and compare very different proposals.
- Multi-agency referrals – where several agency stakeholder agencies (e.g. Council, NHS, emergency services) work together to address challenges in the community
    - In these cases, it is difficult to understand the discrete impact of each different service (e.g. police, social services, public health) working together to deliver a programme.
    - Apportioning relative costs and delivery of benefits is a challenge. An inability to show the benefits of this joint working can inadvertently diminish the case for doing so.

Project Approach

Initial meetings with Councillors and staff provided further insights into the rationale for setting this question and the specific contexts to which it applied.

From these conversations, some key points and themes were captured:

- A desire to understand what research already exists on measuring value-for-money in social outcomes.
- Understanding how to best measure inputs against outcomes.
- Challenges around demonstrating the value of preventative actions – showing how the Council can save money through this route of action is particularly challenging. Given the number of additional variables that affect people's lives, disaggregation of these to show that the Council-funded intervention did cause a difference is difficult to demonstrate conclusively.
- Challenges around measurement of outcomes that affect individuals and the issues with using self-assessment in evaluation. How can you design evaluations to take account of the variability that comes about from self-assessment?
- They are seeking help to make better decisions and judgements on how to spend money.
- In particular how to make sure that the decision-making process enables more informed decisions when comparing different projects that are applying for funding.
- This could include improving understanding on what questions the Council/ Councillors need to ask of applications or what kinds of people they should be looking for to deliver these services? Or what could work as a framework to support decision making?

Based on these conversations, the group decided that focusing on the Innovate and Cultivate Fund, instead of considering multi-agency referrals would be the best approach. Given that the scheme is only in its first year, there is an opportunity to review and consider how the first round of grant holders are considering and measuring their own impacts (across a range of projects). Combining this with insights from the literature would then give us an opportunity to see whether we could make a set of recommendations that are focused around the Innovate and Cultivate Fund that could be considered for future iterations of this scheme.

Our project consists of a literature review on the issue of evaluating impacts in complex settings drawing on the experiences of organisations similar to the Council, such as those that work in the areas of social care and health. Alongside this we conducted interviews with five of the current Innovate and Cultivate Grant holders. The current grant holders that were interviewed run projects that cut across the different key outcomes that the Council is looking to achieve, helping to provide insights from the

perspectives of different service providers operating across the spectrum of outcomes that the Council is looking to achieve. These interviews aimed to understand the different approaches in measuring impact across grant holders that were addressing different key outcomes and therefore may consider different methodologies to measure and demonstrate outcomes.

Background to Innovate & Cultivate Fund

The Innovate & Cultivate Fund is a Cambridgeshire County Council fund that is open to voluntary, community and social enterprise sector organisations that can put forward proposals for projects that deliver the Council's seven key outcomes for residents:

1. Older people live well independently.
2. People with disabilities live well independently.
3. Adults and children at risk of harm are kept safe.
4. Places that work with children help them to reach their potential.
5. The Cambridgeshire economy prospers to the benefit of all residents.
6. People live in a safe environment.
7. People lead a healthy lifestyle and stay healthy for longer.

Within these outcomes, the fund also lists two priority areas of service; vulnerable adults and older people and children and families.

In the first round of funding, a total of 12 grants were awarded and the next round of funding is currently open for applications (deadline of 1 November 2018).

As part of the application process applicants must outline which of the Council's target outcomes their project will help to deliver and to identify the direct beneficiaries of the project and which high cost Council services these people use. These answers help to support the additional evaluation of the project application by Council staff to consider potential achievable savings for the Council and return on investment.

Successful projects are required to complete project monitoring forms with the support of a Service Lead County Council Officer, enabling the tracking of outcomes across different projects.

Literature Review

Context

One of the stated aims of the Innovate and Cultivate Fund is:

> *"…to redirect Council funding from high cost front-line services towards support and services that are delivered within, and by, local communities".*

This is reflective of a wider shift towards preventative services in health and social care, linked to the recognition that health and social care services are unsustainable in their current configuration, due to the ageing population and the growing number of people with long-term conditions. It is hoped that preventative services will improve the health, wellbeing and quality of life of individuals overall, and that investing early should reduce and delay the need for crisis intervention later, including admissions to hospital and residential and domiciliary care.

The Care Act 2014 states that local authorities must provide services which prevent or delay the need for care and support, working together with partners in health, welfare, housing and employment services. There is an increased emphasis on the role that civil society can play in this. Glasby et al. (2015) suggest that activities that individuals take part in (including paid and voluntary work and maintaining friends and family) are beneficial to people's wellbeing and that local community resources are often central to the establishment and supportive networks. They commend this "whole-system, asset-based, person-centred and locally permissive approach" (ibid, p.94) that underlies the increased focus on prevention in social care.

However, Glasby et al. (2011) also suggest that we need to become smarter in measuring relevant impacts, so that we can measure improvements in quality of life and delay in resource usage. They also suggest that: "we need to have greater patience over when these can be achieved, to avoid quick fixes being favoured over those that may make more difference but work over longer timespans."

Approaches in the Literature

Different approaches to evaluation are outlined in the literature.

> *'there is a daunting amount of information [on impact measurement] in circulation. There is a proliferation of tools and providers in the field of impact measurement and an acknowledged lack of coordination among providers of impact measurement support. According to New Philanthropy Capital's report Inspiring impact there are over 1,000 different methods available. There also appears to be general consensus amongst funders that there is a shortage of low-cost, 'off the shelf' tools and systems.' (**BIG Lottery Fund**)*

The first approach, the Wellbeing Valuation Approach, uses principles from economics to quantify average outcomes from different activities:

Approach 1: The Wellbeing Valuation Approach- (Trotter et al., 2014)

The Housing Association's Charitable Trust (HACT) and Simetrica (an organisation that offer social impact analysis and policy evaluation) created the **Social Value Bank**– which puts a value on the social impact of different activities. Organisations can then use these values to estimate the social impact of their own activities.

It is based on principles of **Wellbeing Valuation** – a method for placing values on things that don't have a market value through being bought and sold. Wellbeing Valuation works by analysing existing datasets that contain data on both wellbeing and life circumstances: *The British Household Panel Survey*, *Understanding Society*, *The Crime Survey for England and Wales* and *The Taking Part survey*. These datasets include people's responses to wellbeing questions, and also questions on a large number of aspects and circumstances of their lives, such as employment status, marital status, health status, whether they volunteer, whether they play sports, whether they live in a safe area.

- They use statistical analysis to calculate the impact of a specific aspect of life on wellbeing (after adjusting to take into account of all other factors that might impact on individuals' satisfaction levels). For example, they might find that, on average, volunteering once a week leads to a 3% increase in people's life satisfaction.
- They then calculate the amount of money that would induce the same percentage increase in life satisfaction (based on data on the amount that extra income increases life satisfaction). For example, analysis might show that £5,000 extra per year would induce a 3% change in life satisfaction for the average person.
- They then state that the uplift in life satisfaction caused by volunteering is worth on average around £5,000 per year. This is the Wellbeing Value for that activity.

They claim that the values are extremely robust due to the vastness of the datasets that are used, and the methods in which they are derived.

The Social Value Bank is an excel document that provides the social value of many different outcomes. Some examples are below:

"

- *Access to internet - £2,413*
- *Frequent mild exercise - £3,537*
- *Talks to neighbours regularly - £4,511*
- *Relief from depression/anxiety - £36,766*

“

Method of applying to individual activities

The core process is to count the number of people who achieve the outcomes that relate to your activity and multiply them by the values for each outcome

There are different types of values within the Social Value Bank, and these need to be understood to apply them correctly. See the Value Calculator for more details on individual values. The values fall into two broad categories:

“

Activity values *are those where the social value is obtained by the person* ***simply undertaking an activity.*** *An example of an activity value might be the 'frequent mild exercise' value: if we run an exercise club we can count that amount of social value for each person who shows up regularly.*	***Outcome values*** *are values that can be applied when we have* ***evidence that something has changed for someone****. For some outcomes records may be enough (e.g. number of people moved into employment) for others, you need to ask participants questions before and after the activity.*

“

Particular care should be taken not to over-claim. The framework includes the option to apply an average measure of deadweight, i.e. the people whose wellbeing would have improved even without your activity.

Example: Dads' and lads' football training

Twenty people attended the football training every week: one can apply the football activity value x 20.

Surveys revealed that 7 of the lads moved into feeling they could rely on their family: one can apply outcome value for 'can rely on family' x 7

“

Associated outcome/value	*Average person value*	*Number of participants*	*Total value*	*Total minus deadweight*
Can rely on family	*£6,784*	*7*	*£75,983*	*£61,546*
Football	*£3,101*	*20*	*£62, 011*	*£50,229*
TOTAL				*£111,775*

“

Advantages of this method

The main advantage of Wellbeing Valuation over other sets of values that have been used in the past to measure social value is that these new values are methodologically consistent and robust. The consistency in the way that the values have been derived means that when examining values for different types of outcomes you are still comparing like with like.

The Wellbeing Valuation approach improves on other methods that rely on asking people how much they think their life would be better or worse in the absence or presence of a particular change (for example by asking them how much they would, in theory, be willing to pay for an outcome). By using data on self-reported wellbeing and life circumstances we have information on people’s actual experiences and so the values are based on how they impact people’s lives as they live them.

Limitations

Wellbeing Valuation does not seek to value each individual’s experience of your intervention (e.g. employment training, keep fit) but instead represents the experience of the average person. These values come from vast datasets considering the experience of thousands of individuals making them extremely robust. While one individual’s experience could be revealing, it could also be misleading as one individual's experience may not be ‘typical’. Average values are also very useful in planning activities.

While the survey datasets are extensive, the approach remains limited by the questions asked within the available survey datasets e.g. the British Household Panel Survey.

To reduce complexity when applying the values, they have all been calculated as simple binary values. This means that each value represents a move between two situations. For some questions, there are naturally only two answers, e.g. “Are you employed? – yes or no.” However, some have multiple options e.g. “1. Excellent”, “2. Good”, “3. Fair”, “4. Poor”. For these types of questions, the answers have been grouped into ‘valuable’ and ‘not valuable’. In the above example, 3 and 4 might be ‘not valuable’ and 1 and 2 ‘valuable’.

Social impact is an important factor to take into account when making many decisions, but clearly other factors inform decisions. A robust understanding of the social impact is important but should not generally be treated as a blind decision-making tool on its own.

Approach 2: The 'Human, Systemic' Approach - (Knight et al., 2017)

In the report 'A Whole New World: Funding and Commissioning in Complexity', Knight et al suggest that the outcomes-focused approach to funding is misguided and counter-productive, because people's lives are complex:

> *"in complex environments, making funding and performance management choices on the basis of outcome-metrics produces a paradox: when funders make choices on that basis, it makes producing real outcomes in people's lives more difficult (Lowe and Wilson 2015). In the public sector world, studies of Outcomes Based Commissioning show that it only succeeds in generating improvements in narrow silos, and fails to generate a broad range of positive, real-world outcomes, as defined by people themselves (Tomkinson, 2016).*

They drew on a body of literature on complexity theory. They interviewed public sector and charity sector commissioning bodies that are offering "complexity friendly" alternatives to these outcomes-focused models – saying these organisations are offering a new paradigm, because it involves a whole new way of thinking, beyond trying to measure impact:

> *"It changes the type of question which it is appropriate to ask. As an example, previously the question 'how can organisations demonstrate their impact?' was crucial. But from a complexity-friendly perspective, this is not the right question to ask, as complexity theory says that it is impossible to reliably attribute impact to the actions of organisations working in complex systems. Instead, other questions become important for funders, such as 'how do we know which organisations we should trust with our resources?*

Flexible in approach to outcomes:

This method of funding uses a more flexible approach to outcomes. In part, this flexibility is in recognition that outcomes are created by the system as a whole, not by particular interventions.

> *"Conversations about outcomes between funder and fundee help the funder to check that there is a shared purpose for the work. But funders do not seek to hold organisations accountable for producing outcomes; rather, they see it as a joint endeavour among a whole*

network of actors and an opportunity for learning and improvement in the round. This allows funded organisations the flexibility to define the outcomes they feel are important, through dialogue with those they serve, and to redefine them in response to changing aspirations and contexts."

Recognise interdependence

Funders using this approach recognise and respond to the interdependence that links individuals, organisations and system structures together. They acknowledge and seek to work across sectors, silos and groups, building relationships and investing in capacity to enable effective feedback loops, knowledge sharing, trust and honesty.

The culture of complexity-friendly funding rests on flexibility, listening, long-term thinking and creating an environment of trust by investing time and resource in developing the kind of culture which enables frank relationships.

They stress that relationships should be strong and honest, and the importance of co-production (i.e. developing funding programmes with those who have relevant expertise and real, lived experience).

"Where relationships are strong and honest, organisations can focus their energy on effecting change rather than reporting or competing. This reinforces the move away from a transactional 'demonstrating impact' mentality, which hides challenges and realities, towards one where evaluation is viewed as a way to measure an organisation's own progress and success, as a learning tool. This, in turn, improves adaptation and flexibility, ultimately leading to funding which is holistic and increasingly responsive to need."

Relational funding

It should be about more than who can fill the form in the best and is important to build relationships with applicants.

"Funders should seek to get to know the organisations as early as possible, and create mechanisms to maintain these relationships and ongoing dialogue."

Of the charity organisations who are trying to work in this new way some don't even have written applications. Others do but support this with meeting them face-to-face:

"Those that do accept applications in the main seek to keep application paperwork to a minimum. A few still require more extensive written applications but seek to balance these with a range of other relationship building processes, so that the paperwork forms only part of the knowledge upon which to make a judgement"

This is harder in public sector, as more constrained about how can spend money, but still possible to some extent. Those public sector organisations who had made the most progress used the following techniques:

- Co-production – in which commissioners, delivery organisations and those with lived experience work together to create commissions
- Creating networks of commissioned organisations – building relationships between themselves and those they fund, and between the funded organisations themselves
- Pooled budgets – where funding from a number of different budget streams is brought together into one pot – typically joint health and social care budgets
- Consortia commissioning processes – in which commissions are given to groups of delivery organisations, rather than to single organisations.

Positive error culture – long term funding could help with this

"Providing long-term flexible resources, not tied to achieving particular outcome targets or other success criteria, also enables the positive error culture necessary for complex systems to adapt and improve. Freeing organisations from having to meet success targets enables those organisations to be more honest about the real challenges of their work."

Funding network infrastructure

Commissioning should facilitate conversation and collaboration across networks, building a network of organisations working in common cause, who are able to nurture, support and challenge one another.

"I really want us to get to a place where funding can be more about learning and more about honesty, more about 'none of us know the answers so let's work towards them together'. Let's constantly

iterate, adapt and learn, as opposed to how it was in the past where we were a funder and it was very compliance focused."
"This quote demonstrates a key shift for charitable funders – from accountability to learning – in the way monitoring and evaluation is conducted. This is based on supporting reflective practice, helping organisations to focus on understanding the changes they are making, and trusting them beyond metrics collected on paper. Some funders have developed a two-way reporting process, accepting and giving feedback equally. Others are experimenting with new forms of evaluation, including developmental evaluations which seek to learn from emerging evidence and shift approaches – both in the evaluation and in the initiative itself. Some funders were changing their evaluation relationships to employ "learning partners" (Charitable Funder) whose role is to hold up a mirror to help those undertaking change to reflect on whether their cultures and processes are enabling them to achieve their desired purpose."

Funding based on perceived trustworthiness of organisations

PROCESSES	CULTURES	RELATIONSHIPS	ACHIEVEMENTS
Appropriate governance	Desire to work in collaboration	Networks – who they are connected to	Track record
Learning organisations	Understanding the complexity of issues, people and systems	How they work with others	Doing interesting things
Management competence	Walking the talk		Doing work we value

Why are people choosing to work in this way?

It's more realistic:

"Wishing the world were simple, so that interventions could be more easily controlled, is understandable, but inappropriate. Acknowledging the reality – the messy, complex systems we live and work in – is the first step to making changes. Doing so not only begins to "recognise the human element," (Charitable Funder) but becomes "more about the citizens" (Public Sector Commissioner), ultimately resulting in funding that provides what is truly needed."

Better outcomes for people:

"The approach described by funders seeks to view the 'whole' person, their needs and opportunities. Looking at an individual 'in the round' requires a variety of different interventions which, when linked together, enable a systemic, joined-up response. Those interviewed believed this made better outcomes far more likely."

Creating a community:

"Funders identified that working in this way helps to create a 'community' of people who trust one another and enables people to learn from one another's perspectives and work together better."

Challenges

One of the most significant challenges in implementing complexity-friendly ways of working is that doing so challenges current notions of accountability.

"One of the most significant challenges in implementing complexity-friendly ways of working is that doing so challenges current notions of accountability. In particular, it challenges the idea that an intervention (project, organisation or programme) can be held accountable for the impact it makes in the world."

Competition or collaboration:

"To respond effectively to complexity requires a move away from competition between providers and grantees towards more effective collaboration. Funders and providers, both, need to look beyond their own organisation's immediate interests and goals. This can be hard, especially when the prevailing paradigm is one of competing for contracts and grants. Interviewees noted that competitive funding environments can create suspicion and mistrust between providers. It takes significant work to build positive trusting relationships when this has been the starting point."

Conclusions

"Complexity-friendly funding is not linear. It steps away from a belief that calculations on impact can be made by tracking inputs, outputs and outcomes within definable boundaries. Instead it recognises the interrelation between multiple actors on multiple outcomes. All of

this challenges old notions of narrow accountability and impact. This requires a significant shift in thinking and many are grappling with this issue and its implications. Funders and commissioners will need to find ways to become more comfortable with uncertainty."

Approach 3: Tailored impact measures

Big Lottery report

The definition of 'impact' that they use is:

> *"Any effects arising from an intervention. This includes immediate short-term outcomes as well as broader and longer–term effects. These can be positive or negative, planned or unforeseen."*

They distinguish **outputs, outcomes** and **impacts**:

> ***"Outputs** are the products, services or facilities that result from an organisation's or project's activities.*
> *For example in a programme to improve well-being amongst older people, outputs might include the different types of interventions being offered by projects, or the numbers of people overall participating in activities under the programme.*
> ***Outcomes** are the changes, benefits, learning or other effects that result from what the project or organisation makes, offers or provides.*
> *For example, for the same well-being programme, outcomes might be improvements in clients' physical or emotional health, or projects' improved ability to extend their reach to different client groups.*
> ***Impact** is the broader or longer-term effects of a project's or organisation's outputs, outcomes and activities.*
> *For example, in addition to an understanding of the extent to which projects funded by the well-being programme have achieved their outcomes, there might be a longer-term change in the way some projects work with their clients, new partnerships may have developed, or policy may have been influenced at a local or wider level."*

They allude to the fact that definitions in some respects can be a distraction – the most important thing is that stakeholders share and agree upon these. This could be something to consider for the 'principles' – making clear what 'impact' means to the Council and ensuring that this is part of the information available to I&C applicants (if it isn't already….could be something to ask interviewees about).

They define 'impact measurement' as:

> *"the process of trying to find out what effect an intervention (such as a funding programme) is having on people, organisations or their*

external physical, economic, political or social environment. Impact measurement refers to all activities involved in managing and assessing impact - from 'light touch' routine monitoring of outcomes data to 'high level' and resource-intensive evaluation."

The next section goes through the range of impact measurement that already takes place at the BIG Lottery Fund.

"

Processes	***Resources***
*A **Theory of Change** exercise is carried out in the development of every BIG programme, to develop programme aims and outcomes.*	*An **'Impact Measurement' intranet page** pulls together all relevant documents and resources.*
*The **Programme Effectiveness Process** is incorporated into every BIG programme, where Measures of Success are set in the areas of impact, learning and programme management, and then annually reviewed.*	*There is detailed guidance on the **Programme Effectiveness Process** including support on setting Measures of Success for impact, with examples of different types of measure and how these might be reported annually.*
***Self-evaluation** by BIG's grant holders is encouraged as an approach, and evaluation is required of organisations receiving very large grants. Applicants can include funding for monitoring and evaluation in their project budgets, as part of their application.*	*BIG's resource **Getting Funding and Planning Successful Projects** helps applicants and grant holders to identify need, develop aims, outcomes, indicators and activities and understand how to learn from their project.*
*BIG sometimes runs **support and development contracts** alongside funding programmes, which include self-evaluation support for projects.*	*BIG has funded the development of a number of accessible **impact measurement tools**: Outcomes Star, Prove It, SOUL Record and Rickter Scale.*
*BIG commissions **programme evaluations** when rigorous programme-level evidence is needed to inform policy or practice, or to*	

understand an innovative or high-profile intervention.	
*BIG has begun to explore **common approaches to measurement** by projects in a targeted programme. Common outcomes, indicators or data collection make sense when projects are working to a common goal with the same beneficiary group.*	

“

They also mention their involvement in the Inspiring Impact project which provides resources and tools online to support social organisations to measure their impact.

Their overarching recommendation is that **impact measures** need to be tailored not just to the goal or objective of a programme, but **also need to be tailored towards the kind of organisations that is delivering it.**

A key thing is working with an organisation which is likely to have their own way of measuring impact:

> *“Well-established practices in measuring impact may already be in place, especially amongst more experienced organisations. When developing impact measures for a funding programme BIG must be aware of this, be sensitive to it, and where possible work with it rather than impose new or different practice on those organisations. Equally, some organisations will be glad of advice or signposting from BIG.’*

It sets out criteria for what a good impact measure should be:

“

- *able to provide evidence and lead to learning that is useful and relevant to all stakeholders*
- *capable of providing good quality evidence relevant to the programme aims*
- *tried and tested*
- *easy to communicate*
- *proportionate to the skills / capacity of the types of organisations being funded*
- *adaptable if required, i.e. usable by the different types of project within the programme*
- *capable of being integrated with or complementing existing reporting systems*
- *capable of providing information that can be aggregated from project to programme*
- *within BIG's resources to develop and implement, and offer value for money*

“

and provides steps that could be used to support the thinking process that someone would undertake to develop an appropriate impact measure. As part of the process, it suggests going through 6 impact measurement questions with the key stakeholders (e.g. those who are delivering the programme and those who are funding the programme).

“

1. What impact is the programme trying to achieve?
2. What level of influence do we expect to have?
3. Who are the likely grant holders and what is their capacity?
4. What will be measured (and how does this align with existing approaches for interventions of this sort)?
5. What kind of evidence will be needed and how will it be collected?
6. What resources are available?

“

The report reiterates that there is no ‘one size fits all’ measurement that would work for all kinds of organisation. More that there will be a scale of what kind of evaluation is needed which depends on the scale of the project and the size, experience and capacity of the organisation that receives a grant.

The report finishes with some ‘tips’ for those thinking about measuring impact:

“Don't forget....

- *It is critical to invest sufficient thinking and planning time early in the programme's life to identify the intended impact and ways to measure it.*
- *There is a lot of good information available*
- *This will probably be an evolving process - it may be necessary to go through the questions more than once.*
- *Measuring impact can be difficult! There is no magic bullet so aim for a reasonable approach that gets people thinking about evidence for the change achieved.*
- *Don’t let the measurement approach overtake common sense: not everything that matters can be counted!”*

Interviews with Current Grant Holders

Summary of themes from across interviews

A number of themes emerged across the interviews with current I&C grant holders regarding approaches to measuring outcomes and demonstrating impact:

1. Across the service providers interviewed, a range of both quantitative and qualitative methods for measuring outcomes were used - some smaller providers could only use qualitative methods, whilst established providers used a mixture.
2. Most service providers carry out evaluations far beyond the requirements of CCC

- All of those interviewed found measuring outcomes and impacts challenging.
- Reasons for this included:
    - The range of service users that they worked with being diverse and varied and therefore not directly comparable - e.g. comparing impacts on an elderly couple versus a wheelchair user.
    - The lack of readily available metrics, frameworks or tools to support outcome measurement
    - Timescales for measurement, many service providers focus on long-term outcomes such as preventing service users needing social care years later. In the context of the I&C funding, outcomes are assessed within the year of grant being awarded while the full range of outcomes may be released on a longer-term timescale - e.g. in the short-term the 'Through the Door' initiative may actually increase visits to the GP involved, however longer-term, this may result in health and lifestyle issues being acted upon and reducing GP visits on a timescale of longer than one year.
    - Cost and resource - in the case of smaller providers, the ability to measure outcomes is closely linked to the resources available. In some cases, it is too costly or there are no staff with the appropriate expertise to undertake certain kinds of evaluation - e.g. in the case of the Parish Nurse Plus team, the team mainly comprises volunteers who lack expertise and confidence in being able to undertake evaluative methods outside of writing up case studies.
- Those who do measure outcomes using specific tools or frameworks rely heavily on existing models that are provided by experts in their respective fields.
    - For example, the Through the Door project uses questionnaires and scales developed by the Campaign to End Loneliness, whilst the Love to Move programme is independently evaluated by Age UK.

- The service providers usually felt that they could not conclusively prove that their intervention had resulted in specific differences to service users. They could point to changes that they were looking to identify through their outcomes measurement, but were aware that proving causation between and observed outcome and their specific intervention in such complex situations was not easily achievable.
- All of the interviewees praised the additional support and guidance provided by the County Council officers that work on the I&C fund.

Case study: Love to Move, British Gymnastics

Jeffrey Douglass

Introduction

The question addressed here is:

> *What **measures of outcomes** are possible beyond simple financial calculations that will make different investments **comparable**, particularly where budgets are shared with other organisations?*

This section will look at different types of outcome measurements and how they relate to evaluating the outcomes of social services, using the Love to Move project as an example. Love to Move is partly funded by Innovate and Cultivate, and the relationship between the project and the funder will also be discussed, with regards to outcome measurement and desired outcomes.

Love to Move, run by the British Gymnastics Foundation, is a program which delivers cognitive enhancement gymnastic exercise classes to help older people (particularly people living with dementia, Parkinsons, Alzheimers) improve their cognitive reserve, cognitive function, movement and social involvement. These classes are carried out in assisted living facilities, attended by residents, non-residents and their carers.

Service Outcomes

The outcomes of a social service, the changes that occur as a result of its outputs, can be divided into two categories that are relevant to I&C; those that provide:

1. Social value, the degree to which an outcome affects the subjective welfare of individuals.
2. Cashable value, the degree to which an outcome affects the cost of administering all services combined.

Social and cashable value, as defined here, are not independent: services which provide social value to those whose welfare is otherwise more affected by alternative services are more likely to have a higher cashable value. This is reflected in the application form key question number 1 (identifying the expected social value: (Older) people live well independently) and number 2 (identifying the target users to be of a high-cost demographic: older people living with dementia or Parkinson's Disease, likely to access council homecare services and residential care).

Services must be social-value-positive and cashable-value-positive to receive I&C funding[1]. Given a constant efficiency of service provision, such cases could be described as:

A. replacing a more costly, over-effective service with a less costly, sufficiently-effective service, where sufficiency is determined relative to the cost to the user of accessing the service. This is reflected in the application form key question numbers 3 (identifying how the service is expected to reduce alternative service use: enabling users to retain independence for longer) and 5 (identifying the novelty of the project).

B. reducing people's requirements of government-funded services for their welfare (increasing resilience). This is reflected in the application form key question number 6 (identifying how the service enables inter-community benefits: developing social connections and a strengthening the target community).

The primary social value of Love to Move is expected to come from improvements in the service users' physical and mental health, as well as their social connections and activity level. Secondary benefits are also expected for their carers who attend the sessions, reducing their load and providing social opportunities. Further benefits could also be expected for others involved in the users' care, such as family or care-home support staff, whose welfare is affected by that of the service users.

The cashable value of Love to Move is expected to arise from a reduction in the cost statutory Adult Social Care provision to users and the cost of respite care for users' carers. Further benefits could also be expected in terms of reduced use of NHS services by users.

A third type of outcome that is less relevant to I&C are those which provide information, either descriptive (e.g. census, measurement) or comparative (i.e. identifying correlation or causation by observation or experimentation respectively).

Approaches to Measuring the Value of Outcomes

Approaches to measuring value differ in: A) how determining what is valuable, and the degree to which a situation achieves this value, is distributed between the assessor and the assessed; and B) the independence of the assessment from confounding factors.

1. Objective value: The assessor determines what factors are valuable and their value (the objective) and measures or the degree to which a situation achieves that value independently of the assessed. This approach is problematic when

[1]A social-value-positive, cashable-value-negative case could be one which made it easier for people to access an alternative service without reducing its value to them, or which improved the welfare of people who continued to use other (possibly unrelated) services. A social-value-negative, cashable-value-negative case could be one where the social benefits to a few are outweighed by the social costs to many, at their expense, or the removal of a service.

the assessor's objective, often subject to the bias of fewer people not directly involved in the situation, poorly matches the 'real' objective of the assessed (for example failing to include factors that differ between situations and have large impact on those assessed, or incorrectly weighting the impact of different measured factors) or failing to include all affected parties in the assessment. This approach works well when the assessor has a good understanding (or controls) the objective and has access to information that relates to it.

2. Perceived value: The assessed party is given multiple hypothetical situations and is asked to choose which of them would be preferred, determining their own values independently of the assessor. This approach is prone to misrepresent real behaviour due to 1) the low immediate cost of making a decision, 2) errors in estimating how the difference between the situations will affect them, and that 3) it relies on the assessor providing sufficient variation and detail in the situations provided to capture the values of the assessed. This approach is easy to administer, requiring the assessed to complete multiple-choice questionnaire.

1. Revealed value: The assessed party is given multiple real options and the assessor measures which option is chosen. This approach is costly to administer, requiring the provision of competing options long enough for the assessed to make an informed decision. This captures the real values of the assessed independently of the assessor, likely to be closer to their optimum when effects are more immediate.

Problems associated with measuring the objective value of outcomes are discussed in Approach 2, above. These arise when metrics are used that are not able to represent all of the factors that contribute to value. The difficulties described here for each approach are augmented when more-easily measured but less relevant heuristics are used. The choice of value measures for a given approach skews the measured value relative to the real value and can result in incentivising services that do not contribute to real value.

Qualitative and Quantitative Measures

Qualitative measures are those which require interpretation by the assessor before data can be analysed, whereas qualitative measures are those whose results are independent of the assessor. Non-numerical qualitative measures can be coded to produce numerical data, where the coding criteria or method can reduce the dependence of the result on the assessor.

Qualitative measures are more flexible in their application and are therefore able to adapt to assess unpredicted variation. This flexibility, however, makes comparisons between measurements more difficult. They are well suited to exploratory research: to identify underlying reasons, opinions, and motivations; to provide insights into problem and help develop ideas or hypotheses for potential quantitative research where the

subject is not well understood. Examples include unstructured questionnaires, diaries, observations, group discussions etc.

Quantitative measures use tools and a predetermined methodology to reduce external factors influencing outcomes. They are less prone to systematic error, but are constrained by their design. They are well suited to comparison between groups to identify differences or correlations, where the groups and variables of interest are well defined. Examples include structured questionnaires, count data, secondary data etc.

Measuring Social Value

Due to the complex, personal, subjective nature of social value, assessors are rarely in a good position to determine an ideal set of factors that are valuable and how different factors should be weighted (an objective). There are often clear examples of commonly valued factor (for example in this case dexterity, mobility, memory, cognition, activity, socialisation etc.) and these factors might be easily measurable, but the appropriate social value associated with a given measurement is unclear. Where factors are poorly defined or values are poorly attributed, a service which improves one factor at the expense of another could be objectively valuable while having a real social value cost. These issues are discussed in Approach 2, above. Similarly, value decisions affect comparisons between services whose value arises from their effect on different factors.

The Council has chosen a set of 7 outcome objectives for the Innovate and Cultivate Fund and 2 priority areas of service. This presents to applicants an objective-value-type framework with which to determine the value of outcomes, whereby social value is assigned to progress towards achieving one or more of the outcome objectives.

Perceived and revealed social value include each individual's subjective valuation, removing the need for the assessor the make assumptions about them.

The perceived value of this service to users can be assessed using questionnaires. A trivial (but perhaps poor) question would be "would you rather attend weekly Love to Move classes or receive £1000". A more direct (perhaps better) question which relates to the expected cashable value of the service would be "would you rather attend weekly Love to Move classes or receive increased home care". By changing the types and scale of alternatives offered, one could quantitatively assess the value of a program to the users relative to common factors (e.g. money, time). The difficulty arises in designing appropriate questions or alternatives such that the responses most accurately reflect the real value, and are comparable between demographics.

The revealed value of this service can be assessed by looking at the cost users incur to attend Love to Move sessions relative to alternatives. This assessment is limited by the relative cost of attendance versus non-attendance (i.e. time and money spent travelling, opportunity cost etc.) which is intentionally minimal, giving a lower limit rather than a true estimate. Artificially increasing the cost of attendance could be used to get a true estimate, although that would adversely affect uptake. The low turnover

of attendants to this program is good evidence that the social value is at least greater than the cost of attending.

Another way to measure revealed value is by looking at large, national survey data sets as described in Approach 1. This provides the wellbeing-equivalent financial value of different outcomes, divided by various demographic factors. Compared to the method described above, this information is less specific to individual users, relying on averaged values, but is much more detailed, making a wider range of potential outcomes comparable, and is not limited in the magnitude of the value that can be assessed.

Measurement itself can also be problematic. Any form of assessment is costly, diverting resources which could otherwise be spent on service delivery. In this case, some useful measurements such as cognitive skills would require higher-skilled researchers in order to ensure that they are applied correctly. The mechanics of this trade-off between information and money will be different for each service, and the optimum is largely determined by how much funding bodies value (i.e. are influenced by) different types of information. Additional problems arise with service users who are unable understand and complete questionnaires accurately due to reduced cognition. There are, however, appropriate, independently validated methods for measuring wellbeing such as WEMWBS and many others which, if widely applied, could be used and compared across multiple services.

Love to Move uses information from external sources to link difficult-to-measure outcomes to more easily measured outcomes, or even to outputs (supporting output-based activity value as described in Approach 1). They refer in their application to peer-reviewed primary research which supports the link between mobilisation and cognitive enhancement. The development of the program is also based on a much larger range of scientific literature, which is not present in the application largely because it was not required. In the past, the organisation has partnered with universities to conduct independently-funded research into their programs, and plans to soon in relation to this project. They have also worked with Age UK for independent project evaluation.

Another external source of information is secondary data (data gathered for a different purpose). CCC and others collect and provide data that are relevant to social service outcomes (e.g. via Cambridgeshire Insight Open Datasets, including a selected I&C groups), at both local and national scales. These tend to be relevant only to assessing objective value due to the nature of the data and how it was collected.

For the I&C funding criteria, accurate estimates of social value are not important, as long as the social value is greater than zero. This can be assessed as the perceived or revealed value relative to the absence of the service, without trying to increase the accuracy of the estimate, avoiding some of the problems associated with these approaches. To this end, it is reasonable to assume that any service with a cost of use (i.e. not compulsory or incentivised) will be used only if it is socially valuable and that additional measures of social values are not useful.

For this project, far more outcome assessment regarding social value is carried out than required by CCC. This is driven in part by the requirements of other funders.

Measuring Cashable Value

Cashable value is much less complex, is not subjective and can be derived entirely from secondary data. In this case, an ideal objective is easily defined (minimising the sum of the service costs) and quantitative data is readily available (i.e. the cost of delivering each service). Services which are not expected to be greatly affected can be omitted (assumed to be constant) to simplify data collection and analysis.

Assigning Value to Services

Once suitable measures of social and cashable value have been chosen, the relationship between changes in these values over time relate and the services provided can be assessed.

Causation can be determined by measuring the dependence of one variable on experimental manipulation of another. The robustness of the results of this method depends on excluding the effects of confounding factors, either by measuring and accounting for their impact or ensuring that they are randomly distributed with respect to the controlled variable.

Experimentally-desirable control designed to maximise the likelihood of correctly identifying causation (e.g. preventing/denying or forcing participation in Love to Move) is often neither practical nor ethical when considering factors affecting human health and wellbeing. This is particularly true when the social value of the outcome is expected to be large and positive (which somewhat satisfies I&C social-value-positive criteria, but not the cashable-value-positive criteria).

Limited control, however, can be used to assess causation on a smaller scale. This approach has been used to develop the Love to Move program, where user feedback from locations running sessions once per week was compared to those running twice per week. While such experiments can always be improved, they can be used to provide evidence of the effectiveness of the program. Using the example above, before the trial it was not clear if A) the once-per-week treatment was negligent, wasting the opportunity of giving those in this group access to a second session, increasing the social and cashable value outcomes of the program, or B) the twice-per-week treatment was negligent, wasting the cost of a second session which delivered no additional social or cashable value.

While observational studies provide little evidence of causation due to statistical difficulties in accounting for the effects of confounding factors, given a few assumptions they can be useful where either:

1. alternatively (or additionally) to comparing treatment groups to each other, treatment groups are compared to predicted null outcomes. In this case, as users' health is expected to deteriorate (or, conservatively, remain constant),

and change relative to this expectation can be used as evidence of the effect of the treatment. The caveat here is that there could be non-treatment effects which were not accounted for when determining the null outcome. This can be overcome by using national and local statistics relating to the expected outcome to support the choice of null outcome.

2. some degree of causation is assumed, or supported by external evidence; for example, that higher mobility was observed to be associated with participation in Love to Move classes because the classes caused higher mobility, as opposed to high-mobility people attracting Love to Move classes, or Love to Move class attendance having no contribution to the association. This can be problematic if Love to Move classes are targeted to lower-mobility groups, and improved by looking at change in mobility over time rather than mobility at a given time (although more costly).

Further difficulty arises when considering value that increases over time, or arises only after significant time has passed. In such cases, the noise in the data resulting from confounding factors is likely to have increased such that smaller effects are hard to detect.

Targeted methods (i.e. assessing multiple defined groups) will give, more sensitive, more relevant, more costly results than those using less-well-resolved statistics (e.g. census data).

Conclusions

- Service providers are likely to be better able to make measurements of social value than CCC. CCC is likely to be better able to make measurements of cashable value than service providers. A balance needs to be struck on which party undertakes each of these elements.
- Qualitative and quantitative measures both have strengths and weaknesses. Methods should be selected on the basis of the degree to which each method fits the problem being addressed.
    - For this project, the expected outcomes are understood well enough that quantitative measures should be used to assess outcomes. Qualitative measures can inform the development of quantitative measures where circumstances change.
- Objective outcome measures are good for service providers to use to assess the effect of their program and inform changes to it internally. CCC could ask applicants to demonstrate more clearly/specifically the evaluation that they plan to carry out to demonstrate their effectiveness.
    - e.g. targeted, objective value, compared to predicted baseline, with reference to external information.
    - e.g. as a final column in the Logic Chain Model

    - This is carried out by Love to Move far beyond the requirements of CCC

- Perceived (targeted, questionnaire, compared to out-group) and revealed (regional, statistical, compared to out-group) value are better for comparison between services, particularly if used consistently across services to be compared.
    - This is better done centrally e.g. by CCC to maintain independence, consistency

- You can make outcomes comparable between services by:
    - using the same tool to measure each type of valuable outcome for all applications. i.e. when addressing the "Older people live well independently" goal, have a common tool for measuring/assessing the independence of older people for the applicants to use. The applicants could apply as many of these tools as they want of those offered to measure their contribution to each of the goals. There are many such validated tools available that are already widely used.
    - converting different factors that contribute to welfare or social value into a common unit e.g. for independence: 1) estimate (or use estimates of) the financial equivalent of different levels of independence in terms of the effect on welfare, as determined by their revealed value, or 2) estimate the quality-adjusted life-year (QALY) equivalent of different levels of independence, as determined by their perceived or objective value.

- Objective measures of cashable value are good as the goals and system are well defined and always comparable.
    - Either targeted (comparing people to their expected use) or statistical (comparing people to their demographic' s use).

- Partnerships with external inputs (e.g. assessment carried out by a third party, or by CCC, supporting links between outputs/outcomes with primary research) is a good way to decrease bias, and can reduce the cost of meaningful evaluation.

- Specific outcome goals are important, and help determine how you can evaluate progress towards them.
    - e.g. for 'people live well independently', you want to find out to what degree someone's welfare is dependent on council services. This could be done by asking how many times per month/week/day someone was reliant on a specific service.
    - How you know something is a problem is likely a good way to know if the problem is being reduced. The council's reasons for choosing each of the 7 are likely a good source for how to measure them.

- There is inevitably a cost to collecting and analysing evidence. This should be made explicit and accounted for, either internally to CCC or as a provision in the funding.
    - The level of investment in collecting evidence is determined largely by how useful it is seen to be by decision-makers (both internal and external), in this case driven by the project's other funders.
- Funding bodies get what they ask for in terms of evidence, when it's not prohibitively expensive.
    - E.g. application form key question 4: "With reference to any of your work to date..."
    - Where outcome measurement is best done by service providers, indications of the type of evidence you value (i.e. qualitative, quantitative, external (e.g. peer-reviewed literature), long-term etc.) could help show/ensure that appropriate evaluation I being conducted.
    - Some commissioners prefer qualitative research; turning stories into data is not always more compelling. Qualitative analysis of case studies, stories, quotes, testimonials are valuable because they are more effective when selling proposals to funders.
- Outcome prediction for cashable value during application is strongly influenced by the cost-saving requirement.
    - Applicants may under-predict outcomes to avoid raising expectations.
- Potential CCC inputs:
    - Provide questionnaire(s), evaluation tools, social value data etc.
    - Ask to see the evidence you want, e.g. Evidence Standards Summary Guide
    - Collect/analyse regional data

Recommendations

- You can make things comparable by using the same tool to measure each type of valuable outcome for all applications. i.e. when addressing the "Older people live well independently" goal, have a common tool for measuring/assessing the independence of older people for the applicants to use. The applicants could apply as many of these tools as they want of those offered to measure their contribution to each of the goals. There are many such validated tools available that are already widely used. **Through the interviews we found that service providers already use assessment tools that are validated within their specific field. We recommend the Innovate & Cultivate Fund collects this information as part of evaluation and makes it available to future applicants.**

- Data already provided by the council on cashable value outcomes was very useful for applicants.
    - Applicants interviewed said that being signposted to this meant that they felt that they were able to articulate outcomes in the format needed by the Council. It was commented on that it is positive that the I&C website signposts to available data sets and that access to any further relevant data sets would be welcomed.
    - This is a great opportunity for CCC to assist with lowering the total cost of assessment, with guiding the types of assessment made and making sure that assessment is carried out in a way that makes the results more comparable across service sectors.

- We understand the importance to the council of demonstrating outcomes and impacts. This means having the confidence that service providers are considering methods for measuring outcomes as part of their project design. **We recommend that the council uses the I&C application form to explicitly ask for this information by adding an additional question that asks applicants how they will measure outcomes.**

- There is inevitably a cost to collecting and analysing evidence. This should be made explicit and accounted for, either internally to CCC or as a provision in the funding. The level of investment in collecting evidence is determined largely by how useful it is seen to be by decision-makers (both internal and external).
    - It is important to have the correct balance of delivery, measurement and development.
    - **We recommend that the Innovate & Cultivate Fund asks for a breakdown of evaluation costs in the section of the application form titled "Project Budget and Supporting Documents"**

Annex 1 - Case study: Love to Move, British Gymnastics

Introduction to the service

Love to Move, run by the British Gymnastics Foundation, is a program which delivers cognitive enhancement gymnastic exercise classes to help older people (particularly people living with dementia, Parkinsons, Alzheimers) improve their cognitive reserve, cognitive function, movement and social involvement. These classes are carried out in assisted living facilities, attended by residents, non-residents and their carers.

Service Outcomes

The outcomes of a social service, the changes that occur as a result of its outputs, can be divided into two categories that are relevant to I&C; those that provide:

1. Social value, the degree to which an outcome affects the subjective welfare of individuals.
2. Cashable value, the degree to which an outcome affects the cost of administering all services combined.

Social and cashable value, as defined here, are not independent: services which provide social value to those whose welfare is otherwise more affected by alternative services are more likely to have a higher cashable value. This is reflected in the application form key question number 1 (identifying the expected social value: (Older) people live well independently) and number 2 (identifying the target users to be of a high-cost demographic: older people living with dementia or Parkinson's Disease, likely to access council homecare services and residential care).

Services must be social-value-positive and cashable-value-positive to receive I&C funding. Given a constant efficiency of service provision, such cases could be described as:

A. replacing a more costly service with a less costly, yet effective service . This is reflected in the application form key question numbers 3 (identifying how the service is expected to reduce alternative service use: enabling users to retain independence for longer) and 5 (identifying the novelty of the project).

B. reducing people's requirements of government-funded services for their welfare (increasing resilience). This is reflected in the application form key question number 6 (identifying how the service enables inter-community benefits: developing social connections and a strengthening the target community).

The primary social value of Love to Move is expected to come from improvements in the service users' physical and mental health, as well as their social connections and activity level. Secondary benefits are also expected for their carers who attend the sessions, reducing their load and providing social opportunities. Further benefits could also be expected for others involved in the users' care, such as family or care-home support staff, whose welfare is affected by that of the service users.

The cashable value of Love to Move is expected to arise from a reduction in the cost of statutory Adult Social Care provision to users and the cost of respite care for users'

carers. Further benefits could also be expected in terms of reduced use of NHS services by users.

A third type of outcome that is not related to impact but demonstrates outputs are those which provide descriptive information (e.g. census, measurement) .

Approaches to Measuring the Value of Outcomes

Approaches to measuring value differ in: A) how determining what is valuable, and the degree to which a situation achieves this value, is distributed between the assessor and the assessed; and B) the independence of the assessment from confounding factors. An approach grounded in economics considers 3 options:

1. Objective value: The assessor determines what factors are valuable and their value (the objective) and measures or the degree to which a situation achieves that value independently of the assessed. This approach works well when the assessor has a good understanding of the objective and has access to information that relates to it. It can be problematic when the assessor's objective poorly matches the 'real' objective of the assessed.
2. Perceived value: Service users determine their own values independently of the assessor.
3. Revealed value: The assessed party is given multiple options and the assessor measures which option is chosen. This captures the real values of the assessed independently of the assessor .

Qualitative and Quantitative Measures

Qualitative measures collect non-numerical data. Examples include unstructured questionnaires, diaries, observations and interviews. They are more flexible in their application and therefore can measure outcomes the assessor was not predicting. This flexibility, however, makes comparisons between measurements more difficult. They are well suited to exploratory research: to identify underlying reasons, opinions, and motivations; to provide insights into problem and help develop ideas or hypotheses for potential quantitative research where the subject is not well understood.

Quantitative measures collect numerical data. They use tools and a predetermined methodology to reduce external factors influencing outcomes. Examples include structured questionnaires, count data and secondary data. They are less prone to systematic error, but are constrained by their design which can introduce systematic bias. They are well suited to comparison between groups to identify differences or correlations, where the groups and variables of interest are well defined.

Measuring Social Value

Due to the complex, personal, subjective nature of social value, assessors are rarely in a good position to determine an ideal set of factors that are valuable and how different factors should be weighted (an objective). There are often clear examples of

commonly valued factor (for example in this case dexterity, mobility, memory, cognition, activity, socialisation etc.) and these factors might be easily measurable, but the appropriate social value associated with a given measurement is unclear. Where factors are poorly defined or values are poorly attributed, a service which improves one factor at the expense of another could be objectively valuable while having a real social value cost. These issues are discussed in Approach 2, above. Similarly, value decisions affect comparisons between services whose value arises from their effect on different factors.

The Council has chosen a set of 7 outcome objectives for the Innovate and Cultivate Fund. This presents to applicants an objective-value-type framework with which to determine the value of outcomes, whereby social value is assigned to progress towards achieving one or more of the outcome objectives.

Perceived and revealed social value include each individual's subjective valuation, removing the need for the assessor the make assumptions about them. Questions need to focus on individual users' experience i.e. what they gained from participating. The difficulty arises in designing appropriate questions so that the responses both accurately reflect the real value and are comparable between demographics.

The revealed value of this service can be assessed by looking at attendance figures and rates of turnover. The low turnover of attendants to this program is good evidence that the social value is at least greater than the cost of attending.

Another way to measure revealed value is by looking at large, national survey data sets as described in Approach 1. This provides the wellbeing-equivalent financial value of different outcomes, divided by various demographic factors. Compared to the method described above, this information is less specific to individual users, relying on averaged values, but is much more detailed, making a wider range of potential outcomes comparable, and is not limited in the magnitude of the value that can be assessed.

Measurement itself can also be problematic. Any form of assessment is costly, diverting resources which could otherwise be spent on service delivery. In this case, some useful measurements such as cognitive skills would require higher-skilled researchers in order to ensure that they are applied correctly. The mechanics of this trade-off between information and money will be different for each service, and the optimum is largely determined by how much funding bodies value (i.e. are influenced by) different types of information. Additional problems arise with service users who are unable understand and complete questionnaires accurately due to reduced cognition. There are, however, appropriate, independently validated methods for measuring wellbeing such as WEMWBS and many others which, if widely applied, could be used and compared across multiple services.

Love to Move uses information from external sources to link difficult-to-measure outcomes to more easily measured outcomes, or even to outputs (supporting output-based activity value as described in Approach 1). They refer in their application to peer-reviewed primary research which supports the link between mobilisation and cognitive enhancement. The development of the program is also based on a much larger range of scientific literature, which is not present in the application largely because it was not required. In the past, the organisation has partnered with

universities to conduct independently-funded research into their programs, and plans to soon in relation to this project. They have also worked with Age UK for independent project evaluation.

Another external source of information is secondary data (data gathered for a different purpose). CCC and others collect and provide data that are relevant to social service outcomes (e.g. via Cambridgeshire Insight Open Datasets, including a selected I&C groups), at both local and national scales. These tend to be relevant only to assessing objective value due to the nature of the data and how it was collected.

Assigning Value to Services

Causation can be determined by measuring the dependence of one variable on experimental manipulation of another. The robustness of the results of this method depends on excluding the effects of confounding factors, either by measuring and accounting for their impact or ensuring that they are randomly distributed with respect to the controlled variable.

Control of experimental conditions designed to maximise the likelihood of correctly identifying causation (e.g. preventing/denying or forcing participation in Love to Move) is often neither practical nor ethical when considering factors affecting human health and wellbeing. This is particularly true when the social value of the outcome is expected to be large and positive .

Limited control, however, can be used to assess causation on a smaller scale. This approach has been used to develop the Love to Move program, where user feedback from locations running sessions once per week was compared to those running twice per week. While such experiments can always be improved, they can be used to provide evidence of the effectiveness of the program. Using the example above, before the trial it was not clear if A) the once-per-week treatment was negligent, wasting the opportunity of giving those in this group access to a second session, increasing the social and cashable value outcomes of the program, or B) the twice-per-week treatment was negligent, wasting the cost of a second session which delivered no additional social or cashable value.

While observational studies provide little evidence of causation due to statistical difficulties in accounting for the effects of confounding factors, given a few assumptions they can be useful where either:

1. alternatively (or additionally) to comparing treatment groups to each other, treatment groups are compared to predicted null outcomes. In this case, as users' health is expected to deteriorate (or, conservatively, remain constant), and change relative to this expectation can be used as evidence of the effect of the treatment. The caveat here is that there could be non-treatment effects which were not accounted for when determining the null outcome. This can be overcome by using national and local statistics relating to the expected outcome to support the choice of null outcome.

2. some degree of causation is assumed, or supported by external evidence; for example, that higher mobility was observed to be associated with participation in Love to Move classes because the classes caused higher mobility, as opposed to high-mobility people attracting Love to Move classes, or Love to Move class attendance having no contribution to the association. This can be problematic if Love to Move classes are targeted to lower-mobility groups, and improved by looking at change in mobility over time rather than mobility at a given time (although more costly).

Further difficulty arises when considering value that increases over time, or arises only after significant time has passed. In such cases, the noise in the data resulting from confounding factors is likely to have increased such that smaller effects are hard to detect.

Targeted methods (i.e. assessing multiple defined groups) will give, more sensitive, more relevant, more costly results than those using less-well-resolved statistics (e.g. census data).

Observations

- Qualitative and quantitative measures both have strengths and weaknesses. Methods should be selected on the basis of the objective.

- Specific measures are good for service providers to use to assess the effect of their program and changes to it internally.

- Contracting an external party to conduct evaluation is a good way to decrease bias, e.g. assessment carried out by a third party (or by CCC) and this can reduce the cost of meaningful evaluation e.g. supporting links between outcomes with primary research specialists.

- Outcome prediction for cashable value is strongly influenced by the cost-saving requirement. Applicants may under-predict outcomes to avoid raising expectations

- Specific outcome goals are important, and help determine how you can evaluate progress towards them.
    - e.g. for ‘people live well independently’, you want to find out to what degree someone’s welfare is dependent on council services. This could be done by asking how many times per month/week/day someone was reliant on a specific service.

- Service providers are likely to be better able to make measurements of social value than CCC. CCC is likely to be better able to make measurements of cashable value than service providers. A balance needs to be struck on which party undertakes each of these elements.

- Some commissioners prefer qualitative research; turning stories into data is not always more compelling. Qualitative analysis of case studies, stories, quotes, testimonials are valuable because they are more effective when selling proposals to funders

Annex 2 - Additional Interview notes

Steve Peters, Manager, Love to Move, British Gymnastics

Interviewed by Jeffrey Douglass

Background

Adult Social Care: Managing, training and delivery of Love to Move cognitive enhancement gymnastic exercise classes to help older people, (particularly people living with dementia, Parkinson's, Alzheimer's) improve their cognitive reserve, cognitive function, movement and social involvement.

Expected welfare benefits

1. Improved physical health and wellbeing
2. Improved mental health and cognitive function
3. Enjoyment of the activity for service users and their carers
4. Improved socialisation among service users and their carers
5. Down-time for carers of service users

Saving estimate from application

1. Reduced home care cost for service users
2. Reduced carer breakdown

Key interview points

- The project was designed around primary research [see below, and many others] linking mobility and mobilisation with mental health benefits
    - Validates effects on physical and cognitive measures
    - Using existing evidence basis
- Independently evaluated by Age UK
- Qualitative analysis of case studies, stories, quotes, testimonials are more effective when selling proposals to people e.g. funders such as DCMS who fund Sport England
    - Turning stories into data is not always more compelling
    - Some commissioners may prefer qualitative research
- More advanced measurement, e.g. cognitive function, requires more highly-skilled researchers to carry out
    - They have historically partnered with 3rd parties (and plan to for this project soon) e.g. Universities, Age UK, for extra data collection and analysis, whereby part or all of the cost of the analysis is funded as research by the University
    - Difficulty surrounding getting some service users to understand and complete questionnaire accurately e.g. those living with dementia, to understand and complete questionnaire accurately due to reduced cognition.

    - Specificity of measures is important
- Significant outcomes data analysis is being carried out as required for Sport England funding
- Some data is available on a national scale e.g. 2016 health survey
- Measuring outcomes is seen as diverting funding away from being able to provide the service.
    - This can become overly burdensome and costly; it is important to have the correct balance of delivery, measurement and development.
- A lot of the internal project auditing is output-based i.e. attendance
- They do a lot more objective measurement of wellbeing than are required by the funding
    - Using external, validated, accessible, recognised questionnaires e.g. WEMWBS
    - See e.g. Reconomics report for valuing activities
- They consider low user turnover as a sign of success
    - [Assessing revealed value]
- Financial benefits to the council estimated based on previous experience, and to limit the council's expectation regarding outcomes.
    - Cost-reduction opportunities provided by the council during the application stage was very valuable however
    - No specific pre-programme baseline available to British Gymnastics Foundation, from which improvements are to be made
    - [Additional benefits likely missed]

Amanda Langford, Founder & Ambassador, Blue Smile

Interviewed by Jeffrey Douglass

Background

Providing therapeutic support to disadvantaged local children and parenting wellbeing programmes in order to strengthen families and relieve Council pressures.

Expected welfare benefits

1. Improved emotional wellbeing for users (children and parents)
2. Improved academic performance of users (children)
3. Improvement as 1 and 2 for other children of user parents
4. Empowerment of parents to pass on their learning to other parents in the community

Saving estimate from application

1. Reducing Family worker intervention
2. Reducing Social care intervention
3. Reducing specialist teacher intervention

Key interview points

- Some slicing of project funding to meet council funding criteria
- Linked with multiple other related charities providing synergistic services
- Possibility of using link between school attainment and antisocial behaviour
    - Already used some peer-reviewed research to support application
    - 3rd party research e.g. supporting links between school attainment and antisocial behaviour not always seen as compelling
- Dynamic use of feedback to inform the project's structure
- Use recognised 3rd party questionnaire to measure welbeing e.g. Development and Well-Being Assessment, Goodman Strengths & Difficulties Questionnaires
    - Consider these to be 'blunt' i.e. not specific enough to the particular issues they are trying to address
- Consistency of measures of academic performance is varied between schools, making certain comparisons difficult
    - [stick to comparisons within schools, or between prediction and observation?]
- Have partnered with Universities to carry out research.
- Less attention paid to analysing long-term impact due to the youth of the project and inherent difficulties.
- Highlighted GPDR-type issues surrounding data collection and analysis
- Look at Place2be for impact assessment
    - Clinical Outcomes in Routine Evaluation questionnaires

Through the Door project

Interviewee: Siobhan Mellon, Development Officer South East, South Cambridgeshire District Council

Interviewer: Mindy Dulai

About the Organisation

- South Cambridgeshire District Council (SCDC) is a statutory authority – like all district councils they are required to provide specific services.
- SCDC is responsible for providing waste collection and recycling, local planning and housing services, environmental health services and council tax collection
- An interesting point to note in the context of this grant is that the project that the Innovate and Cultivate (I&C) funding goes towards provides a service that is not a statutory requirement, but does fulfil SCDC's goal of improving quality of life for residents.
- In terms of how they determine their strategy and associated activity, this is down to the elected Council.
- 360 staff in total at SCDC.
- They applied for the full amount available in the 'cultivate' stream of the fund.
- The money that they received from the I&C fund enabled them to fund a non-medical 'social navigator' based within a medical practice.

- A GP may refer a person to the social navigator if they feel that some of the patient's needs may be best addressed through the person receiving the support of other people/ community organisations (i.e. not specialist medical help).
- This reduces the pressure on the time of the GP or surgery staff who may be dealing with needs that do not require their level of expertise.
- So, this may include people who are lonely or need to be more physically active.
- The key thing about the Innovate and Cultivate grant was that it enabled the scheme to reach more people by supplementing existing funding for this project.
- The partners working on this project had already agreed a specific level of funding to cover a part-time social navigator, which meant that basic costs had been met.
- The additional money from the I&C fund meant that the social navigator could be paid for more hours than the original proposal – meaning the funding enabled the social navigator to see more people.
- It can viewed as unusual to provide funding that would go into a doctor's surgery – idea of one kind of public funding being used to support another service that is publicly funded (but by a different source).
- However, here it did enable SCDC to 'do more' by funding 5 additional hours per week.
- There is a hope that in the future the GP's surgery would fund it, however they would not do this unless they can see that it will work. Being able to fund the project in this way enables collection of outcomes/ experiences to see if this kind of intervention can make a difference.

Predicting Impacts

- SCDC looked at a similar project that the GP's surgery had found out about in Devon.
- The project in Devon had been running for 2 years and involved 1 full time social navigator/ link worker.
- SCDC used the figures that the authority in Devon had gathered with regards to how many patients the link worker had seen in their I&C application.
- They referenced adult social care costs in their application to demonstrate the potential savings.
- The estimates for the savings on adult social care were provided to the applicants by either the County Council or the Cambridge Community Foundation.
- Without the data being provided, it wouldn't have been easy to provide this as part of the case in their application.
- If these hadn't been available then SCDC might have used a modelling tool currently being developed by the Campaign to End Loneliness to quantify expected impacts.
- Goal of the project is part of a series of interventions to tackle the issue of loneliness in the community – tackling loneliness is a priority for SCDC, as determined by councillors.
- Also to reduce pressure on GP services by providing an additional member of staff that can provide support with non-medical interventions to improve lifestyle.
- In different places across the country this kind of project actually takes place on a much bigger scale and is often funded by Clinical Commissioning Boards within the NHS.

- An awareness at SCDC that at this stage this kind of project would not be an NHS priority in this region, so a way to start to try this kind of intervention out so that they could start to learn about how to run this, its impacts and any challenges.
- The Country Council's goals for funding this project through the I&C fund is to reduce their own costs and this is clear to applicants.
- People find out about the service through the GP – it is the GP that makes the referral to the social navigator.
- Too early to understand whether there is turnover in the service (almost 6 months in, so still quite early) – they still have not had their first formal report of how the project is progressing.
- However informal feedback from the social navigator suggests that the project is at the stage that it should be.

Measuring Impacts and Outcomes.

- They will use short questionnaires that will be shared with people that use the service as part of their measurement of outcomes.
- One short questionnaire will focus on mental health and the other will focus on loneliness.
- Idea is that a person fills in questionnaire at the start before the programme begins and then fills in another one at 24 weeks to determine any changes.
- Alongside this, the social navigator carries out an interview at the start of the programme and then later follows up on this.
- They also log the number of patients seen and also how many times the patient used the surgery in 12 weeks prior to the referral, at 12 weeks and at 24 weeks after the referral.
- SCDC would measure the impact of the programme anyway – their outcomes measurement is not driven by the I&C grant.
- It is very difficult to measure the outcomes of the project that has been funded by the I&C funding.
- SCDC cannot prove that they have managed to stop someone from requiring adult social care.
- One challenge is around the fact that it is not always clear to what extent you can identify those who are at risk of going into adult social care before they require it.
- If they could identify these people, then potentially they could record the number of people in this category that the social navigator sees and share with the County Council as part of the measurement of outcomes.
- Other outcomes (other than cost savings) that SCDC think are important to measure are:
    - the number of patients that they get to engage with the community voluntary sector that weren't doing so beforehand
    - and the loneliness and mental wellbeing data showing improvements.
- In this part of SCDC, they do not have specific tools for measuring cost savings – possible that other parts of SCDC might use some, e.g. those working on housing.
- Questionnaires are the main tool that they use to measure outcomes.
- Have to be careful as do not want to bombard the patients with lots of questionnaires or other things that need to be measured/ recorded.
- 2 is the maximum number of questionnaires that they would want to use.

- The loneliness questionnaire that they use is one that is based upon the loneliness scale devised by UCLA – this is one of three scales that is recommended by the Campaign to End Loneliness
- The mental health questionnaire that they use is based on the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS).
- Both scales are short which is an important consideration in making them usable for the patients involved in this project.

Challenges

- One challenge in measuring outcomes in this area is that it is possible that the project may not succeed in e.g. reducing GP attendance.
- However, in the long-term the project may help to address issues that help the patients live well and independently (e.g. improved social interaction, changes in physical activity to improve health).
- However, in the short-term, it may not actually reduce the burden on the NHS through e.g. reduction in number of visits to the GP, as it may spur people to address specific health problems.
- Engaging people so that they are active in the community is valuable to SCDC, however, it may not demonstrate itself in the way it needs to or on the timescales required, for them to prove that it is valuable.
- Also, with this kind of intervention, you cannot prove the direct link between the intervention and any preventative outcome.
- The challenge to them is not in the demographic or the setting, but over the questions about funding being used to fund a programme in a doctor's surgery (i.e. acknowledging the point of view that this should go through the NHS rather than other sources).
- They feel that they reach the target demographic very well by going through the GP's surgery - this a key part in making the project successful.

Suan Rowland, Parish Nurse Plus

Interviewed by Kathryn Muir

Key points

- Useful to think in terms of outputs, processes and outcomes.
- 'Action research' is helpful: build in a learning loop so can improve service as you go along.
- Evaluate by telling stories:
    - This suits their organisation best because as a small charity they do not have the resources to do complex evaluation e.g. using health and wellbeing indicators.
    - Also this qualitative approach works for their organisation because every individual's case is so different and complex.

> *"One of the things I've learnt is how powerful stories and case studies are… because they have meaning for people."*

- Other useful indicators are: how many people are involved, how many people are attending activities, how many people are connected to each other.
- The council's focus is on projects that can evidence that they will save money: Parish Nurse Plus are able to meet this requirement by including the 'Parish Nurse' aspect of their organisation (the Parish Nurse works with people with more acute needs, whereas the community development work covers the wider population). Interviewee raised concerns that some other community development projects would not meet this requirement because their benefits would be too long term.
- Outcomes are the result of interventions plus context. The context is crucial.
- Innovate and Cultivate fund strikes a good balance between requiring project to show value for money, but also recognising the other benefits of the project.

The organisation:

A local charity which functions across 7 rural villages in South Cambridgeshire.
Already employs one 'Parish Nurse' on behalf of 7 churches. Parish Nurse has been employed (three days a week) for the past 2.5 years, working with people with health needs (she sometimes works with people with simple health needs, but often works with people with significant health needs – this is where the greatest gains can be seen) with significant health needs. She has an honorary contract with local GP service so can share information about patients.

Funding from Innovate and Cultivate fund:

Successfully applied for 1 year's funding adding ***community development*** aspect to the Parish Nurse's work (they initially thought they would hire another member of staff, but are now commissioning out the work instead).

Aim:

> *"to identify and harness social capital in local communities so can work together to find local solutions to enhance health and wellbeing."*

The existing Parish Nurse service – focuses on the needs of individuals. The new community element deals with the *context* of care.

This means: improving the knowledge and skills of the local community to look after themselves and each other, by sharing information about what services are available so that local people can get involved in activities that will enhance their health and wellbeing. E.g. volunteering opportunities, lunch clubs, older people's groups. Set up networks within the community.

Ultimate outcome – We certainly hope to use services more effectively and efficiently and also hope to develop innovative local solutions to improve/resolve issues where there are no services, or gaps in services. More importantly, we want to create an environment that

enables people to be well, keep well and have access to services they require. (It is not a specific aim for the community to use the community will use formal health and social care services less.)

Beneficiaries: Whole population (the existing Parish Nurse has focused particularly on older people and their carers; the community development part wants to focus on younger people too).

Measuring outcomes

> *"We work in terms of outputs, process and outcomes"*

Outputs – Have a database of information, disseminate information on website.

Process – Learn how to effectively share information etc. "The 'how-tos' are going to be really important."

Outcomes – "The benefits to people". Making a difference to the community, making community links (new community activities starting, more people involved.)
They have used an 'action research' model, quality improvement model. Always building in a learning loop. (Aim: Learning how to run projects/activities effectively with sustainability a key issue for consideration. (so can share with community)

Outcome measurement: "the only way we can do it is telling stories." They had initially wondered about using other measurements, but this was not possible because:
"1. We are running this on a shoe-string, the only person that gets paid is the parish nurse, all of the management team are volunteers; 2. We have no way of analysing it with any confidence that we would do it rigorously. So we decided we weren't going to do that." The Parish Nurse did not have skills and time for database input.

> *"It's a much more qualitative model rather than a quantitative one."*
> *(But they do collect some quantitative data).*

Each case is different and complex, so work in a variety of ways: "It's impossible to measure!"

Example 1: individual who is wheelchair bound. Has special equipment so he is able to drive himself into town. Previously he was also able to get in and out of the car himself but now not able to. Needs help to get wheelchair in and out of car. He did not feel able to ask his neighbours or his friends, so he asked the parish nurse who contacted Parish Nurse Plus. Set up a team of 4 people to help on a rota basis. Result: "It gets him out, he still feels he's independent, he gives his wife that break"

Example 2: Couple in their 80s who look after each other. Their paperwork was mounting up – have organised for someone to go round once a month and help them with their paperwork.

Council's goals in relation to this project:

Application form states that this project meets 3 outcomes:

Outcome 1 – Older people live well independently (because older people will join activities, gain friends, networks and support)
Outcome 3 – Adults and children at risk of harm are kept safe (because of links with Social Service and the District Council)
Oucome 7 – People lead a healthy lifestyle and stay healthy for longer (community worker will publish a directory of activities – including fitness activities - so people are more likely to go).

Why do they think council has funded it?

> *"They were happy to fund it because the pre-requisite, the thing that we absolutely had to fulfil, was about saving money. That's why I'm talking so much about the Parish Nurse. Because there was no way the community project would save them money in the here and now."*
> *"The Parish Nurse saves them money because she can make a care package more secure, delay nursing home placement, provide support so they don't use services for care."*
> *"But ours is good, because with the community element it will cover primary, secondary and tertiary prevention.*
> *"The funding requirement was about community work, but you had to save them money. The only way we were able to do that was because we had the Parish Nurse and it is the project as a whole. People who were just focusing on the community would not meet the criteria… To ask community development projects to save money on nursing home placements, I don't think so! It's too long term."*

Measuring Impacts/ Outcomes

> *"I'm doing the evaluation, I'm trying to keep notes of all of this. I collect basic data, I focus on some case-studies. When we have the community workers I'll be recording (e.g.) have they contacted the schools? What has changed? Basic recording.*

How much of your outcome assessment is directly related to the funding requirements?

Want to do it for themselves.

"I think if we do community development, I think how we set that up and how we share that with the community is a key part of it… because that becomes the greater understanding." (of how we live, work, share and learn together for the greater good)
"In public health terms your outcome is X + Y + context. That context is absolutely crucial. It's the environmental bit that's going to create the greatest changes.
"Maybe the ongoing sharing, improved understanding might be the outcome you want for community development."

Are there other kinds of outcomes that should be considered when measuring success (other than cost savings)?

"I think it's all the wellbeing stuff, it's being connected, feeling well …people feeling "I want to live here, I want to belong here. I want to have the services when I need it."

How do you measure this?

Health and Wellbeing measures exist.

But at the moment (as mentioned above) they don't use any specific tools as don't have the resources or expertise (and don't want to do it if not able to do it to a well and with confidence level)

But maybe some of the indicators are actually: 'have we got systems that involve people? How many people are involved in this?'. Because the greater the proportion of the population you can involve and cross-connect, the greater the benefit."

Do you undertake to measuring cost savings as part of measuring outcomes?

Committed to Cambridgeshire County Council that would at least deliver them savings.
On application: Estimate that 2 additional individuals are prevented from needing 12 months of medium-level home care, plus one individual delayed from needing to move into residential care for 6 months during funding period. [From Parish Nurse scheme, rather than the community development part].

Parish nurse scheme has stories of preventing people going into nursing home, and therefore saving £1000 a week.

What are the challenges in measuring outcomes in your field of work?

Challenge - collecting the information in a way that makes sense.

"A lot about community work is you have to run with what you've got. And "one of the things I've learnt is how powerful stories and casestudies are… because they have meaning for people."
"Having done the stories we have to be very careful about the level of detail for confidentiality, particularly sharing locally, because it's small villages and people will deduce."

Other

"I must say I'm very comfortable with what I've seen in the Innovate and Cultivate fund, I think the officers have tried as much as they can to walk to tightrope… between accounting for the money that goes in and understanding all of the issues. I think they've done it really well."

Vickie Graham - Houghton and Wyton Timebank

Interviewed by Kathryn Muir

Key points

- Record impact using written case-studies describing the benefits for individuals.
- Also record numerical 'output' data – how many hours people have put in/received
- Measuring outcomes is difficult because they work with such a wide range of people with a wide range of needs.
- For the Innovate and Cultivate Fund, it would be helpful if the council had a set way of measuring outcomes (e.g. a spreadsheet) for people to use as a starting point/guide when evaluating their projects.
- The financial information available on council websites (about the costs of social care etc.) is useful, but it would be good if this information was more transparent/easier to understand for those that don't work in that department.
- The council are very supportive, helping with reports etc.

About the organisation

Timebank – work with our community to help individuals get support 150 members who've given over 2,400 hours.

She is the time bank coordinator – 15 hours a week

Innovate and Cultivate Fund

Award has enabled the project to continue.

Parish council decided they'd like to form a timebank in the parish. Gave full funding for a year, now match-fund, but they had to seek other funding sources.

Beneficiaries: 25% of the village are people who live alone, a high % of them are elderly and widowed. Already had a group of people in mind that needed our support.

Goals of this project

Help people stay in their houses longer. Help people get the support they need, support people where council services aren't available.

Don't have a fixed remit, it changes constantly

How do users find out about and access the project?

Based in parish office 3 days a week. Initially spread word by attending events, now communicate through coffee mornings, parish notice-board, magazines and leaflets. Very low turnover, most people who have joined have stayed.

Measuring Impacts/ Outcomes

> *"I track everything… I write case studies on all the individual cases we've had. We report the impact by looking at the jobs that are being done, the time that's being given, the beneficiaries"*
> *"I record the age ranges of members, because they've changed quite dramatically." Started off mostly young people, now many over 75.*
> *"Case studies describing the changes that are happening to people, and the benefits of becoming part of the timebank."*

How easy do you think it is to measure the outcomes of the programme?

> *"It's the impact in the village, it's the evidence, it's the photos, the members stories, It's not an easy thing to… it's not as straightforward as some impact measures I've done in the past… because of the varied range of people I'm working with. Their individual needs are very different, I don't have people who all need social care… one person needs a hand-rail fitted, one person needs a key box fitted outside their house."*

What other kinds of outcomes that should be considered when measuring success (other than cost savings)?

"All the benefits to people – the impact on health and wellbeing and social isolation."
"It's the impact on the members and the benefit to the community."

Do you measure cost savings as part of measuring outcomes?

"No, but I think we're going to have to. It's something that will come."
"Spent 1,000 but not anything that would show cost savings for people yet – that comes from the case studies."

Difficulty of proving prevention:

"Although we have just helped one lady who had gone into a home come back to her own home, with the support of the time bank…but it's hard to prove."

Been working with Carol Williams from the Council, has given me a number of cost-effective ways that we'd be saving money. Helping people stay in their homes.

"Things we've done already: Lady broke her hip, we bought some socks for her, gave her a lift somewhere."
"We work hard to get to people who can't get to events, so we had a BBQ and we delivered food to people who weren't able to come."

Are there specific tools that you use to support you in measuring outcomes?

Uses Time Online 2 – can pull off service reports, find out information about people, look up what they've done.

Challenges

"Because it's so different every time…that's the difficulty trying to record the outcomes because they're so individual."

Demographic they work with: High volume of vulnerable people living alone. It's a very mixed community, some people very wealthy, some not, so need to make sure reaching everyone.

Any way council could improve how they measure outcomes?

"To have a way of measuring outcomes that they ask us to use. A set spreadsheet or something that says "this is the sort of thing we're looking for." A starting point. Because then you'll get more consistent answers."
"There's a really good website that has all the information about how the council spends their money, but it's very tricky to access for people who don't work in the council, so I think it's just about making things more transparent for people who aren't working in that area.
"It's about being the right person to understand what it means?
"I've got two lead people that are brilliant, really supportive." Carol and Wendy
"They proof read all reports… make sure that everything's clear."

Annex 3 - External Sources

Social Value Databases

- New Economy Manchester Unit Cost Database
  - Publications on Cost Benefit analysis, Guidance and cashability
- Sustainable Development Unit - Social Value Calculator
- Housing Association Charitable Trust - Value Calculator using Wellbeing Valuation approach
- Global Value Exchange searchable database
- NHS - Data including Adult Social Care Outcomes Framework
- Cambridgeshire Insight Open Datasets, including a selected I&C groups

Social Value Calculators

- Investing for Good
  - Impact assessment tool
- Social Value Portal
  - Key Performance indicators
  - Social Value Tool
  - National Themes, Outcomes, Measures Tool
- New Economics Foundation
  - Prove and improve tools
  - Prove It
- HACT
  - Value calculator
- Sustainable Development Unit
  - Social Value Calculator
- Social Value Bank
  - Value Calculator

Other Professional sources

- Government Outcomes Lab
  - Evidence Report
  - Introduction to Evaluation
  - Setting and Measuring Outcomes
- World Bank
  - Impact Evaluation in Practice
- HM Treasury
  - Magenta Book - Guidance for Evaluation
  - DWP Social Valuation Techniques
  - Cost-benefit Analysis (CBA) for Local Partnerships
  - CBA Framework

- British Medical Association
    - Exploring the cost effectiveness of early intervention and prevention
- Social Value UK
    - Cost Benefit Analysis
- Good Finance
- Heritage Lottery Fund
    - Guidance on Evaluation
- Big Lottery Fund
    - Project Evaluation Guidance
- Outcomes Star
- Investing for Good
    - Impact Measurement Practice
- HACT
    - Evidence Standards Summary Guide

Agenda Item No: 6

DEVELOPING A COUNTY COUNCIL OPERATING MODEL FOR TACKLING HOMELESSNESS IN CAMBRIDGESHIRE

To:	**Communities and Partnership Committee**
Meeting Date:	**8th November 2018**
From:	**Sarah Ferguson, Assistant Director – Housing, Communities and Youth**
Electoral division(s):	**All**
Forward Plan ref:	**N/A** *Key decision:* **No**
Purpose:	**To consider the contribution of Cambridgeshire County Council to identifying future housing need and the reduction of homelessness, and agree to the development of a Council-wide operating model.**
Recommendation:	**The Committee is asked to:**

a) Consider how the Council can ensure it complements the work of our District Council partners, supporting them in the delivery of their strategies and plans, including the suggestions made in section 2.5.

b) Agree to develop a formal operating model setting out the role of the County Council to prevent homelessness.

c) Agree that the Communities and Partnership Committee will act as the lead Committee for the work, with reference back to all other relevant Committees as required.

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1.	**BACKGROUND**
1.1	Cambridgeshire County Council has a vested interest in ensuring that the housing needs of the client groups we serve, and our staff, are well met, and to work collaboratively with partners to ensure that the chances of people becoming homeless are reduced. 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 County Council resources if not adequately addressed. Furthermore, failure to work as an active partner to meet the countywide housing needs of low paid but 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.
1.2	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 clients for whom we have a duty of care. These clients 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 client groups who may be victims of domestic abuse, drug or alcohol dependant or offenders and ex-offenders. In addition, stable housing supports peoples' wellbeing, helping them lead more productive lives, promoting independence and in turn supporting wider council objectives.
1.3	In the senior management review conducted in 2017, the service directorate for Communities and Safety was created, which includes an explicit focus on housing and homelessness prevention. The role of the service directorate includes developing collaborative and positive relationships with our partners, in this context the District Councils (who are the local housing authorities), and we are keen to ensure that this role is effectively fulfilled.
1.4	**Meeting the needs of clients**
	The ways in which the County Council currently supports the housing needs of different client groups is through a number of distinct activities. These include: • Commissioned activity: dedicated funding to provide housing or floating support for the most vulnerable and those at risk of becoming homeless • Direct support to people with highly complex needs – Making Every Adult Count Team • Sheltered housing • Residential care – adults and children • Extracare Housing • The allocation of Disabled Facilities Grant to District Councils • Adults Positive Challenge programme • Joint strategic work with District Councils to secure improved joint working around homelessness

	The housing needs of people are changing, with people living for longer and survival rates for people recovering from complex illness or with a disability significantly improved. More people with complex needs are also being supported within the community. Solutions to meet these needs are evolving with the advance of technology and artificial intelligence, which in turn makes an impact on the types of housing options required. There is an increasing disconnect between the fixed assets of historic housing options (e.g. hostel accommodation or sheltered housing) and new evidence and options emerging which may create more cost effective and sustainable housing solutions for vulnerable people.
1.5	In addition, there has been an increase in the numbers of people presenting themselves as homeless to Housing Authorities at District level in the last two years, and an increase in rough sleeping within Cambridge City and Peterborough. Whilst within a two tier authority system it is the statutory responsibility of District Councils to discharge the duty to prevent or relieve homelessness, the impact of homelessness can be dramatic and increase the need for statutory County Council services if it is not addressed – for example through increased need for child protection services, victim services (e.g. domestic abuse), delayed transfers of care or specialist provision for vulnerable people. There is no doubt that working together with our partners we will have a far greater chance to prevent homelessness and its consequences, thereby improving our residents' wellbeing and managing our cost pressures.
1.6	The new Homelessness Reduction Act places a new duty on public sector agencies, since October 2018, to refer individuals or families who may be at risk of homelessness to local housing authorities. It is however the expectation that agencies will work 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.
1.7	In advance of the Act coming into effect last spring, the District Councils, Peterborough City Council and the County Council has delivered a cross-partnership Homelessness Trailblazer project (sponsored by Cambridgeshire and Peterborough Public Services Board (CPSB), and funded by the Ministry of Housing, Communities and Local Government). This has provided excellent evidence on what is possible and what can work when permission and resources are released to develop innovative solutions. The first report on the Trailblazer was considered by CPSB in October 2018, and recommended the commissioning of further work to develop sustainable options for tackling and preventing homelessness. It is proposed that this is overseen by the Housing Board **(see 2.1 below).**
1.8	**Planning homes for growth**
	The Council has a key role to play in the growth of housing solutions across the county, and planning infrastructure for new communities. These roles and functions are led by the Place and Economy directorate, through the Growth and Development team. This report and its proposals focus on the demand aspects of homelessness prevention, as opposed to the supply of housing.
2.	**MAIN ISSUES**

2.1	Section one provides a brief overview of current work taking place across the County, and some of the pressures and changes across the system which impact on 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 people is a first step and presents opportunities for public sector reform across the system.
2.2	Key strategic developments at a national level include a £2 billion fund for housing associations to build more affordable homes in England over the next 10 years. Phase Two of the Community Housing Fund has recently opened, a £163 million fund available for community-led groups to deliver new affordable housing schemes across England up to March 2020. In August the Government launched its Rough Sleeping Strategy – a £100 million fund which includes measures such as offering rough sleepers rapid specialist assessments, a boost of up to £30 million for targeted mental health funding, £50 million for homes for people ready to move on from hostels or refuges and providing specialist accommodation and funding 'navigators' to help people access support. At the same time it published its Social Housing Green Paper which aims to 'rebalance the relationship between landlords and residents, tackle stigma and ensure social housing can act as a stable base and support social mobility'.
2.3	Locally £170m of investment is being made in affordable housing by the Combined Authority across Cambridgeshire and Peterborough, who have just published their 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 Public Services 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.
2.4	This work is taking place in an unprecedented financial climate for Cambridgeshire County Council, where challenging savings are having to be realised across a range of services. Although this may appear contradictory, there has never been a more pressing, or opportune, moment to clarify the role the County Council should take to support our partners and to ensure we are delivering the best outcomes for our residents.
2.5	Alongside this, it is proposed that the County Council continues to pursue, with partners, the opportunities for system redesign work in relation to homelessness prevention, building on the work of the Trailblazer. These two areas of work will form the basis of a County Council operating model, which can be used to inform further developments at a District, County and Combined Authority level. To support this approach, it is important that we complement the work of our District Council partners, supporting them to deliver their existing strategies and plans. The section below gives examples of homelessness prevention activity being undertaken by each District Council, and suggests some tangible actions that the County Council could take to further support and enhance this work.

2.5.1	***Cambridge City Council*** • Investment in a Dual diagnosis team – working with vulnerable clients whose housing situation is being impacted by mental ill health and substance misuse • Joint investment in 'Making Every Adult Matter' initiative which provides wrap around support to clients with complex needs • Developing the Housing First model as a route to supporting clients into long term and sustainable tenancies • Targeted work to prevent young people becoming homeless • Proactive work to reduce the numbers of rough sleepers in the City • Increasing the supply of affordable accommodation and social housing
2.5.2	***East Cambridgeshire District Council*** • Sustain the proactive work the Council has done on preventing homelessness • Working closely with private Landlords to sustain a good quality and level of private sector rented accommodation • Specialist support for vulnerable clients who are at greatest risk of becoming homeless • Supporting tenants to manage through significant welfare reform changes
2.5.3	***Fenland District Council*** • Innovative work with homeless households originating from Eastern Europe • Proactive work with private sector landlords to improve advice and support to private sector tenants and prevent homelessness • Leading the Homelessness Trailblazer for Cambridgeshire and Peterborough, on behalf of all 7 Local Authorities in the area • Partnership work with the third sector for temporary homelessness accommodation provision
2.5.4	***Huntingdonshire District Council*** • Investment in effective preventative action to enable people at risk of becoming homeless to stay in their homes • Embed through partnership working the early intervention principles piloted under the Homelessness Trailblazer programme • Supporting and developing pathways of support for the most vulnerable groups • Working with partners and developers to positively influence the development of new communities which will meet the needs of local people • Increasing the provision of temporary accommodation for those households that require accommodating at the point of crisis
2.5.5	***South Cambridgeshire District Council*** • Increase supply of private rented properties through the Shire Homes Lettings private sector leasing scheme • Improving access to timely information and advice to people who may be at risk of becoming homeless and those who have become homeless • Increasing the supply of affordable accommodation • Close joint working with the housing benefits team to manage the impact of the roll out of Universal Credit

2.5.6	All District Councils will be taking forward many of the actions outlined in 2.5.1 – 2.5.5, taking account and tailoring an approach based on local need. The County Council is a key partner in supporting a reduction in homelessness at a District level. Examples of the role the County Council could play include: • A comprehensive review of future accommodation needs of vulnerable clients, in order to shape local provision and the roll out of the Combined Authority's Housing Strategy, and to influence the allocation of County Council assets and resources • Review of Housing Related Support in conjunction with District Councils, in order to ensure that the Council's investment is directed towards clients in ways which make the greatest difference to their long term housing options • Driving innovation through investing in transformative approaches • Ensuring that commissioned (or provided) advice and information services are effectively signposting people at risk, and supporting the delivery of district based homelessness prevention strategies • Equipping front line workers in children's and adult services with the necessary information and tools to effectively divert a household from becoming homeless in a timely way • Playing a role with District Councils as a key partner with other statutory agencies such as Health/Public Health/CCG and hospitals, criminal justice, fire and rescue, DWP - helping these agencies work together as part of a system wide network to identify and prevent potential homelessness
2.6	If agreed by Members, a cross council working group will be formed to develop the operating model, led by the Assistant Director for Housing, Communities and Youth, to fully scope the work and lead the activity, with further reports being submitted to Members. Given the cross cutting nature of the work, it is proposed that the work is overseen by and reports to the Communities and Partnership Committee, but with reporting lines back to all other relevant Council Committees. This work will be informed by the partnership approaches and proposals being developed under The Housing Board.
3.	**ALIGNMENT WITH CORPORATE PRIORITIES**
3.1	**Developing the local economy for the benefit of all** The following bullet points set out details of implications identified by officers: • Work to relieve homelessness includes working with people at risk to maximise income and tackle debt. Effective marshalling of Council resources with partners to prevent an escalation of housing need will have a positive impact on the local economy
3.2	**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 in an essential requirement for people to live healthy and independent lives
3.3	**Supporting and protecting vulnerable people** The following bullet points set out details of implications identified by officers: • Completing work on priorities for County Council clients and staff aims to

	secure longer term sustainable housing solutions for vulnerable clients through a more effective and strategic approach to preventing homelessness with partners. • Working on system wide solutions to tackling homelessness presents greater opportunities to meet the needs of vulnerable people within a diminishing resource envelope.
4.	**SIGNIFICANT IMPLICATIONS**
4.1	**Resource Implications**
	The following bullet points set out details of significant implications identified by officers: • There may be potential to realise savings across the Council through the marshalling of resources and assets in a more coordinated way in order to meet need. • As work is scoped further there may be a business case for investment in order to achieve longer term savings through innovative solutions, and reducing the likelihood of making an adverse impact on outcomes. • At this stage of the work no staffing implications have been identified.
4.2	**Procurement/Contractual/Council Contract Procedure Rules Implications**
	There are no significant implications within this category
4.3	**Statutory, Legal and Risk Implications**
	The following bullet points set out details of significant implications identified by officers: • Part of the early work will need to identify the statutory role of the County Council in relation to housing and homelessness prevention, as well as where there is a particular contribution for the Council to make to support the reduction in demand.
4.4	**Equality and Diversity Implications**
	The following bullet points set out details of significant implications identified by officers: • The development of the approach, at its core, will be considering the current and future needs of people affected by disability, amongst other client groups with a specific housing need. • A community impact assessment has not been carried out at this stage of the work, but will be completed during the process to test against any adverse impact on fairness, equality and diversity.
4.5	**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.

4.6	**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.
4.7	**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 County Council clients is a building block to supporting a healthy life and reducing health inequalities

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: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Salma Kantharia
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: Joanne Dickson
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	**Location**
None	

Agenda Item No: 7

LOCAL COUNCIL DEVELOPMENT PLAN PROGRESS REPORT

To:	**Communities and Partnership Committee**
Meeting Date:	**8 November 2018**
From:	**Elaine Matthews: Strengthening Communities Manager**
Electoral division(s):	**All excluding Cambridge City**
Forward Plan ref:	**N/A** **Key decision: No**
Purpose:	**To consider progress against the 5 year Local Council Development Plan and the next phase of delivery.**
Recommendation:	**Communities and Partnership Committee is asked:** **a) To consider progress against the 5 year Local Council Development Plan** **b) To consider the next phase of delivery of the Development Plan, including the Local Council Conference 2018**

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

1. BACKGROUND

1.1 Last year, a 5 year Local Council Development Plan was launched at the Countywide Local Council Conference.

1.2 It was developed alongside Local Councils, District Councils, Cambridgeshire and Peterborough Association of Local Councils (CAPALC), and Cambridgeshire and Peterborough Society for Local Council Clerks (SLCC), co-ordinated by Cambridgeshire ACRE (Cambridgeshire's Rural Community Council) as part of the Support Cambridgeshire contract.

1.3 It sets out our collective aspirations for Cambridgeshire's Local Council sector and recognises the need to strengthen support, engagement and collaboration between these partners to support Local Council ambitions for their communities.

2. PROGRESS ON THE LOCAL COUNCIL DEVELOPMENT PLAN

2.1 Over the last 12 months significant progress has been made against the action plan. Highlights include the following:

- CAPALC has launched a new website (http://www.capalc.org.uk) with additional helpful content for local councils, a more regular bulletin and new Twitter and Facebook feeds

- Under the Local Council Award Scheme 5 Local Councils have now reached Foundation level, with 9 more working towards it; 4 Local Councils have been accredited at Quality level and 1 at Quality Gold level, with one more working towards this

- SLCC have held 2 Certificate in Local Council Administration (CiLCA) training courses: http://www.capalc.org.uk/CiLCA_Training_22256.aspx and established a mentoring scheme for new clerks: http://www.capalc.org.uk/Local_Council_Award_Scheme_Information_19187.aspx

- CCC has published six editions of Cambridgeshire Matters, an e-newsletter for local councils https://www.cambridgeshire.gov.uk/council/briefings/

- CCC has launched a new mechanism for highways issues reporting and a refreshed Local Highways Improvement Scheme: https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/roads-and-pathways/improving-your-local-highway/local-highway-improvement-funding/

- Cambridgeshire ACRE have held 2 peer learning and networking events, one on Neighbourhood Planning and the other on 'busting the myths' around Rural Affordable Housing. 79 clerks and councillors took part. Further networking has taken place at Local Council Stakeholder Group events and SLCC Cambridgeshire Branch Meetings. 165 people attended the 2017 countywide Town and Parish Council conference (more than in 2016) with an 85% approval rating

- The expansion of the Strategic Group (partners outlined in 1.2) to include to the Office of Police and Crime Commissioner and the Cambridgeshire and Peterborough Combined Authority

3. NEXT STEPS

3.1 Over the next 12 months, Cambridgeshire ACRE, as part of the Support Cambridgeshire work, will be repeating the biennial survey with Parish Councillors and Clerks to enable us to evaluate the impact of our overall collaborative approach against the social impact measurements set out in the Development Plan under 'How will we know we have been successful?'. This will also help us understand any emerging priorities from the Local Council Sector.

3.2 The next countywide Local Council Conference will be taking place on Friday 23rd November (https://cambsparishes.wordpress.com/conference-2018/). Sponsorship has been secured from the Combined Authority for a bigger all day event focused on 'Building more sustainable and resilient rural villages and towns'. Cambridgeshire and Peterborough Combined Authority Mayor, James Palmer, will be the keynote speaker followed by a series of good practice workshops which will be led or supported by local councils on:

- Market Town Masterplans: the Role of Local Councils
- Realising the capabilities of parish councils
- The role of Community Led Housing in Cambridgeshire's rural communities
- Community Engagement – Challenges and Opportunities
- Be Prepared! How you can mobilise your community in an emergency
- Undertaking a Neighbourhood Plan in your Parish
- Improving collaborative working between Clerks and Councillors
- Harnessing nature to power our future: Local Councils and renewable energy generation

3.3 Partners will work together to seek further investment to support more ambitious areas of work that are currently not funded. This will increase the capacity of support organisations to increase the overall support available to Local Councils.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

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

- A number of Local Councils already have links with local businesses and support schemes that help people develop their skills. This work will support those Local Councils who are keen to do the same.

4.2 Helping people live healthy and independent lives

The following sets out implications identified by officers:

- A number of Local Councils already deliver work that supports people to lead healthy and independent lives. This work will support those Local Councils who are keen to do the same.

4.3 Supporting and protecting vulnerable people

The following bullet point sets out details of implications identified by officers:

- A number of Local Councils already deliver work that supports and protects vulnerable people. This work will support those Local Councils who are keen to do the same. Next year, one of the peer learning events will focus on 'How your community can look after its most vulnerable residents'.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

County Council resources for this work are already identified in the Council's budget for 2018/19. Additional investment is currently being explored from other sources

5.2 Procurement implications

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

- Support Cambridgeshire's grant agreement was subject to a full tendering process in 2016 in line with the Council's Contract Procedure Rules

5.3 Statutory, Risk and Legal Implications

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

- There is a continuing legal duty on local authorities to ensure that vulnerable people are not exposed to additional or unreasonable levels of risk as a result of the implementation of these strategic objectives

5.3 Equality and Diversity Implications

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

- Evidence indicates that some services delivered within local communities can be more successful than statutory services at reaching people who may need support. Building capacity within local communities to help people help each other should therefore support more equal and diverse accessible provision locally
- Some of our services will become increasingly more localised, so that we can meet local and individual need within each specific community context
- This work will help to address issues of rural isolation

5.4 Engagement and Consultation Implications

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

- Successful delivery of all aspects of the development plan will only be possible with significant engagement with our partners and Local Councils

5.5 Localism and Local Member Involvement

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

- The work set out in the development plan will help empower Local Councils to harness the energy of local communities. The role of Members is crucial to help build relationships with Local Councils

5.6 Public Health Implications

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

- A number of Local Councils already deliver work that supports the adoption of a healthy lifestyle and builds engagement in health improving initiatives. This work will support those Local Councils who are keen to do the same

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Martin Wade/ Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Financial Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Salma Kantharia/Tolani Baciu
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: Tess Campbell

Source Documents	Location
Cambridgeshire Local Council Development Plan 2017-2022	https://cambsparishes.files.wordpress.com/2017/11/01_local_council_development_plan.pdf

Agenda Item No: 8

FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2018

To:	**Communities & Partnership Committee**
Meeting Date:	**8 November 2018**
From:	**Executive Director: People and Communities** **Chief Finance Officer**
Electoral division(s):	**All**
Forward Plan ref:	**Not applicable** ***Key decision:*** **No**
Purpose:	**To provide the Committee with the September 2018 Finance and Performance report for Communities And Partnership Services (C&P).** **The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of September 2018.**
Recommendations:	**The Committee is asked to:** **a) review and comment on the report**

	Officer contact:
Name:	Martin Wade
Post:	Strategic Finance Business Partner
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 proposed budget lines for which this Committee is responsible for. These are detailed below;

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2018/19 £000	Actual Sep 2018 £000	Forecast Outturn Variance £000
0	Strategic Management - Communities & Safety	-38	64	0
0	Safer Communities Partnership	947	533	0
0	Strengthening Communities	521	309	0
0	Adult Learning and Skills	2,660	1,118	0
0	**Total Expenditure**	**4,090**	**2,024**	**0**
0	Grant Funding (including Dedicated Schools Grant etc.)	-3,080	-2,262	0
0	**Total**	**1,011**	**-238**	**0**

1.4 **Financial Context**

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

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

CYP Committee have previously received reports confirming the medium term approach to managing demand on the looked after children's placement budget as well as outlining the major change and restructuring programme underway in the service. The changes are evidence based and respond to a series of reviews over the past twelve months by Oxford Brooks University, OFSTED, and LGA peers. The outcome of the changes will be easier referrals into the council's contact centre, social work teams based in districts led by non- case holding team managers who can provide more support and challenge, lower caseloads for social workers overall, with more resilience built in to larger teams., two dedicated teams focussed on adolescents, and more Child Practitioners focussed on working with children in need and able to undertake more sustained and in depth work.

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

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

2.1 The September 2018 Finance and Performance report is attached at Appendix 1. At the end of September, following the allocation of the smoothing fund the P&C forecast overspend has reduced from £6,240k to £2,671k. Of this forecast overspend £0k is attributable to C&P budget lines.

2.2 Significant Issues.

The main changes to the revenue forecast variances for P&C since the previous report are as follows:

- The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee. Detailed in 1.4 of report.

- A £1m overspend is currently being forecast against the funding allocated to Special Schools and High Needs Units, which is now reported within SEND Specialist Services (0-25 years) This is a result of increasing numbers of young people with Education Health and Care Plans (EHCP), and a corresponding increase of young people taking up a place at Special Schools and Units. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block and will be managed within the overall available DSG resources. Work is being undertaken across SEND Services 0-25 to reduce the pressure on this budget. This will comprise both short-term mitigations such as reviewing high-cost provision to ensure that the additional support being provided is still required, and longer term structural review looking at the role of all schools and units within the county's overall SEN provision.

2.3 Performance

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

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

3.0 2018-19 SAVINGS TRACKER

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

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

4.1.1 There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

4.2.1 There are no significant implications for this priority

4.3 Supporting and protecting vulnerable people

4.3.1 There are no significant implications for this priority

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

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

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

5.2.1 There are no significant implications within this category.

5.3 Statutory, Risk and Legal Implications

5.3.1 There are no significant implications within this category.

5.4 Equality and Diversity Implications

5.4.1 There are no significant implications within this category.

5.5 Engagement and Consultation Implications

5.5.1 There are no significant implications within this category.

5.6 Localism and Local Member Involvement

5.6.1 There are no significant implications within this category.

5.7 Public Health Implications

5.7.1 There are no significant implications within this category.

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

From: Martin Wade and Stephen Howarth
Tel.: 01223 699733 / 714770
Date: 10th October 2018

People & Communities (P&C) Service

Finance and Performance Report – September 2018

1. SUMMARY

1.1 Finance

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

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

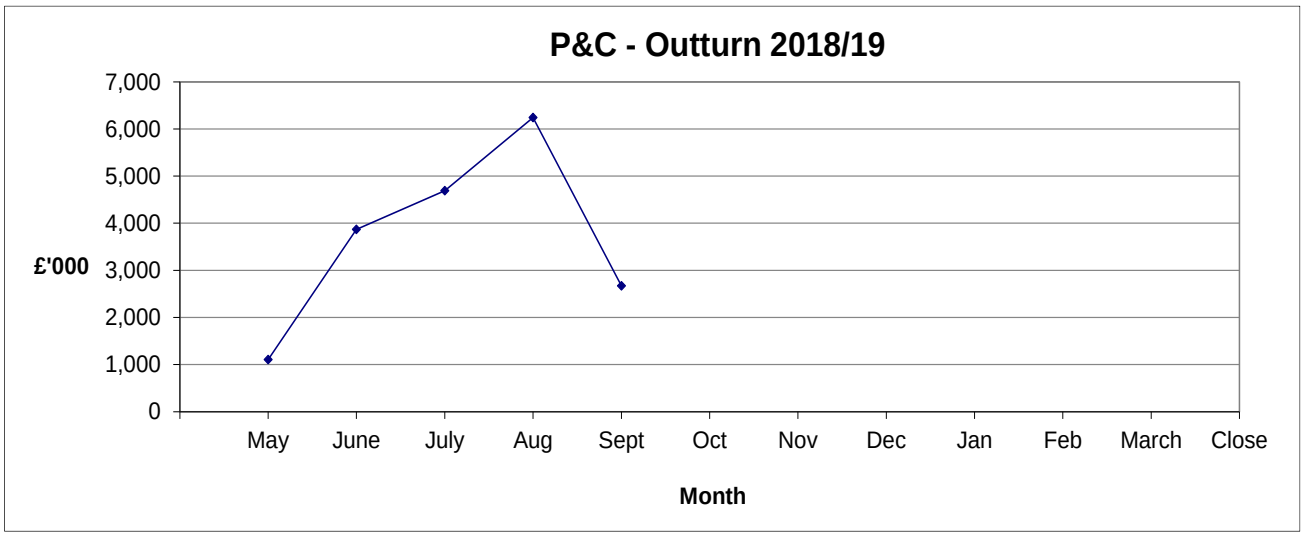
Monthly Indicators	Red	Amber	Green	No Target	Total
August 17/18 Performance (No. of indicators)	7	8	9	14	38

2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Aug) £000	Directorate	Budget 2018/19 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
-37	Adults & Safeguarding	153,997	60,200	-161	-0.1%
4,117	Commissioning	44,102	33,870	4,117	9.3%
-50	Communities & Safety	6,693	3,039	-50	-0.7%
1,648	Children & Safeguarding	51,285	24,960	1,615	3.1%
2,367	Education	79,586	55,544	3,421	4.3%
504	Executive Director	4,336	376	-2,909	-67.1%
8,549	**Total Expenditure**	**339,999**	**177,989**	**6,033**	**1.8%**
-2,309	Grant Funding	-96,735	-47,605	-3,362	3.5%
6,240	**Total**	**243,263**	**130,384**	**2,671**	**1.1%**

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



2.2 Significant Issues

At the end of September 2018, the overall P&C position is an overspend of £2,671k.

Significant issues are detailed below:

Adults

- The Carers service are forecasting an underspend of -£150k due to lower levels of direct payments to carers than was expected over the first half of the year. Uptake of direct payments has continued at 2017/18 levels, reflecting continued good progress to increase direct payments compared to previous years.

Children

- A £1m overspend is currently being forecast against the funding allocated to Special Schools and High Needs Units. This is a result of increasing numbers of young people with Education Health and Care Plans (EHCP), and a corresponding increase of young people taking up a place at Special Schools and Units. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block and will be managed within the overall available DSG resources. Work is being undertaken across SEND Services 0-25 to reduce the pressure on this budget. This will comprise both short-term mitigations such as reviewing high-cost provision to ensure that the additional support being provided is still required, and longer term structural review looking at the role of all schools and units within the county's overall SEN provision.

- The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee.

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 September 2018 for **Looked After Children** (LAC) is shown below:

	BUDGET				ACTUAL (September)				VARIANCE		
Service Type	*No of placements Budgeted*	*Annual Budget*	*No. of weeks funded*	*Average weekly cost per head*	*Snapshot of No. of placements September 18*	*Yearly Average*	*Forecast Outturn*	*Average weekly cost per head*	*Yearly Average budgeted no. of placements*	*Net Variance to Budget*	*Average weekly cost diff +/-*
Residential - disability	1	£132k	52	2,544.66	2	1.84	£368k	3,537.43	0.84	£236k	992.77
Residential - secure accommodation	0	£k	52	0.00	1	0.52	£163k	5,908.00	0.52	£163k	5,908.00
Residential schools	16	£2,277k	52	2,716.14	19	17.25	£2,433k	2,858.99	1.25	£156k	142.85
Residential homes	39	£6,725k	52	3,207.70	37	35.29	£5,962k	3,368.65	-3.71	-£763k	160.95
Independent Fostering	199	£9,761k	52	807.73	285	283.44	£11,608k	797.01	84.44	£1,847k	-10.72
Supported Accommodation	31	£2,355k	52	1,466.70	22	21.26	£1,478k	1,187.04	-9.74	-£876k	-279.66
16+	8	£89k	52	214.17	7	4.70	£72k	270.34	-3.3	-£17k	56.17
Growth/Replacement	-	£k	-	-	-	-	£729k	-	-	£729k	-
Pressure funded within directorate	-	-£1,526k	-	-	-	-	£k	-	-	£1,526k	-
TOTAL	294	£19,813k			373	364.30	£22,813k		70.3	£3,000K	
In-house fostering - Basic	191	£1,998k	56	181.30	182	179.18	£1,914k	179.79	-11.82	-£83k	-1.51
In-house fostering - Skills	191	£1,760k	52	177.17	190	187.46	£1,742k	179.17	-3.54	-£18k	2.00
Kinship - Basic	40	£418k	56	186.72	31	38.56	£387k	195.91	-1.44	-£31k	9.19
Kinship - Skills	11	£39k	52	68.78	10	9.62	£34k	67.42	-1.38	-£6k	-1.36
In-house residential	5	£603k	52	2,319.99	0	1.33	£431k	6,234.79	-3.67	-£172k	3,914.80
Growth	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
TOTAL	236	£4,818k			213	219.07	£4,508k		-16.93	-£310k	
Adoption Allowances	105	£1,073k	52	196.40	106	106.28	£1,141k	194.59	1.28	£69k	-1.81
Special Guardianship Orders	246	£1,850k	52	144.64	248	247.69	£1,831k	142.14	1.69	-£19k	-2.50
Child Arrangement Orders	91	£736k	52	157.37	89	90.37	£727k	153.57	-0.63	-£10k	-3.80
Concurrent Adoption	5	£91k	52	350.00	5	4.93	£90k	350.00	-0.07	-£1k	0.00
TOTAL	447	£3,750k			448	449.27	£3,789k		1.28	£39k	
OVERALL TOTAL	977	£28,382k			1034	1,032.64	£31,110k		54.65	£2,729k	

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 September for **SEN Placements** is shown below:

	BUDGET			ACTUAL (September 18)				VARIANCE			
Ofsted Code	*No. of Placements Budgeted*	*Total Cost to SEN Placements Budget*	*Average annual cost*	*No. of Placements September 18*	*Yearly Average*	*Total Cost to SEN Placements Budget*	*Average Annual Cost*	*No of Placements*	*Yearly Average*	*Total Cost to SEN Placements Budget*	*Average Annual Cost*
Autistic Spectrum Disorder (ASD)	98	£6,165k	£63k	95	97.15	£6,289k	£65k	-3	-0.85	£123k	£2k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	-£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	8	9.07	£131k	£14k	5	6.07	£21k	-£22k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	5.00	£91k	£18k	4	4.00	£72k	-£1k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	1	0.99	£67k	£68k	0	-0.01	£26k	£26k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	43	41.47	£2,063k	£50k	8	6.47	£572k	£7k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£88k	£44k	-1	-1.00	-£76k	-£11k
Severe Learning Difficulty (SLD)	2	£180k	£90k	4	3.73	£388k	£104k	2	1.73	£207k	£14k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	9	7.66	£232k	£30k	1	-0.34	£68k	£10k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	-£7k	-£4k
Growth / (Saving Requirement)	-	£1,000k	-	-	-	£612k	-	-	-	-£388k	-
TOTAL	157	£9,573k	£61k	171	171.07	£10,091k	£55k	14	14.07	£518k	-£6k

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

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

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

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

		BUDGET			ACTUAL (September 18)				Year End		
Service Type		*Expected No. of Service Users 2018/19*	*Budgeted Average Unit Cost (per week) £*	*Annual Budget £000*	*Current Service Users*	*DoT*	*Current Average Unit Cost (per week) £*	*DoT*	*Forecast Actual £000*	*DoT*	*Variance £000*
Learning Disability Services	Residential	299	£1,379	£21,440k	281	↓	£1,471	↑	£22,605k	↓	£1,165k
	Nursing	8	£1,678	£698k	8	↔	£1,694	↔	£729k	↓	£31k
	Community	1,285	£666	£44,527k	1,308	↔	£686	↑	£48,048k	↓	£3,521k
Learning Disability Service Total		**1,592**		**£66,665k**	**1,597**				**£71,382k**		**£4,717k**
Income				-£2,814k					-£3,306k	↓	-£493k
Further savings assumed within forecast as shown in Appendix 1											-£1,295k
Net Total				**£63,851k**							**£2,929k**

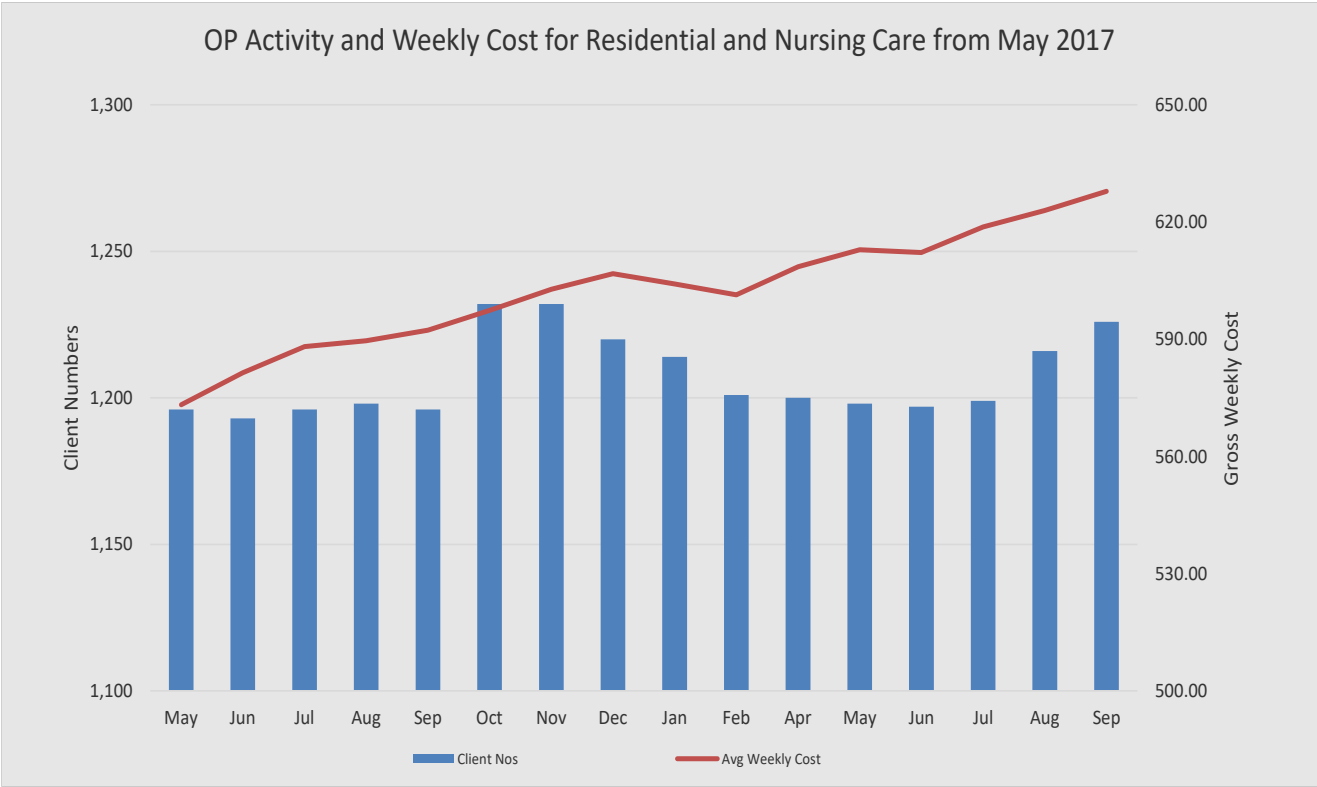
2.5.4 Key activity data to end of September for **Adult Mental Health** Services is shown below:

		BUDGET			ACTUAL (September)				Year End		
Service Type		*Expected No. of Service Users 2018/19*	*Budgeted Average Unit Cost (per week) £*	*Annual Budget £000's*	*Current Service Users*	*D o T*	*Current Average Unit Cost (per week) £*	*D o T*	*Forecast Actual £000's*	*D o T*	*Variance £000's*
Adult Mental Health	Community based support	11	£127	£71k	7	↑	£61	↓	£38k	↑	-£32k
	Home & Community support	164	£100	£857k	152	↓	£100	↓	£757k	↓	-£100k
	Nursing Placement	14	£648	£457k	17	↔	£694	↑	£598k	↑	£141k
	Residential Placement	75	£690	£2,628k	69	↓	£671	↑	£2,297k	↑	-£331k
	Supported Accomodation	130	£120	£792k	131	↓	£174	↑	£1,090k	↓	£298k
	Direct Payments	12	£288	£175k	14	↔	£233	↓	£212k	↑	£37k
Total Expenditure		**406**		**£4,980k**	**390**				**£4,993k**		**£12k**
	Health Contribution			-£298k					-£361k		-£63k
	Client Contribution			-£234k					-£183k		£51k
Total Income				**-£532k**					**-£545k**		**-£12k**
Adult Mental Health Net Total		**406**		**£4,448k**	**390**				**£4,448k**		**£k**

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

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

OP Total	BUDGET			ACTUAL (September 18)				Year End		
Service Type	***Expected No. of Service Users 2018/19***	***Budgeted Average Unit Cost (per week) £***	***Annual Budget £000***	***Current Service Users***	***D o T***	***Current Average Unit Cost (per week) £***	***D o T***	***Forecast Actual £000***	***D o T***	***Variance £000***
Residential	514	£541	£14,589k	469	↓	£558	↑	£14,786k	↓	£198k
Residential Dementia	389	£554	£11,286k	376	↑	£559	↑	£11,439k	↓	£153k
Nursing	312	£750	£12,284k	292	↔	£768	↑	£12,898k	↑	£614k
Nursing Dementia	62	£804	£2,593k	89	↑	£828	↑	£2,722k	↑	£130k
Respite			£1,562k					£1,796k	↑	£235k
Community based										
~ Direct payments	538	£286	£8,047k	502	↓	£332	↑	£8,142k	↑	£95k
~ Day Care			£1,097k					£1,048k	↑	-£50k
~ Other Care			£4,905k					£4,986k	↑	£82k
		per hour				*per hour*				
~ Homecare arranged	1,516	£16.31	£14,598k	1,452	↑	£16.17	↑	£14,660k	↑	£62k
~ Live In Care arranged	50		£2,086k	52	↔	£767.40	↓	£2,045k	↓	-£40k
Total Expenditure	3,381		£73,046k	3,180				£74,523k		£1,476k
Residential Income			-£9,274k					-£9,722k	↓	-£448k
Community Income			-£8,896k					-£9,631k	↓	-£735k
Health Income			-£651k					-£853k	↓	-£202k
Total Income			-£18,821k					-£20,206k		-£1,385k



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

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

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

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

OPMH Total	BUDGET			ACTUAL (September 18)				Year End		
Service Type	*Expected No. of Service Users 2018/19*	*Budgeted Average Unit Cost (per week) £*	*Annual Budget £000*	*Current Service Users*	*DoT*	*Current Average Unit Cost (per week) £*	*DoT*	*Forecast Actual £000*	*DoT*	*Variance £000*
Residential	27	£572	£801k	15	↓	£514	↓	£760k	↓	-£42k
Residential Dementia	26	£554	£740k	26	↓	£618	↑	£701k	↓	-£39k
Nursing	29	£648	£992k	16	↓	£649	↑	£895k	↑	-£97k
Nursing Dementia	84	£832	£3,720k	83	↑	£834	↑	£3,356k	↑	-£364k
Respite			£4k					£24k	↓	£20k
Community based										
~ Direct payments	13	£366	£241k	8	↓	£420	↑	£226k	↓	-£15k
~ Day Care			£4k					£4k	↑	£k
~ Other Care			£44k					£44k	↓	£k
~ Homecare arranged	50	*per hour* £16.10	£445k	39	↓	*per hour* £17.26	↑	£477k	↓	£32k
~ Live In Care arranged	4		£185k	3	↓	£869.48	↑	£152k	↓	-£33k
Total Expenditure	229		£6,991k	187				£6,639k		-£504k
Residential Income			-£1,049k					-£620k	↓	£429k
Community Income			-£97k					-£378k	↑	-£281k
Health Income			-£281k					-£10k	↑	£271k
Total Income			-£1,427k					-£1,008k		£419k

3. BALANCE SHEET

3.1 Reserves

A schedule of the planned use of Service reserves can be found in appendix 5.

3.2 Capital Expenditure and Funding

2018/19 In Year Pressures/Slippage

As at the end of September 2018 the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the revised Capital Variation budget of £10,469k. A forecast outturn will only be reported once slippage exceeds this level. However in September movements on schemes has occurred totaling £320k. The significant changes in schemes are detailed below;

- Sawtry Infant School; £230k slippage due to the start on site now being later than initially scheduled. Start on site scheduled 18th March 2019 with works to be complete September 2020.

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

4. PERFORMANCE

The detailed Service performance data can be found in appendix 7 along with comments about current concerns.

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

Seven indicators are currently showing as RED:

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

During August we saw the numbers of children with a Child Protection plan increase from 480 to 523.

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.

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

At the end of August there were 737 children who were looked after by the Local Authority and of these 85 were unaccompanied asylum seeking children and young people. There were 652 non asylum seeking looked after children and whilst there was a minimal increase in the number of looked after children overall, there has been a significant increase of unaccompanied asylum seeking children (11) who have spontaneously arrived within the

Cambridgeshire border, the majority assessed as being between the ages of 16-17 years. This trend has not continued in September.
Cambridgeshire are supporting 105 care leavers who were previously assessed as being unaccompanied asylum seeking children and 32 adult asylum seekers whose claims have not reached a conclusion. These adults have been waiting between one and three years for a status decision to be made by the Home Office.

Actions being taken include:

- The Children's Director is in communication with our Eastern Region colleagues to raise the issue of the increasing demand in Cambridgeshire and to request assistance. Elected members have also been informed of the financial impact of this increased demand specifically in relation to the cohort of adult asylum seekers.
- There is currently a review underway of the Threshold to Resources Panel (TARP) which is chaired by the Assistant Director for Children's Services. The panel is designed to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The intention is to streamline a number of District and Countywide Panels to ensure close scrutiny of thresholds and use of resources but also to provide an opportunity for collaborative working across services to improve outcomes for children. It is proposed that the new panel structure will be in place for the implementation of the Change for Children transformation.
- Since the last update, the Partnership and Quality Assurance service have implemented a number of new initiatives which support and provide challenge to the care planning for children. A county wide Legal Tracker is in place which tracks all children subject to the Public Law Outline (pre proceedings), Care Proceedings and children accommodated by the Local Authority with parental agreement. This is having a positive impact on the care planning for Cambridgeshire's most vulnerable children, for example in the identification of wider family members in pre-proceedings where there are concerns that is not safe for children to remain in the care of their parents. In addition a monthly Permanency Tracker Meeting considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering. The multi-agency Unborn Baby Panel operational in the South and North of the County monitors the progress of care planning, supporting timely decision making and permanency planning.
- Monthly Placement Strategy, Finance and Looked After Children Savings Meetings are now operational and attended by representatives across Children's Social Care, Commissioning and Finance. The purpose of these meetings is to provide increased scrutiny on financial commitments for example placements for looked after children, areas of specific concern and to monitor savings targets. This meetings reports into the People and Communities Delivery Board.
- Supporting this activity, officers in Children's Social Care and Commissioning are holding twice weekly placement forum meetings which track and scrutinise individual children's care planning and placements. These meetings, led by Heads of Service have positively impacted on a number of looked after children who have been consequently been able to move to an in house and in county foster care placement, plans have been made to de-escalate resources in a timely way or children have returned to live with their family. In Cambridgeshire we have 74% of our looked after children in foster care as opposed to 78%

nationally and 42% of these children are placed with in-house carers as opposed to 58% in external placements.

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

In July 2018, there were 1006 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 948 delays – a 6% 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 remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 53 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

- **KS4 Attainment 8 (All Children)**

Performance for the 2016/17 year fell in comparison to the 2015/16 results but remains above the average for our statistical neighbours and the England average.

The results for 2017/18 will be released 23rd August 2018 however the provisional Attainment 8 figures will not be validated and released by the DFE until October 2018.

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

Performance decreased by just under 4 percentage points in comparison to the previous figure for the spring 2018 term.

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

Performance has remained the same as the previous month. Both the national figure and the statistical neighbour average remain unchanged.

There are currently 2 schools which received an overall effectiveness grading of requiring improvement and 104 pupils attend these schools in total.

Ofsted recently concluded a consultation on changes to their Official Statistics and Management Information. The key change is that, from June 2018, Ofsted include judgements from the predecessor schools for schools that have not yet been inspected in their current form.

In Cambridgeshire this has affected 1 special school with the old judgement, from their predecessor school, of requiring improvement now included. The previous inspection occurred in 2016.

APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Outturn Variance (Aug) £'000		Service	Budget 2018/19 £'000	Actual Sept 2018 £'000	Forecast Outturn Variance £'000	%
		Adults & Safeguarding Directorate				
-2,146	1	Strategic Management - Adults	7,632	-13,975	-2,212	-29%
-0		Principal Social Worker, Practice and Safeguarding	1,575	681	-0	0%
0		Autism and Adult Support	925	313	-71	-8%
0	2	Carers	661	236	-150	-23%
		Learning Disability Partnership				
1,264	3	LD Head of Service	3,614	2,227	1,264	35%
599	3	LD - City, South and East Localities	34,173	17,666	651	2%
439	3	LD - Hunts & Fenland Localities	29,663	15,209	477	2%
352	3	LD - Young Adults	5,782	2,629	449	8%
91	3	In House Provider Services	6,071	2,884	91	1%
-636	3	NHS Contribution to Pooled Budget	-18,387	-9,194	-680	-4%
		Older People and Physical Disability Services				
0		OP - City & South Locality	19,257	9,574	0	0%
0		OP - East Cambs Locality	5,898	3,293	0	0%
0		OP - Fenland Locality	8,949	4,028	0	0%
0		OP - Hunts Locality	12,457	5,873	0	0%
0		Neighbourhood Cares	855	228	0	0%
0		Discharge Planning Teams	1,872	1,100	0	0%
0		Shorter Term Support and Maximising Independence	7,958	4,469	50	1%
0		Physical Disabilities	11,352	6,435	0	0%
		Mental Health				
0		Mental Health Central	368	399	-30	-8%
0		Adult Mental Health Localities	6,821	2,917	0	0%
0		Older People Mental Health	6,503	3,209	0	0%
-37		**Adult & Safeguarding Directorate Total**	**153,997**	**60,200**	**-161**	**0%**
		Commissioning Directorate				
0		Strategic Management –Commissioning	879	502	-0	0%
0		Access to Resource & Quality	865	306	0	0%
-10		Local Assistance Scheme	300	0	-10	-3%
		Adults Commissioning				
369	4	Central Commissioning - Adults	5,635	18,944	369	7%
0		Integrated Community Equipment Service	925	-586	0	0%
8		Mental Health Voluntary Organisations	3,730	1,378	8	0%
		Childrens Commissioning				
3,000	5	Looked After Children Placements	19,813	9,031	3,000	15%
0		Commissioning Services	2,452	1,012	-0	0%
750	6	Home to School Transport – Special	7,871	2,582	750	10%
0		LAC Transport	1,632	699	0	0%
4,117		**Commissioning Directorate Total**	**44,102**	**33,870**	**4,117**	**9%**

Forecast Outturn Variance (Aug) £'000		Service	Budget 2018/19 £'000	Actual Sept 2018 £'000	Forecast Outturn Variance £'000	%
		Communities & Safety Directorate				
0		Strategic Management - Communities & Safety	-38	64	0	0%
-50		Youth Offending Service	1,650	769	-50	-3%
0		Central Integrated Youth Support Services	953	246	0	0%
0		Safer Communities Partnership	947	533	0	0%
0		Strengthening Communities	521	309	0	0%
0		Adult Learning & Skills	2,660	1,118	0	0%
-50		**Communities & Safety Directorate Total**	**6,693**	**3,039**	**-50**	**-1%**
		Children & Safeguarding Directorate				
0		Strategic Management – Children & Safeguarding	3,774	1,568	0	0%
0		Partnerships and Quality Assurance	1,988	1,088	0	0%
1,400	7	Children in Care	14,013	7,789	1,367	10%
0		Integrated Front Door	2,660	1,324	0	0%
0		Children's Centre Strategy	70	45	0	0%
0		Support to Parents	2,870	159	0	0%
248	8	Adoption Allowances	5,282	2,787	248	5%
0		Legal Proceedings	1,940	1,055	0	0%
		District Delivery Service				
0		Safeguarding Hunts and Fenland	4,646	2,329	0	0%
0		Safeguarding East & South Cambs and Cambridge	4,489	1,873	0	0%
0		Early Help District Delivery Service –North	4,817	2,391	0	0%
0		Early Help District Delivery Service – South	4,736	2,550	0	0%
1,648		**Children & Safeguarding Directorate Total**	**51,285**	**24,960**	**1,615**	**3%**

Forecast Outturn Variance (Aug) £'000		Service	Budget 2018/19 £'000	Actual Sept 2018 £'000	Forecast Outturn Variance £'000	%
		Education Directorate				
0		Strategic Management - Education	3,563	426	-60	-2%
0		Early Years' Service	1,442	779	-0	0%
0		Schools Curriculum Service	62	-24	11	18%
0		Schools Intervention Service	1,095	615	60	5%
148	9	Schools Partnership Service	776	627	148	19%
0		Children's' Innovation & Development Service	214	164	30	14%
0		Teachers' Pensions & Redundancy	2,910	1,082	-40	-1%
		SEND Specialist Services (0-25 years)				
0		SEND Specialist Services	8,077	4,622	0	0%
0	10	Funding for Special Schools and Units	16,739	10,867	1,000	6%
0		Children's Disability Service	6,542	3,732	0	0%
1,500	11	High Needs Top Up Funding	13,599	8,487	1,500	11%
518	12	Special Educational Needs Placements	9,973	13,211	518	5%
0		Early Years Specialist Support	381	259	53	14%
291	13	Out of School Tuition	1,519	780	291	19%
		Infrastructure				
-90		0-19 Organisation & Planning	3,692	3,098	-90	-2%
0		Early Years Policy, Funding & Operations	92	-16	0	0%
0		Education Capital	168	3,266	0	0%
0		Home to School/College Transport – Mainstream	8,742	3,569	0	0%
2,367		**Education Directorate Total**	**79,586**	**55,544**	**3,421**	**4%**
		Executive Director				
504	14	Executive Director	833	359	504	61%
0	15	Central Financing	3,504	17	-3,413	-97%
504		**Executive Director Total**	**4,336**	**376**	**-2,909**	**-67%**
8,549		**Total**	**339,999**	**177,989**	**6,033**	**2%**
		Grant Funding				
-2,309	16	Financing DSG	-58,100	-29,050	-3,362	-6%
0		Non Baselined Grants	-38,635	-18,555	0	0%
-2,309		**Grant Funding Total**	**-96,735**	**-47,605**	**-3,362**	**3%**
6,240		**Net Total**	**243,263**	**130,384**	**2,671**	**1%**

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
1) Strategic Management – Adults	**7,632**	**-13,975**	**-2,212**	**-29%**
Grant funding provided to the Council from central government through the Improved Better Care Fund and Adult Social Care Support Grant has been applied to the Strategic Management – Adults budget line offset pressures on care budgets in Adults Services described below. This results in a favourable forecast outturn of -£2,212k on this budget line, countering overspend forecasts on care budgets that are shown separately. These grants are specifically to support local authorities in meeting cost and demand pressures in adult social care, and spending plans are agreed annually through Health and Wellbeing Board and General Purposes Committee respectively. In these spending plans, an element of both grants was earmarked to be applied in-year against emerging pressures, and further funding has been identified from other spend lines that have not happened or where there has been slippage.				
2) Carers	**661**	**236**	**-150**	**-23%**
The Carers service is expected to be -£150k underspent at the end of the year. The under spend is due to lower levels of direct payments to carers than was expected over the first half of the year. Uptake of direct payments has continued at 2017/18 levels, reflecting continued good progress to increase direct payments compared to previous years.				
3) Learning Disability Partnership	**60,916**	**31,421**	**2,252**	**4%**
An overspend of £2,931k is forecast against the Learning Disability Partnership (LDP) at the end of September 18. According to the risk sharing arrangements for the LDP pooled budget, the proportion of the over spend that is attributable to the council is **£2,252k**, an increase of £143k from August. Total new savings / additional income expectation of £5,329k are budgeted for 18/19. As at the end of September, a £1,232k shortfall is expected against the reassessment saving proposal and from the conversion of residential to supported living care packages. For both savings programmes, the shortfall is as a result of slippage of planned work and a lower level of delivery per case than anticipated. Demand pressures have been higher than expected, despite positive work that has reduced the overall number of people in high-cost out-of-area in-patient placements. New package costs continued to be high in 17/18 due to increased needs identified at reassessment that we had a statutory duty to meet. This, together with a shortfall in delivery of 17/18 savings, has led to a permanent opening pressure in the 18/19 budget above that level expected during business planning, reflected in the overall forecast at the end of August. Where there are opportunities to achieve additional savings that can offset any shortfall from the delivery of existing planned savings these are being pursued. For example, work is ongoing to maximise referrals to the in-house Assistive Technology team as appropriate, in order to increase the number of 'Just Checking' kits that can be issued to help us to identify the most appropriate level of resource for services users at night. £103k of savings are expected to be delivered by reviewing resource allocation as informed by this technology and this additional saving has been reflected in the forecast. Also, negotiations are continuing with CCGs outside of Cambridgeshire, where people are placed out of area and the CCG in that area should be contributing to the cost of meeting health needs. In addition, around £90k of pressure is forecast for the in-house provider units, due to lower than expected vacancy levels in-year. The provider units have managed within reducing budgets for a number of years, and this year they are working towards a 5% saving on their staffing costs. Staffing levels continue to be reviewed by the units in order to ensure staff members are being used as efficiently as possible, but a minimum level of staffing is required in units to ensure safe service delivery and to meet the regulatory standards of the Care Quality Commission.				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
4) Central Commissioning – Adults	**5,635**	**18,944**	**369**	**7%**

An overspend of £369k is forecast for Central Commissioning – Adults. This is due to the slower than expected delivery of a major piece of work to transform the Council's Housing Related Support contracts. It is still expected that this piece of work will be completed and deliver in full, but that this will be phased over a longer time-period due to the large number of contracts and the amount of redesigning of services that will be needed rather than simply re-negotiating contract costs. This is partially offset by savings made through recommissioning other contracts, particularly the rationalisation of block domiciliary care car rounds from the start of 18/19.

5) Looked After Children Placements	**19,813**	**9,031**	**3,000**	**15%**

LAC Placements budget continues to forecast an overspend of £3m this month. A combination of the expected demand pressures on this budget during 18/19, over and above those forecast and budgeted for, along with the part delivery of the £1.5m saving target in 18/19 and the underlying pressure brought forward from 17/18, results in a forecast overspend of £3m. This position continues to be closely monitored throughout the year, with subsequent forecasts updated to reflect any change in this position.

The budgeted position in terms of the placement mix is proving testing, in particular pressures within the external fostering line showing a +86 position. Given an average £800 per week placement costs, this presents a c. £70k weekly pressure. The foster placement capacity both in house and externally is overwhelmed by demand both locally and nationally, as has been evidenced at the end of the month with a sibling group of 8 children having to be accommodated within IFA provision, the costs for which are expected to be offset by some recent favourable placement fee changes. 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.

Overall LAC numbers at the end of September 2018, including placements with in-house foster carers, residential homes and kinship, were 736, 1 less than at the end of August. This includes 82 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of September were 373, 1 more than at the end of August.

External Placements Client Group	Budgeted Packages	31 Aug 2018 Packages	30 Sep 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	2	+1
Child Homes – Secure Accommodation	0	1	1	+1
Child Homes – Educational	16	19	19	+3
Child Homes – General	39	34	37	-2
Independent Fostering	199	287	285	+86
Supported Accommodation	31	23	22	-9
Supported Living 16+	8	6	7	-1
TOTAL	**294**	**372**	**373**	**+79**

'Budgeted Packages' are the expected number of placements by Mar-19, once the work associated to the saving proposals has been undertaken and has made an impact.

Mitigating factors to limit the final overspend position include:

- Reconstitution of panels to ensure greater scrutiny and supportive challenge.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%

Looked After Children Placements continued

- 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 *(to be approved)*. 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 Permanence Tracking meetings (per locality attended by Access to Resources) chaired by the Independent Reviewing Service Manager to ensure no drift in care planning decisions, and support the identification of foster carers suitable for SGO/permanence arrangements. These meetings will also consider children in externally funded placements, ensuring that the authority is maximizing opportunities for discounts (length of stay/siblings), volume and recognising potential lower cost options in line with each child's care plan.
- Additional investment in the recruitment and retention of the in-house fostering service to increase the number of fostering households over a three year period.
- Recalculation of the Unaccompanied Asylum Seeking Children (UASC) Transfer Scheme allotment (0.07% of the 0-18 year old population to 0.06% - the aim that this will create greater capacity within the local market in the long term).
- 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.

6) Home to School Transport – Special	**7,871**	**2,582**	**750**	**10%**

Home to School Transport – Special is reporting an anticipated £750k overspend for 2018/19. This is largely due to increasing demand for SEND Transport, with a 9% increase in pupils attending special schools between May 2017 and May 2018 and an 11% increase in pupils with EHCPs over the same period. An increase in complexity of need has meant that more individual transport, and transport including a passenger assist, is needed. Further, there is now a statutory obligation to provide post-19 transport putting further pressure on the budget.

While only statutory provision is provided in this area, and charging is in line with our statistical neighbours, if this level of growth continues then it is likely that the overspend will increase from what is currently reported. This will be clearer in October once routes have been finalised for the 18/19 academic year.

Actions being taken to mitigate the position include

- A review of processes in the Social Education Transport and SEND teams with a view to reducing costs
- A strengthened governance system around requests for costly exceptional transport requests
- A change to the process around Personal Transport Budgets to ensure they are offered only when they are the most cost-effective option
- Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
Home to School Transport – Special continued Some of these actions will not result in an immediate reduction in expenditure, but will help to reduce costs over the medium term.				
7) Children in Care	**14,013**	**7,789**	**1,367**	**10%**

The Children in Care budget is forecasting a £1.367m over spend.

The UASC U18 budget is currently forecasting a £439k overspend
There has been a significant increase in numbers of unaccompanied children and young people over the last 10 weeks (26 spontaneous arrivals in Cambridgeshire and 2 via the National Transfer Scheme). As of the 30 September 2018 there were 82 under 18 year old UASC. Support is available via an estimated £2m Home Office grant but this does not fully cover the expenditure. Semi-independent accommodation for this age range has traditionally been possible to almost manage within the grant costs but the majority of the recent arrivals have been placed in high cost placements due to the unavailability of lower cost accommodation.

The UASC Leaving Care budget is forecasting a £392k overspend.
Support is available via an estimated £550k Home Office grant but this does not fully cover the expenditure. We are currently supporting 103 UASC care leavers of which 32 young people have been awaiting a decision from the Home Office on their asylum status for between 1 and three years. The £502k overspend is partially offset by £50k from the migration fund and £60k from the 14-25 team budget.

Actions being taken:
The team proactively support care leavers in claiming their benefit entitlements and other required documentation and continue to review all high cost placements in conjunction with commissioning colleagues but are restricted by the amount of lower cost accommodation available.

The Staying Put budget is currently forecasting a £261k overspend. A £32k reduction from last month due to placement movement.
This is a result of the increasing number of staying put arrangements agreed for Cambridgeshire children placed in external placements, the cost of which is not covered by the DFE grant. We currently support 13 in-house placements and 15 independent placements and the DCLG grant of £171k does not cover the full cost of the placements. Staying put arrangements are beneficial for young people, because they are able to remain with their former foster carers while they continue to transition into adulthood. Outcomes are much better as young people remain in the nurturing family home within which they have grown up and only leave they are more mature and better prepared to do so.

The fostering service will be undertaking a systematic review of all staying put costs for young people in external placements to ensure that financial packages of support are needs led and compliant with CCC policy.

The Supervised Contact budget is forecasting an over spend of £275k.
This is due to the use of additional relief staff and external agencies required to cover the current (end Sep 2018) 216 Supervised Contact Cases which equate to 467 supervised contact sessions a month.
327 children are currently open to the service.
An exercise is underway reviewing the structure of Children's Services. This will focus on creating capacity to meet additional demand.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
8) Adoption	**5,282**	**2,787**	**248**	**5%**

The Adoption Allowances budget is forecasting a £248k over spend.

In 2018/19 we are forecasting additional demand on our need for adoptive placements. We have re-negotiated our contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements. The increase in Adoption placements is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.

9) Schools Partnership Service	**776**	**627**	**148**	**19%**

Schools Forum took the decision to discontinue the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from 1st April 2018, resulting in service closure. The closure timescales have led to a period of time where the service is running without any direct funding and a resulting pressure of £148k. This will be a pressure in 2018/19 only, and mitigating underspends elsewhere in the Education directorate will be sought.

10) Funding to Special Schools and Units	**16,739**	**10,867**	**1,000**	**6%**

A £1m overspend against Funding to Special Schools and Units is being forecast. This anticipated overspend is a result of increasing numbers of young people with Education Health and Care Plans (EHCP), and a corresponding increase of young people taking up a place at Special Schools or Specialist Units. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block and will be managed within the overall available DSG resources.

Work is being done as part of the SEND Strategy to reduce the pressure on this budget. This will comprise both short-term mitigations such as reviewing high-cost provision to ensure that the additional support being provided is still required, and longer term structural review looking at the role of Special Schools and Units within the county's overall SEN provision.

11) High Needs Top Up Funding	**13,599**	**8,487**	**1,500**	**11%**

Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education providers continue to increase and there has been an increase in the number of secondary aged pupils in receipt of an EHCP. We anticipate that this increase will result in a £1.5m overspend at the end of the 2018/19 financial year. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block and will be managed within the overall available DSG resources.

<u>Actions going forward:</u>
Through the current Strategic Review of High Needs Provision, we have developed an action plan to ensure longer term financial sustainability of this budget whilst improving outcomes for young people. In summary, the initial focus will be on:

- A detailed analysis and review of all high cost packages, to ensure that the additional support is still needed, and also look at alternatives to providing ongoing support for small groups of children with a similar need;
- The development of a Tiered funding model for schools. This is already in place for 3 and 4 year olds, and will be in place for further education from September 2019. It would provide schools with funding for shorter term interventions, and reduce demand on EHCPs;
- A review of top up rates, to ensure that they are comparable to statistical neighbours, taking account of the funding rates for Cambridgeshire schools.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
12) SEN Placements	**9,973**	**13,211**	**518**	**5%**

The SEN Placements budget continues to forecast an overspend of £0.5m at the end of September. This is due to a combination of factors, including:

- Placement of one young person in out of county school needing residential provision, where there is appropriate educational provision to meet needs.
- Placement of a young person in out of county provision as outcome of SENDIST appeal.
- We are currently experiencing an unprecedented increase in requests for specialist SEMH (social, emotional and mental health) provision. Our local provision is now full, which is adding an additional demand to the high needs block.

The first of these pressures highlights the problem that the Local Authority faces in accessing appropriate residential provision for some children and young people with SEN. Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.

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

- The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).

<u>Actions being taken</u>:

- SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs. As part of this, the SEMH Review is well underway and options for sufficient provision in the right places is being developed.
- Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan;
- Peterborough and Cambridgeshire SEND Strategy is being developed with a renewed focus and expectation of children and young people having their needs met locally.
- Review and renegotiation of packages with some providers to ensure best value is still being achieved. Part of this work includes a proposed SEND platform of the PAT team in Adults Services to look at effective and cost efficient ways to meet need.

13) Out of School Tuition	**1,519**	**780**	**291**	**19%**

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

There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement, with many of those placements unable to commence until September 2018.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%

Out of School Tuition continued

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

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

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

Proposals going forward to address the underlying issues:

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

14) Executive Director	**833**	**359**	**504**	**61%**

The Executive Director Budget is currently forecasting an overspend of £504k. This is mainly due to costs of the Mosaic project that were previously capitalised being moved to revenue.

Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in approach for the IT system for Children's Services. At its meeting on 29th May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will be a revenue pressure in 2018/19.

15) Central Financing	**3,504**	**17**	**-3,413**	**97%**

The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee.

16) Financing DSG	**-58,100**	**-29,050**	**-3,362**	**-6%**

Within P&C, spend of £58.1m is funded by the ring fenced Dedicated Schools Grant. A contribution of £3.36m has been applied to fund pressures on a number of High Needs budgets including High Needs Top Up Funding (£1.50m), Funding to Special Schools and Units (£1.0m), SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources.

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	293
Better Care Fund	Cambs & P'Boro CCG	26,075
Social Care in Prisons Grant	DCLG	372
Unaccompanied Asylum Seekers	Home Office	2,200
Staying Put	DfE	171
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,031
Children's Social Care Innovation Grant (MST innovation grant)	DfE	313
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	523
Adult Skills Grant	Skills Funding Agency	2,123
AL&S National Careers Service Grant	European Social Fund	335
Non-material grants (+/- £160k)	Various	142
Total Non Baselined Grants 2018/19		**38,635**

Financing DSG	Education Funding Agency	58,100
Total Grant Funding 2018/19		**96,735**

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

Directorate	**Grant Total £'000**
Adults & Safeguarding	26,567
Children & Safeguarding	4,885
Education	3,422
Community & Safety	3,761
TOTAL	**38,635**

APPENDIX 4 – Virements and Budget Reconciliation

Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
Budget as per Business Plan		**239,124**	
Strategic Management – Education	Apr	134	Transfer of Traded Services ICT SLA budget to Director of Education from C&I
Childrens' Innovation & Development Service	Apr	71	Transfer of Traded Services Management costs/recharges from C&I
Strategic Management – Adults	June	-70	Transfer Savings to Organisational Structure Review, Corporate Services
Strategic Management – C&S	June	295	Funding from General Reserves for Children's services reduced grant income expectation as approved by GPC
Children in Care	June	390	Funding from General Reserves for New Duties – Leaving Care as approved by GPC
Strengthening Communities	Aug	2	Transfer of Community Resilience Development Team from Planning & Economy
Strategic Management – Commissioning	Sept	-95	Transfer of Advocacy budget to Corporate
Budget 2018/19		**239,850**	

APPENDIX 5 – Reserve Schedule as at Close 2017/18

(Update for 2018/19 will be available for the Oct 18 F&PR)

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

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

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

(+) positive figures represent surplus funds.
(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2018/19					TOTAL SCHEME	
Original 2018/19 Budget as per BP	Scheme	Revised Budget for 2018/19	Actual Spend (Aug 18)	Forecast Outturn (Aug 18)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000
	Schools					
44,866	Basic Need – Primary	34,189	16,329	32,997	309,849	7,328
35,502	Basic Need - Secondary	36,939	8,972	30,282	274,319	0
1,222	Basic Need - Early Years	1,488	0	1,488	6,126	0
2,400	Adaptations	2,381	1,115	2,560	7,329	0
3,476	Specialist Provision	486	-16	516	26,631	6,870
2,500	Condition & Maintenance	2,500	2,621	2,500	9,927	-123
1,005	Schools Managed Capital	1,599	0	1,599	25,500	0
100	Site Acquisition and Development	100	113	100	200	0
1,500	Temporary Accommodation	1,500	486	1,500	13,000	0
295	Children Support Services	370	6	415	2,850	75
5,565	Adult Social Care	5,565	5,491	5,565	43,241	0
-12,120	Capital Variation	-10,469	0	-2,874	-58,337	1,651
1,509	Capitalised Interest	1,509	0	1,509	8,798	0
87,820	**Total P&C Capital Spending**	**78,157**	**35,117**	**78,157**	**669,433**	**15,801**

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

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

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

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

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

Basic Need - Primary £1,192k slippage

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

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

- North West Cambridge (NIAB) scheme has incurred accelerated spend of £100k to undertake initial ground works within the planning permission timescales.
- Wyton Primary has experienced £149k slippage due to slighter slower progress than originally expected.
- St Neots – Eastern expansion has experienced £35k slippage as a proportion of costs will not due until 2019/20 financial year.
- Ermine Street Primary has experienced £140k slippage due to revised phasing of the scheme.
- Littleport 3rd Primary has experienced £180k slippage as the scheme is now not required until September 2021.
- Sawtry Infant School £230k and Sawtry Junior school £40k due to the revised start on site dates of 18th March 2019 with completion to remain at September 2020.

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

Basic Need - Secondary £6,657k slippage
The following Basic Need Secondary schemes have experienced slippage in 2018/19 as follows;

- Northstowe Secondary & Special has experienced £4,700k slippage in 2018/19 due to a requirement for piling foundations on the site, which will lead to an increase in scheme cost and also extend the build time, also enabling works are only being completed for the SEN provision and part of the Secondary school in 2018/19, this is not what was initialled planned.
- Alconbury Weald Secondary & Special has to date forecasting £200k slippage as currently there is no agreed site for the construction. Scheme expected to be delivered for September 2022.
- Cambourne Village College is not starting on site until February 2019 for a September 2019 completion the impact being £1,932k slippage.
- North West Fringe School; £50k slipped as the scheme has not yet progressed.

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

Adaptations £179k accelerated spend
Morley Memorial Scheme is experiencing accelerated spend as works is progressing slightly ahead of the original planned timescales.

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

Children's Minor Works and Adaptions £75k increased scheme costs. £45k 2018/19 overspend.
Additional budget to undertake works to facilitate the Whittlesey Children’s Centre move to Scaldgate Community Centre. There has also been further increase in the cost of the Scaldgate scheme resulting in an estimated £45k overspend in 2018/19.

P&C Capital Variation

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

2018/19					
Service	**Capital Programme Variations Budget**	**Forecast Outturn Variance (Sep18)**	**Capital Programme Variations Budget Used**	**Capital Programme Variations Budget Used**	**Revised Outturn Variance (Sep 18)**
	£000	**£000**	**£000**	**%**	**£000**
P&C	-10,469	7,595	7,595	72.5	-2,874
Total Spending	-10,469	7,595	7.595	72.5	-2,874

6.2 Capital Funding

2018/19				
Original 2018/19 Funding Allocation as per BP	**Source of Funding**	**Revised Funding for 2018/19**	**Forecast Funding Outturn (Aug 18)**	**Forecast Funding Variance - Outturn (Aug 18)**
£'000		**£'000**	**£'000**	**£'000**
24,919	Basic Need	24,919	24,919	0
4,043	Capital maintenance	4,202	4,202	0
1,005	Devolved Formula Capital	1,599	1,599	0
4,115	Adult specific Grants	4,171	4,171	0
5,944	S106 contributions	6,324	6,324	0
833	Other Specific Grants	833	833	0
1,982	Other Capital Contributions	1,982	1,982	0
47,733	Prudential Borrowing	36,881	36,881	0
-2,754	Prudential Borrowing (Repayable)	-2,754	-2,754	0
87,820	**Total Funding**	**78,157**	**78,157**	**0**

APPENDIX 7 – Performance at end of August 2018

Outcome	Adults and children are kept safe									
Measure	**Responsible Directorate(s)**	**Previous period**	**Target**	**Actual**	**Date of latest data**	**Direction of travel (up is good, down is bad)**	**RAG Status**	**Stat Neighbours**	**England**	**Comments**
% of adult safeguarding enquiries where outcomes were at least partially achieved	Adults & Safeguarding	73.0%	n/a	95.0%	Mar-18	↑	**No target**	n/a	n/a	Performance is improving as the 'Making Safeguarding Personal' agenda become imbedded in practice
% of people who use services who say that they have made them feel safer	Adults & Safeguarding	84.8%	n/a	83.2%	2017/2018	↓	**No target**	n/a	n/a	Performance has fallen since last year's survey, however the change is not considered statistically significant based on the survey methodology used.
Rate of referrals per 10,000 of population under 18	Children & Safeguarding	41.5	n/a	28.1	Aug	↑	**No target**	455.8	548.2	The referral rate is favourable in comparison to statistical neighbours and the England average
% children whose referral to social care occurred within 12 months of a previous referral	Children & Safeguarding	20.8%	20.0%	15.9%	Aug	↑	**On target (Green)**	22.3%	21.9%	Performance in re-referrals to children's social care has gone back below target this month and remains well below average in comparison with statistical neighbours and the England average.

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of children with a Child Protection Plan per 10,000 population under 18	Children & Safeguarding	35.7	30.0	38.9	Aug	↓	Off target (Red)	36.93	43.3	During August we saw the numbers of children with a Child Protection plan increase from 480 to 523. 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 subj0ect 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	3.8%	5%	2.6%	Aug	↑	On target (Green)	22.5%	18.7%	In August there were 8 children subject to a child protection plan for the second or subsequent time. The rate is favourable in comparison to statistical neighbours and the England average and below target. NOTE: Target added in July 2018.

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 population under 18	Children & Safeguarding	53.9	40	54.9	Aug	↓	Off target (Red)	44.9	62	At the end of August there were 737 children who were looked after by the Local Authority and of these 85 were unaccompanied asylum seeking children and young people. There were 652 non asylum seeking looked after children and whilst there was a minimal increase in the number of looked after children overall, there has been a significant increase of unaccompanied asylum seeking children (11) who have spontaneously arrived within the Cambridgeshire border, the majority assessed as being between the ages of 16-17 years. This trend has not continued in September. Cambridgeshire are supporting 105 care leavers who were previously assessed as being unaccompanied asylum seeking children and 32 adult asylum seekers whose claims have not reached a conclusion. These adults have been waiting between one and three years for a status decision to be made by the Home Office. Actions being taken include: The Children's Director is in communication with our Eastern Region colleagues to raise the issue of the increasing demand in Cambridgeshire and to request assistance. Elected members have also been informed of the financial impact of this increased demand specifically in relation to the cohort of adult asylum seekers. There is currently a review underway of the Threshold to Resources Panel (TARP) which is chaired by the Assistant Director for Children's Services. The panel is designed to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The intention is to streamline a number of District and Countywide Panels to ensure close scrutiny of thresholds and use of resources but also to provide an opportunity for collaborative working across services to improve outcomes for children. It is proposed that the new panel structure will be in place for the implementation of the Change for Children transformation. Since the last update, the Partnership and Quality Assurance service have implemented a number of new initiatives which support and provide challenge to the care planning for children. A county wide Legal Tracker is in place which tracks all children subject to the Public Law

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
										Outline (pre proceedings), Care Proceedings and children accommodated by the Local Authority with parental agreement. This is having a positive impact on the care planning for Cambridgeshire's most vulnerable children, for example in the identification of wider family members in pre-proceedings where there are concerns that is not safe for children to remain in the care of their parents. In addition a monthly Permanency Tracker Meeting considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering. The multi-agency Unborn Baby Panel operational in the South and North of the County monitors the progress of care planning, supporting timely decision making and permanency planning. Monthly Placement Strategy, Finance and Looked After Children Savings Meetings are now operational and attended by representatives across Children's Social Care, Commissioning and Finance. The purpose of these meetings is to provide increased scrutiny on financial commitments for example placements for looked after children, areas of specific concern and to monitor savings targets. This meetings reports into the People and Communities Delivery Board. Supporting this activity, officers in Children's Social Care and Commissioning are holding twice weekly placement forum meetings which track and scrutinise individual children's care planning and placements. These meetings, led by Heads of Service have positively impacted on a number of looked after children who have been consequently been able to move to an in house and in county foster care placement, plans have been made to de-escalate resources in a timely way or children have returned to live with their family. In Cambridgeshire we have 74% of our looked after children in foster care as opposed to 78% nationally and 42% of these children are placed with in-house carers as opposed to 58% in external placements.

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	3.38	n/a	2.18	Q1	↑	**No target**			Awaiting comparator data to inform target setting

Outcome	Older people live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of contacts for community equipment in period	Adults & Safeguarding		n/a				**No target**	n/a	n/a	New measure, currently in development
Number of contacts for Assistive Technology in period	Adults & Safeguarding		n/a				**No target**	n/a	n/a	New measure, currently in development
Proportion of people finishing a reablement episode as independent (year to date)	Adults & Safeguarding	55.8	57%	54.7%	Aug	↓	**Within 10% (Amber)**	n/a	n/a	The throughput volumes are close to the expected target and this measure is expected to improve across the rest of the year

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	117	114	137	Jul	↓	**Off target (Red)**	**n/a**	n/a	In July 2018, there were 1006 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 948 delays – a 6% 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.
Number of Community Action Plans Completed in period	Adults & Safeguarding	125	n/a	125	Aug	→	**No target**	n/a	n/a	No change against the previous period.
Number of assessments for long-term care completed in period	Adults & Safeguarding	175	n/a	123	Aug	↓	**No target**	n/a	n/a	Performance decreased against the previous period. This is likely to be related to annual leave being taken over the school holidays.

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	118.0	564.0	164.8	Aug	↓	**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. N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.

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	59.44	n/a	59.61	Q1	↓	**No target**	55.81	69.23	New measure, in development

Outcome	People with disabilities live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	0.5%	6.0%	0.8%	Aug	↑	**Off Target (Red)**	n/a	n/a	Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 53 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
Proportion of adults in contact with secondary mental health services in paid employment	Adults & Safeguarding	12.6%	12.5%	12.2%	Aug	↓	**Within 10% (Amber)**	n/a	n/a	Performance at this measure is below 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	67.1%	72.0%	68.0%	Aug	↑	**Within 10% (Amber)**	n/a	n/a	Performance is slightly below target, but improving

Outcome	People with disabilities live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	80.7%	75.0%	80.7%	Aug	➔	**On Target (Green)**	n/a	n/a	No change against the previous period.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	24.4%	24%	24.2%	Aug	🡻	**On Target (Green)**	n/a	n/a	Performance is slightly above target
Proportion of carers receiving Direct Payments	Adults & Safeguarding	96.3%	n/a	96.4%	Jul	🡹	**No target**	n/a	n/a	Direct payments are the default option for carers support services, as is reflected in the high performance of this measure.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments

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	57.6%	70.0%	69.5%	Aug	↑	**Within 10% (Amber)**			Performance improved in August and is now only slightly below target.

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
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	305.0	n/a	306.0	Aug	🡻	No target	213.8	271.1	The rate increased against the previous reporting period. The rate remains higher than statistical neighbours.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of young people with SEND who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding		n/a	738	Q1		No target	524		The figure is 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
										2017/18 Performance increased but remains below that of the national average. Please note the 2017/18 figures

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
										Performance fell in comparison to the previous reporting period but is above the average for our statistica

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of Persistent absence (All children)	Education	9.2%	8.5%	8.9%	2016/17	↑	**Within 10% (Amber)**	10.0%	10.8%	2016/17 Persistent absence has reduced from 9.2% to 8.9% and is below both the statistical neighbour and

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
% Fixed term exclusions (All children)	Education	3.47%	3.7%	3.76%	2016/17	↓	On target (Green)	4.30%	4.76%	The % of fixed term exclusions rose by 0.5 percentage points in 2016/17 in comparison to the previous year.

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 (Primary)	Education	91.3%	93.0%	93.2%	Sept-17	↑	On target (Green)	90.1%	90.0%	Performance increased by 1.9 percentage points in comparison to the previous reporting period and is above

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	92.9%	91.0%	92.5%	Sept-17	⬇	On target (Green)	88.4%	83.5%	Performance fell by 0.4 percentage points in comparison to the previous reporting period and is still above

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
										Performance decreased by just under 4 percentage points in comparison to the previous figure for the spring 2018

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	80.4%	90%	80.4%	Aug-17	➔	**Within 10% (Amber)**	88.0%	87.9%	Performance has remained the same as the previous month. The national figure remains unchanged and the

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	86.1%	90%	86.1%	Aug-17	➔	**Within 10% (Amber)**	84.9%	81.0%	Performance has remained the same as the previous month. The national figure remains unchanged and the

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
										Performance has remained the same as the previous month. Both the national figure and the statistical neig

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 (Nursery Schools)	Education	100%	100%	100%	Aug-17	➔	On target (Green)	100%	98.1%	Performance is high and has remained the same as the previous month. Both the national figure and the stati

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

COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN	Published on 31st October 2018	**Agenda Item No: 10**

Notes

Committee dates shown in bold are confirmed.
Committee dates shown in brackets and italics are reserve dates.

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

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

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

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.
The agenda dispatch date is six clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
08/11/18	Review of the Innovate & Cultivate Fund	Elaine Matthews	Not applicable	**26/10/18**	**31/10/18**
	Cambridge University Science and Policy Exchange – Measuring Outcomes	Adrian Chapman	Not applicable		
	Cambridgeshire County Council Role to Tackle Homelessness	Sarah Ferguson	Not applicable		
	Local Council Development Plan 2017-2022 – Progress Report against the Action Plan	Elaine Matthews / K Bennett ACRE	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
20/12/18	Principles Cambridgeshire 2020 Spokes	Adrian Chapman	Not applicable	**07/12/18**	**12/12/18**
	Cambridge University Science and Policy Exchange – Mental Health	Adrian Chapman	Not applicable		
	Adult Skills Service	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Tom Kelly / Martin Wade / Kerry Newson / Adrian Chapman	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
17/01/19	Review of Community Resilience Strategy	Elaine Matthews	Not applicable	**04/01/19**	**09/01/19**
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
14/02/19	Reserve date to be used as workshop			**01/02/19**	**06/02/19**
07/03/19	Final Proposals for Addressing Anti-Social Behaviour (ASB)	Rob Hill	Not applicable	**22/02/19**	**27/02/19**
	Domestic Abuse and Sexual Violence – Review of CCC's role in Delivering the Strategy and Outreach Funding Proposals	Vickie Crompton / Julia Cullum	Not applicable		
	Cambridgeshire 2020 Spokes				
	Adult Skills	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		

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

Communities & Partnerships Committee – Workshop and Training Plan

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

Workshop Date	Time	No	Item	Presenter	Attendance
24 January 18 *10:00-1:00pm KV Room*	10:00	1	Adult Skills – supporting communities to grow	Pat Carrington / Lynsi Hayward-Smith / Tom Barden	
		2	Adults Skills and Learning and Adult Learning Self-assessment	Lynsi Hayward-Smith	
15 March 18 10:00-1:00pm KV Room	10:00		Draft Delivery Plan for Cttee	Adrian Chapman	
	11.30	2.	New Vision for Libraries (*CM to confirm how long is needed)*	Christine May	
17 April 2018	2.30	1	Domestic Abuse and Sexual Violence-/Modern Day Slavery	Julia Cullum/Sarah Ferguson	
21 June 18 10-1:00pm KV Room (Reserve Committee)	10:00	1	Shared work programme with the CA	Adrian Chapman	
		2	Performance Indicators	Dee to confirm	
		3	Agenda plans for other relevant Partnerships	Adrian Chapman/Rob Hill/Sarah Ferguson	
		4	Shaping the Community Resilience Strategy	Sarah Ferguson/Elaine Matthews	
9 August 18 10:00-1:00 KV Room *(Reserve Committee)*	10:00	1.	Partnership landscape and relationship with the Combined Authority	Adrian Chapman	
		2	ASB and community safety	Rob Hill	

		3	Adult skills	Pat Carrington/Lynsi Hayward-Smith	
		4	New Communities/Growth Areas	Elaine Matthews/Anita Howard	
		5	Community cohesion	Sarah Ferguson/Elaine Matthews/Jawaid Khan	

20 Dec 18 - (Committee)					
20th December 2019 - After Committee meeting KV Room		1.	Think Communities Delivery Model	Adrian Chapman	
		2.	Tackling Poverty		
		3.	Budget Pressures across PCC	Charlotte Black/Lou Williams	
17 Jan 19 - (Committee)					
14th February 2019 10:00-1:00pm Room 128 *(Reserve Committee)*	10:00	1.	Relationship with the Combined Authority	Adrian Chapman	
		2.	DASV – review of CCC's role and funding proposals	Sarah Ferguson/Vickie Compton	
		3.	Community Cohesion	Jawaid Khan	
7 March 19 - (Committee)					
25th April 2019 10:00-1:00pm KV Room *(Reserve Committee)*	10:00	1.	White Ribbon Campaign – review of delivery	Sarah Ferguson	
30 May 19 - (Committee)					