

# COMMUNITIES AND PARTNERSHIP COMMITTEE



**Date: Thursday, 20 December 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

- |          |   |                  |
|----------|---|------------------|
| <b>1</b> | <b>Apologies for absence and declarations of interest</b>   |                  |
|          | <i>Guidance on declaring interests is available at</i><br><a href="http://tinyurl.com/ccc-conduct-code">http://tinyurl.com/ccc-conduct-code</a> |                  |
| <b>2</b> | <b>Minutes 8th November 2018 Communities and Partnership<br/>Committee Meeting</b>  | <b>5 - 20</b>    |
| <b>3</b> | <b>Petitions and Public Questions</b>   |                  |
| <b>4</b> | <b>Adult Skills Service - Proposed Governance Arrangements</b>  | <b>21 - 46</b>   |
| <b>5</b> | <b>Committee Delivery Plan Review 2018-19</b>   | <b>47 - 62</b>   |
| <b>6</b> | <b>Committee Review of Draft Revenue and Capital Business<br/>Planning Proposals for 2019-20 to 2023-24</b>                                     | <b>63 - 102</b>  |
| <b>7</b> | <b>Cambs 2020 - Spokes Workstream</b>   | <b>103 - 106</b> |

- 8 Community Champions Oral Update**
- 9 Agenda Plan - Communities and Partnership Committee 107 - 110**
- 10 Training and Workshop Plan - Communities and Partnership Committee 111 - 112**
- 11 Date of Next Meeting - Thursday 17th January 2019**

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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**COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES**

**Date:** Thursday, 8th November 2018

**Time:** 10:00am – 11:25am

**Present:** Councillors: S Criswell (Chairman), K Cuffley (Vice-Chairman), A Costello, L Dupre, L Every, J Gowing, L Joseph, C Richards and T Sanderson.

**111. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were received from Councillor French.

No declarations of interest were made.

**112. MINUTES – 18TH OCTOBER 2018 AND ACTION LOG**

The minutes of the meeting held on 18th October 2018 were agreed as a correct record and signed by the Chairman

It was noted that outstanding actions would be completed by the end of the calendar year.

**113. PETITIONS AND PUBLIC QUESTIONS**

None received.

**114. INNOVATE AND CULTIVATE FUND END OF YEAR EVALUATION REPORT**

The Committee received an end of year evaluation report on the Innovate and Cultivate Fund, which included a summary of project outcomes and potential returns from interest on the four projects completing their first year of funding, an analysis of the applications received and an update on ongoing projects. It was noted that it had proven difficult for some projects to show the required return on investment after only one year of funding and Members were invited to consider extending the time limit to two or three years, an extension approved by the Head of Finance. Attention was also drawn to the continued assistance provided to unsuccessful applicants through the Transformation Team as well as by actively encouraging collaboration with other organisations.

While discussing the report, Members:

- Expressed their approval that the recommended changes were the result of evidence-based analysis and feedback from applicants.

- Acknowledged the increased level of support given to prospective applicants as well as unsuccessful applications. It was noted that giving support throughout the process instilled confidence and encouraged a higher number of applications.
- Recognised the value of having Committee Members sitting on the Recommendation Panel, which allowed the Committee to have an overview of what was going on in the communities.
- Suggested that describing projects as being “successfully funded” implied the successful completion of the funding process, as opposed to success in obtaining funding which was the originally intended use of the phrase. The report authors agreed with this observation and the need to avoid confusion in the future.
- Identified the difficulties in proving the return of investment after such a short period of time as one of the greatest challenges facing both the applicants and those making funding decisions. It was agreed that extending the estimated return on investment to up to three years would alleviate these problems and allow for funding to be phased over longer periods of time but it raised questions over whether the projects currently receiving funding on shorter timescales would also benefit from the change.
- Expressed concern over the lack of funded projects in Fenland and that those who were in most need of the support were not receiving it. It was noted that those projects which did involve Fenland were all cross-district projects and none were specific to the area. It was agreed that current efforts to encourage applications in Fenland should be increased. Members suggested that geographical weighting could be implemented in the decision process to increase coverage in under-represented areas. It was noted that this would be considered by the Steering Group at its next meeting. **Action Required**

It was resolved unanimously to

- a) Consider and approve the recommendations outlined in paragraphs 2.11 of the report for future rounds of the Innovate and Cultivate Fund
- b) Note and comment on the process for the next round of the programme as set out in paragraph 2.12

## 115. CUSPE REPORT – MEASURES OF OUTCOMES

The Committee received a report from the Cambridge University Science and Policy Exchange (CUPSE) on ways to effectively measure outcomes of social projects and have them be comparable. It was noted that assessing project outcomes and assigning them a value was inherently difficult but studies had been carried out on the evaluation of social services and the team had identified techniques and practices which could be applied to the Council’s procedures, with specific attention given to the Innovate and Cultivate Fund.

While discussing the report, Members:

- Expressed their appreciation for the comprehensiveness of the report and the suggestions that were included. It was noted that the steering group would consider how to implement the paper's recommendations at its forthcoming meeting.
- Acknowledged that applying a social value and a cash value to decisive factors was one of the paper's key findings, noting that cash values were easier to establish. Applications involved applicants choosing from a list of potential savings to the Council and it was suggested to Members that it would be more effective for those making the funding decision to indicate where savings might be attained, based on previously identified values.
- Identified the lack of a national recognised model focused on social and financial value, suggesting that the report helped work towards such a framework. While acknowledging that the technique would be useful with the Innovate and Cultivate Fund, it was suggested that it could also be applied to other areas of the Committee's remit as well as other areas of the Council's work. The reduced reliance on purely economic concerns, coupled with the proposed funding extension to three years, would imply less need for constant evaluation, while openness to consider the already existing research on social evaluation could leave to further savings.
- Considered the first recommendation on page 33 of the report, relating to the establishment of assessment tools through evaluation and sharing of the tools with future applications. It was suggested that this was the most complicated of the recommendations but also potentially the most useful both for applicants and decision-makers, and that it would be beneficial for the report authors to participate in a workshop with members and officers in order to clarify and assist in the development of such techniques. **Action Required**

It was resolved unanimously to:

Approve the attendance of the CUSPE team at the next Innovate and Cultivate Fund Steering Group to present and discuss their research findings.

#### **116. DEVELOPING A COUNTY COUNCIL OPERATING MODEL FOR TACKLING HOMELESSNESS IN CAMBRIDGESHIRE**

The Committee received a report on the Council's contribution towards reducing homelessness across Cambridgeshire. Members were informed that although the Council was not a statutory housing authority, problems arising from unsatisfactory provision of housing represented a significant demand on Council resources. Reducing such demands was one of the objectives established for the Communities and Partnership Committee. It was noted that District Councils and the Combined Authority were proactively involved in many areas but that they would benefit from the Council playing an increased role. It was recommended that a cross council working group would be able to continue establishing how future contributions could be made.

While discussing the report, Members:

- Suggested that the Council could look to incentivise private landlords to accept residents who received benefits. It was noted that some landlords had always been reluctant to do so, while others were discouraged. The Assistant Director – Housing, Communities and Youth reported that she would raise this issue at the Homelessness Forum.
- Expressed concern over the difficulty people find themselves in when looking to be rehoused. It was suggested that communication could be improved and the system could be made easier to navigate.
- Queried the nature of the cross council working group and how it would operate. It was noted that the group would be comprised of officers only and would initially work to organise the internal infrastructure before expanding in to the different districts. The group would report and answer to the Communities and Partnership Committee but would also be in constant communication with other relevant bodies within the Council. It was also suggested to officers that once the group was established, it should consider involving the private sector, as it was important to work with everyone involved in the housing sector.
- Noted that the issue often transcended traditional district boundaries and that therefore working together was imperative. Although different districts were faced by different issues, a shared approach was necessary to compensate the movement of people.
- Requested a visual guide to how different organisations, boards and councils interacted on the issue, as well as the chain of the command. Members were informed that such diagrams existed and that they would be circulated. **Action Required**
- Suggested that it would be helpful to know the causes of homelessness in different areas in order to increase the group's effectiveness, as some problems were specific to certain areas. It was agreed that were common misperceptions over the causes of homelessness and that such information would be helpful and educational. Members were informed that it would be circulated. **Action Required**
- Noted that it would be beneficial to include the issue in the Local Council Conference, agreeing that if it was already too late to include on the agenda it would still be helpful to circulate the information and raise awareness.

It was resolved unanimously to:

- a) Consider how the Council could 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 would act as the lead Committee for the work, with reference back to all other relevant Committees as required.

## **117. LOCAL COUNCIL DEVELOPMENT PLAN PROGRESS REPORT**

The Committee received a report on progress made towards the 5 year Local Council Development Plan, which was launched in 2017. Attention was drawn to the actions carried out by the Council, including the six published editions of Cambridgeshire matters, which had received very positive feedback from recipients, as well as the improvements in reporting highways issues. Members were also informed of the developments made to communications and working relationships between parish councils and partner organisations. It was noted that the training courses delivered by The Cambridgeshire and Peterborough Society for Local Council Clerks (SLCC) and the Cambridgeshire and Peterborough Association of Local Councils were receiving a significantly greater number of bookings.

Cambridgeshire's Rural Community Council (ACRE) had also arranged successful events on neighbourhood planning and affordable housing, with attendees from over 50 different councils. It was noted that funding from the Combined Authority had allowed for improvements to this year's Local Council Conference, with over 200 delegates booked for the event on 23rd November, while funding from Cambridgeshire County Council had supported and enabled momentum. A special mention was made to the role of the Community Engagement Manager in supporting the process.

While discussing the report, Members reported further positive feedback from parish councils and the public regarding the partner organisations, while also expressing their appreciation for other progress that had been made.

It was resolved unanimously to:

- a) Consider progress against the 5 year Local Council Development Plan
- b) Consider the next phase of delivery of the Development Plan, including the Local Council Conference 2018

## **118. FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2018**

The Committee received the Finance and Performance Report for People and Communities, with emphasis on the budgets that the Committee was responsible for. Members' attention was drawn to the smoothing fund and the overspend forecast for Special Schools and High Needs Units mentioned on page 115 of the report.

It was noted that Service Directors from the Adults Committee and Children and Young People Committee would be attending the Communities and Partnership Committee workshop on December 20th to talk further about these pressures, how the families were affected and how the Committee could be of assistance.

While discussing the report, a Member expressed concern that the smoothing fund served to mask other deeper problems by injecting extra money.

It was resolved unanimously to:

Review and comment on the report

#### **119. COMMUNITY CHAMPIONS ORAL UPDATE**

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

- Councillor Costello, who drew attention to the new Ramsey Repair Club timebanking project which allowed people to take anything in for free repairs. A written update was also provided and is included as Appendix 1 to these minutes.
- Councillor Every, who expressed her appreciation at the variety of requests that came in, while acknowledging that social prescribing was the most complex area and mental health issues arose in many different areas of the community champions' work. A written update was also provided and is included as Appendix 2 to these minutes.
- Councillor Richards, who noted that she would be attending a forthcoming faith partnership meeting on hate crime. A written update was also provided and is included as Appendix 1 to these minutes.

#### **120. AGENDA PLAN**

It was resolved to:

Note and agree the Agenda Plan.

#### **121. TRAINING AND WORKSHOP PLAN**

Having established that the Committee meeting due to be held on December 20th 2018 would be followed by an additional training workshop, it was resolved unanimously to:

Note and agree the Workshop and Training Plan.

#### **122. DATE OF NEXT COMMITTEE MEETING – 20TH DECEMBER 2018**

Chairman

## Community Champion of Community Activity update

<b>Community Champion:</b>	Adela Costello
<b>Place:</b>	Huntingdonshire
<b>Date:</b>	Communities & Partnership Committee Meeting – 8th November 2018

### UPDATE

- An article in the Hunts Post last week highlighted the pilot project 'Essentials by Sue' which resulted in more offers of donations. A meeting held at Ramsey Library to discuss how best to operate the project in Ramsey in January. Later this month evaluation will take place and plans will be made to roll out the project in three further towns.
- An article in the local newspaper highlighting the work of the council plus the continued need to recruit foster carers and re-ablement workers.
- Attended Ramsey Repair Club which is an off-shoot of the new Time Banking project in Ramsey. People bring all sorts of items to be mended and only pay for parts if required.
- Visited the club for adults with learning disabilities to ascertain any needs, still need to advertise.
- Chaired the local parishes meeting, major topics for discussion was the cycle race and local transport. In direct contact with the organiser of the cycle race and advising on the local situation.

### NEW CONTACTS, PROJECTS AND PRIORITIES

- A meeting to be arranged with the Portfolio Holder for Communities at the District Council to consider future initiatives.
- Local parishes meetings to be organised with more structure. Next meeting in January.
- Knitted winter warmers still a priority for Time Bank members.
- Meeting to take place with the Mayor of CA and local MP to look at public transport in association with the review which is taking place.
- Attending Local Parish Forum at the Marriott Hotel on 23<sup>rd</sup> November.

### COMMUNITY GOOD PRACTICE

- Joint working between Officers and Members of HDC and CCC plus members of local community groups in establishing 'Essentials by Sue'. Work still ongoing as it is rolled out into other areas and involves more groups.
- Supporting Time Bank co-ordinators in identifying new projects which will benefit local people such as gritting pavements in the winter months.
- Arranging meetings with local parish/town councillors and clerks to discuss issues in their areas.

## Community Champion of Community Activity update

<b>Community Champion:</b>	Lis Every
<b>Place:</b>	East Cambridgeshire
<b>Date:</b>	Communities & Partnership Committee Meeting – 8th November 2018

<ul style="list-style-type: none"> <li><b>UPDATE</b></li> </ul>
<ul style="list-style-type: none"> <li>Work continues with St George’s Surgery to support their Social Prescribing agenda. The first meeting is planned on mental health and we have used contacts from the Health, Corporate Parenting and Community Partnership Committees to facilitate this.</li> <li>Other sessions are planned and the process will be analysed and evaluated to determine how it could be used elsewhere.</li> <li>We are also arranging a meeting with the author of the Peterborough and Cambridgeshire Social Subscribing Bid to determine future plans.</li> <li>Working with a group who did not achieve a Cultivate Fund to find other funding for their parenting courses.</li> <li>Bid received for Integrated Choir working with the Ely Youth Choir and the Special Schools in Littleport and Ely. A concert is being planned.</li> <li>Continuing to work with the Libraries programme.</li> <li>Multi-agency meeting set up for community safety, involving CCTV, shop and pub watch.</li> <li>Working to create a business partnership to support young Care Leavers, initially with the Director of Cambridge United Football Club.</li> </ul>
<ul style="list-style-type: none"> <li><b>NEW CONTACTS, PROJECTS AND PRIORITIES</b></li> </ul>
<ul style="list-style-type: none"> <li>The following are on-going longer projects:</li> <li>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; this is now progressing</li> <li>Meeting in December (back a month) to pull together the Youth Strategy Board with Ely, Soham and Littleport;</li> <li>Working with a programme to support Dementia groups through exercise and singing in order to share good practice;</li> <li>Harnessing information from Parishes who are interested in setting up their own Timebanks, eg Working with the Friends of the Soham Library;</li> <li>Researching local libraries/village halls to determine facilities offered within the patch;</li> <li>Launch of an ECDC Apprenticeship Hub which is an interface between business and school to demystify the process and promote vacancies. Evaluation programme being planned.</li> </ul>

- Steering Group set up with 4 businesses, staff and students to work on the marketing of apprentices. Work starts next term.
- Continuing to contribute to Opportunities Area Stakeholder meetings;
- Planning further activities for East Cambridgeshire to support the recruitment of apprentices in the area with the Economic Development Team, Chamber of Commerce and Cathedral Business Group,

#### **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;
- The network of community providers and champions across the District is growing making signposting and facilitating easier.
- Continue to improve communication with County, District and Parish Councillors, particularly embracing social media.

## Community Champion of Community Activity update

<b>Community Champion:</b>	Clare Richards
<b>Place:</b>	Cambridge City
<b>Date:</b>	Communities & Partnership Committee Meeting – 8th November 2018

### UPDATE

- Regular meetings between the Area Champion(s) and the Executive Councillor for Community Services in order to discuss current and emerging live issues of mutual interest, gain a deeper understanding of the relevant issues for Cambridge City, provide challenge to the Committee and Council on the impact decisions may have in local areas. These include discussions with City Colleagues on the impact on the community given the cuts to the children's centres. Further liaising points to ongoing concerns.
- Attendance at City Faith Partnership workshop in November 2017 resulted in regularly involvement in order to develop and share the learning from the partnership, consider a possible need to reactivate the Inter-Faiths Council and make links between schools and Faith group through SACRE.
- Meetings with consultant and city officers working on extension plan for Cambridge to understand their plans, ambitions and areas for concern. Fed into plan and made connections between some community groups. Ongoing work with officers and members on new developments within the City including acting as an Ambassador for community based provision in meetings for new developments in Eddington and Darwin Green. Have met with the University on provision of senior living accommodation at Eddington. Liaising on the community provision at Darwin Green. Attended briefings on the environmental vision for Cambridge at the City.
- Central Library in Cambridge is a flag ship library which meets the demanding needs of a diverse population. Area Champion has met with key staff in central library to act as an ambassador and engage in community projects. This included homework clubs. Looking at impact of computer charges on the community and concerns raised about other services.
- Attendance at recent faith group meeting on rough sleeping/homelessness. Meetings with County officers on homelessness strategy and further meetings organised supporting work between city and county council.
- Attended faith group meeting as above and reaching out to faith groups to consult on the impact of hate crime and ways forward on reporting it.

**COMMUNITIES AND  
PARTNERSHIP COMMITTEE****Minutes - Action Log****Appendix 1**

This is the updated minutes action log as at 12th December 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 17<sup>TH</sup> APRIL COMMITTEE**

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
52.	<b>CAMBRIDGE-SHIRE ADULT LEARNING AND SKILLS SERVICE</b>	<b>Lynsi Hayward-Smith</b>	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.	<b>ACTION ONGOING</b>  <b>ACTION ONGOING</b>

**ACTIONS FROM MINUTES OF THE 27<sup>TH</sup> SEPTEMBER COMMITTEE**

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
84.	<b>MINUTES – 5TH JULY 2018</b>	<b>Adrian Chapman</b>	Members requested a list of dates for the meetings of the new Adults Skills Service.  <b>Action: the Community &amp; Safety Service Director undertook to forward this when compiled.</b>	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	<b>ACTION ONGOING</b>

				published and will be circulated to the Committee shortly.	
87.	<b>WHITE RIBBON CAMPAIGN</b>	<b>Sarah Ferguson</b>	<p>Discussing the funding for the White Ribbon Campaign, Members were told that a meeting would take place in 6 weeks discussing increased demand.</p> <p><b>Action: the Enhanced and Preventative Services Directorate Service Director undertook to provide an update after this meeting.</b></p>		<b>ACTION ONGOING</b>
92.	<b>PEOPLE &amp; COMMUNITIES RISK REGISTER</b>	<b>Adrian Chapman</b>	<p>Queries were made about the thoughts of the Children and Young People Committee regarding:</p> <ul style="list-style-type: none"> <li>a) The Cambridgeshire School Improvement Board's role in mitigating risks 2 and 11 in the report and</li> <li>b) How grant funding had been spent by agencies in regards to risk 7 in the report.</li> </ul> <p><b>Action: the Service Director Community &amp; Safety undertook to discuss the concerns with the Children and Young People Committee and inform the Communities and Partnership Committee.</b></p>	This will be discussed by the People and Communities Directorate Management Team at the end of October.	<b>ACTION ONGOING</b>
93.	<b>FINANCE AND PERFORMANCE REPORT – JULY 2018</b>	<b>Adrian Chapman</b>	<p>The performance indicators were considered to be narrow in scope given the Committee's broad remit.</p> <p><b>Action: the Service Director Community &amp; Safety undertook to speak with the finance department about revising future performance indicators.</b></p>		<b>ACTION ONGOING</b>



**ACTIONS FROM MINUTES OF THE 18<sup>TH</sup> OCTOBER COMMITTEE**

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
102.	<b>HATE CRIME – PARTNERSHIP WORKING AND 3<sup>RD</sup> PARTY REPORTING CENTRES</b>	<b>Rob Hill</b>	<p>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.</p> <p><b>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.</b></p>		<b>ACTION ONGOING</b>
104.	<b>SHARED AND INTEGRATED SERVICES PROGRAMME</b>	<b>Michelle Rowe</b>	<p>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.</p> <p><b>Action: Group Leaders would identify five Committee Members to form a cross party Member working group (3 Conservative, 1 Liberal Democrat, 1 Labour).</b></p>		<b>ACTION ONGOING</b>

**ACTIONS FROM MINUTES OF THE 8<sup>TH</sup> NOVEMBER COMMITTEE**

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
111.	<b>MINTUES ACTION LOG</b>	Adrian Chapman	<p>It was noted that there were a number of uncompleted actions from previous meetings.</p> <p><b>Action: the Service Director Community &amp; Safety undertook to resolve the longest standing actions by the end of 2018.</b></p>		<b>ACTION ONGOING</b>
113.	<b>INNOVATE AND CULTIVATE END OF YEAR REPORT</b>	Elaine Matthews	<p>Members suggested that geographical weighting could be implemented in the funding decision process to increase coverage in under-represented areas.</p> <p><b>Action: the Strengthening Communities Service Manager acknowledged that this would be considered by the Steering Group at its next meeting.</b></p>		<b>ACTION ONGOING</b>
114.	<b>CUSPE REPORT – MEASURES OF OUTCOMES</b>	Adrian Chapman	<p>While discussing the establishment of assessment tools, Members requested that the report authors participate in a workshop alongside Members and officers in order to clarify and assist in the development of such techniques.</p> <p><b>Action: the Service Director Community &amp; Safety undertook to investigate the possibility.</b></p>		<b>ACTION ONGOING</b>

115.	<b>DEVELOPING A COUNTY COUNCIL OPERATING MODEL FOR TACKLING HOMELESSNES S ACROSS CAMBRIDGESHIRE</b>	Sarah Ferguson	<p>While discussing the report, Members requested:</p> <ul style="list-style-type: none"> <li>a) a visual guide to how different organisations, boards and councils interacted on the issue, as well as the chain of the command</li> <li>b) information regarding the various causes of homelessness across different areas.</li> </ul> <p><b>Action: Assistant Director: Housing Communities and Youth undertook to circulate this information.</b></p>		<p><b>ACTION ONGOING</b></p> <p><b>ACTION ONGOING</b></p>
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**ADULT SKILLS SERVICE – PROPOSED GOVERNANCE ARRANGEMENTS**

*To:* **Communities and Partnership**

*Meeting Date:* **20 December 2018**

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

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

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

*Purpose:* **To review the proposed Governance arrangements for the Adult Learning Service.**

*Recommendation:* **To agree the proposed the Governance arrangements for the Adult Learning Service that will move the Service arms-length from 1<sup>st</sup> April 2019.**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	<b>Adrian Chapman</b>	Names:	Councillor Criswell
Post:	Service Director, Communities and Safety	Post:	Chair
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Tel:	07920 160441	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 At the Committee Meeting on 5<sup>th</sup> July 2018 the committee was asked to consider exercising its delegated authority under the Council's constitution at part 3B Responsibility for Functions – Committees of Council:

*“Authority to exercise the Council's functions in respect of all areas covering the Adult Learning Service.”*

The committee resolved unanimously to approve the principle of establishing a new delivery model for the Cambridgeshire Adult Learning and Skills Service, as described in this report. The committee also approved the formation of a shadow governing board from 1<sup>st</sup> August 2018 to oversee the implementation of the delivery plan in order to have the new delivery model in place by 1<sup>st</sup> April 2019 at the latest.

This report is to inform the committee of the proposed governance arrangements and model of the service.

## **2. MAIN ISSUES**

### **2.1 Detail of the report**

- 2.1.1 As discussed in the July 2018 report, Adult Education is operating in a complex and changing environment, and Government funding in this area has decreased in real terms by over 40% in recent years. In order to ensure that we are able to continue to support local adult residents to improve their skills and therefore improve their work, career and pay prospects, alongside their health and wellbeing, there is a need to be more innovative and agile in our approach and look to reduce our overheads. The sector is also increasingly competitive – there are currently over 200 providers of adult education across Cambridgeshire and Peterborough alone, and we need to operate effectively and efficiently if we are to be successful. In order to achieve this, we need to develop an alternative delivery model that will support this new way of working.

From the 2019/20 academic year, the Adult Education Budget for Cambridgeshire will no longer be commissioned directly to the Council by the Department for Education, but will be devolved to the Mayoral Combined Authority for Cambridgeshire and Peterborough and this means we will need to respond to the new funder's requirements. This will mean delivery will need to be aligned to their local skills strategy, which has been developed alongside the Cambridgeshire and Peterborough Economic Review.

In order to respond to the local landscape and skills agenda and to future proof the service, the Committee agreed, in principle, to operate the service through a new arms-length delivery model with delegated authority to a Governing Board.

### **2.1.2 Governance Model of the Service**

The Adult Learning and Skills service will still legally remain a department of Cambridgeshire County Council but will operate at arm's length, with the County Council delegating the management of finance, human resources, quality and the day-to-day running of the service to the Governing Board.

This is a model currently operated by Peterborough City Council with its service, City College Peterborough. By delivering the services in Cambridgeshire in a similar way, it will enable greater sharing of support functions and expertise, whilst still maintaining

the sovereignty of the two local authorities.

### **2.1.3 The Shadow Governing Board**

The Shadow Governing Board has been developed to oversee the setup of the new delivery model, which will operate as an arms-length service. It is envisaged that the individuals on the Shadow Board will then move to becoming the initial members of the full Governing Board, post April 2019.

The Shadow Governing Board members consist of individuals who either represent a group which has a vested interest in Cambridgeshire skills and/or which has knowledge and expertise that can assist the service (Appendix A gives the biographies of the Shadow Board Members).

A core factor for all Shadow Governing Board member is that they use its (their) powers only in the way in which it (they) consider(s) in good faith and is in the interests of the Adult Skills Service. In addition to this, any Shadow Governing Board member or co-opted board member may not participate in a decision in which he or she (or a person or company connected with him or her) may benefit directly or indirectly and a declaration of interest must be made at the start of the item. If felt appropriate by the chair, then they may be asked to leave this part of the discussion within a board meeting.

The Shadow Board to date has had the responsibility of giving the strategic direction to the service and has taken responsibility for the following:

- 1) An organisational vision (version1) – Appendix B
- 2) Identifying and agreeing a name – “Cambridgeshire Skills”
- 3) Reviewing and agreeing an accommodation strategy - an options appraisal has been carried out regarding the premises that the service will operate from. It has been agreed that there will be an office in the north of the county, and one in the south of the county
- 4) Identifying and agreeing the first version of Key Performance Indicators – Appendix C
- 5) Identifying and agreeing the initial performance monitoring arrangement - Appendix D
- 6) The development and approval of the Full Governing Board Articles and Instruments - Appendix E
- 7) To agree the finalisation of the Scheme of Management

### **2.1.4 Full Governing Board - Post April 1<sup>st</sup> 2019**

As covered in 2.1.2 above, the shadow governing board has developed and approved the Governing Board's proposed Articles and Instruments (Appendix E).

The Governing Board for the Cambridgeshire service will consist of board members representing the council alongside membership drawn from local business who have the skill set to help improve, develop and grow the service, whilst working with the same core values of the service. This model mirrors the model that is successfully used in Peterborough and will ensure the service delivers to the council's strategic priorities, but also allows sufficient scope to draw on the knowledge and expertise of local business and experts in adult skills.

The Chair of the Communities and Partnership Committee will be the Chair of the Governing Board. The board will consist of a minimum of 8 and a maximum of 12 main board members and will be recruited in line with the Articles.

The Governing Board will meet 4 times a year and there will be a twice-yearly report on the service to the Communities and Partnership Committee of Cambridgeshire County Council.

#### **2.1.5 The Cambridgeshire and Peterborough Management Board**

As the backroom services for Cambridgeshire and Peterborough will be delivered by a shared service, there will be an overarching Management Board for the combined service that will have the remit of ensuring quality service and performance for the shared service and will comprise the Chairperson of each Governing Board, the Executive Principal and the relevant council director.

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

#### **3.1 Developing the local economy for the benefit of all**

The proposed objects that the service commits to deliver to and using its funding to support include:

- To advance education
- To relieve unemployment
- To relieve poverty

#### **3.2 Helping people live healthy and independent lives**

The proposed objects that the service commits to deliver to and using its funding to support include:

- To advance health
- The promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of sports and related activities

#### **3.3 Supporting and protecting vulnerable people**

The proposed objects that the service commits to deliver to and using its funding to support include:

- To promote for the benefit of the public the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said



inhabitants

- To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society

(For the purpose of this Article “socially excluded” means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

#### **4. SIGNIFICANT IMPLICATIONS**

##### **4.1 Resource Implications**

The proposal is that these arrangements will be secured on “at worst” cost neutral basis. A financial management scheme will be agreed for oversight of financial governance by the Local Authority and consolidation of financial reporting into the Council’s accounts.

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

There are no significant implications within this category.

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

It should be noted that the provision of s85 Further and Higher Education Act 1992 also allows the council to replace any delegated provisions it puts in place and to terminate the Governing Body arrangements at a later date should it choose to do so.

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

The work carried out by the service is often with the county’s most vulnerable residents and as such makes a positive contribution to issues of equality and accessibility.

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

The current service already operates a partnership model with communities and community groups and this will continue under the proposed new model.

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

At the heart of the Adult Learning and Skills Service in Cambridgeshire is its local engagement and place-based delivery. To ensure appropriate strategic direction is maintained, there will also be two places on the governing board for council representatives.

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

Public health staff work in partnership with the Adult Learning and Skills Service and will continue to be so in this new model.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Kerry Newson
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Matthew Hall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tess Campbell

#### **Appendices:**

- A. The Shadow Board
- B. Cambridgeshire Skills Vision
- C. Target Monitor
- D. Performance Monitoring Arrangements
- E. Articles of Government

## Appendix A - The Shadow Board

Cllr Steve Criswell	Chair	<p>Political representation for CCC.</p> <p>At Cambridgeshire County Council Steve has held 2 Cabinet posts with responsibility for Service Transformation and then Highways. Since the council moved to the 'Committee System' in 2015, Steve has been the Conservative Spokesman for Highways &amp; Community Infrastructure as well as the cross-party lead on Community Resilience and current Chair of the Communities and Partnership Committee. He has been a District Councillor for 15 years and a County Councillor for over 12 years. On Huntingdonshire District Council he spent 12 years chairing the Scrutiny Panel for Health and Social Well-being.</p>
Paul Medd	Chief Exec of Fenland District Council	<p>Representing the Public Sector Board.</p> <p>Paul Medd is Chief Executive at Fenland District Council and has worked at Fenland District Council for over 12 years, 7 of which as the Chief Executive. Paul is a HR practitioner by trade his career has included jobs in both the public and private sectors as well as a three-year stint with a charitable trust working with adults with learning disabilities.</p>
Adrian Chapman	Service Director – Communities and Safety Peterborough City Council and Cambridgeshire County Council	<p>Representing the CCC</p> <p>Adrian's career has involved working in the public and not-for-profit sectors in services aimed at improving outcomes for excluded or marginalised groups, supporting communities to build resilience and capacity, and protecting communities from harm.</p> <p>He has worked across South Yorkshire on major EU-funded regeneration programmes, and developed and led an organisation that created opportunities for people in disadvantaged communities to take up employment and training.</p> <p>Employed by Peterborough City Council in 2006 as Neighbourhood Director for a Government-funded neighbourhood management programme, Adrian has subsequently held a number of posts within the Council, including Head of Neighbourhoods and Assistant Director for Communities and Targeted Services. Until recently, Adrian was the Service Director for Adult Services and Communities - a role focussed on improving outcomes for people, families and communities, tackling inequalities within Peterborough, and for leading the commissioning and delivery of adult social care, community safety, housing services, youth services, early help and prevention, community development, public health delivery, and cohesion and social inclusion services.</p> <p>In July 2017 Adrian was appointed to a shared director role with Cambridgeshire County Council, taking responsibility for a new directorate delivering all community and safety services across Peterborough and Cambridgeshire. In addition to delivering or commissioning direct services for communities (housing, community safety, adult skills, arts, culture and leisure, youth services, community cohesion), the directorate is responsible for building capacity and resilience in order to reduce demand in statutory system-wide services, and for ensuring the stability, cohesion and security of our neighbourhoods.</p>
Fiona McGonigal	CA Business Skills Manager	<p><b>Representing the Combined Authority Business Board</b></p> <p>Representing the CA Business Board</p> <p>Fiona has worked in both the Public and Private Sectors; working in Education for over 10 years and Business sectors from Recruitment, Construction and Financial Services. She has worked previously for an FE College leading on Apprenticeships/ Business Development. With responsibility for employer engagement, Skills, Partnership working and Apprenticeships for the CA. Held the contract for the Careers and Enterprise Company (CEC) for GCGP LEP &amp; established and Chaired the Enterprise Adviser Network. Fiona has supported the establishment of the CA Apprenticeship Ambassador Network, and is Chair of 3 Business Hubs in Cambridge, East Cambs, Rutland.</p>

		Represents the CA on numerous Boards, Groups, and Committees across all priority sectors. Established a LEP wide CEIAG Network of 120 Providers and is Chair.
Gareth John, BA FCA	Executive Chairman and Director First Intuition Cambridge	Accountant - Gareth is a qualified Chartered Accountant and has been involved in professional accountancy training for nearly 20 years. He is deputy president of ICAEW East Anglia of which he will become president in May 2019. He has spent the last decade setting up and running accountancy colleges and has enjoyed helping thousands of students start their careers in finance. Gareth has taught many prizewinners and was awarded UK Accountancy Lecturer of the Year in 2011.
Julie Farrow	Chairman of HWN, Hunts Forum	Representing the Voluntary Sector Julie Farrow has been the Chief Executive for Hunts Forum for 9 years and has over 35-years' experience of working in the not-for-profit sector, bringing expertise on strategic management and partnership working. In 2015 Julie was appointed a Beacon for Change Ambassador for her innovative partnership working and support for small groups. She is highly skilled in project management and community development and represents the sector on a number of joint partnerships across the Eastern Region. Julie has a degree in Health & Community Development and Business Management, has a keen interest in all forms of education.
Mike Kealey	Co-opted HR Advisor	Director of Kealey HR - As Director of Kealey HR Ltd, Mike owns a local HR and Payroll outsourcing business, which he has run for over 15 years currently employing 22 staff. Previously, Mike worked for a locally based white goods manufacture as HR Director for their after sales service and logistics operations and spent several years based in Europe. Mike works closely with Peterborough City Council too and has a Masters in HRM. Mike is also a Fellow of the Institute of Personnel and Development.
Pat Carrington MBE, MBA	Assistant Director Skills and Employment CCC/Executive Principal	Pat has worked in the Adult and Community Learning sector for the past 14 years and has, for the last 7 years, been Principal of City College Peterborough, she is also Assistant Director for Skills and Employment for Cambridgeshire County Council and Peterborough City Council. Prior to this, Pat worked in the business sector working for large companies like Coca Cola as well as small local businesses that operated nationally. Pat has a national profile for adult education. She is a director of AAETO, a not-for-profit company who are the executive board of HOLEX (HOLEX represents a network of 130+ adult and community learning providers and is the sector professional membership body for Local Authority Adult Community Learning (ACL) services) of which she is Chair; sits on the Dept for Education Employer Panel for Business and Management T-Levels and has a seat as a Founding Member for the Education and Training Foundation.

# CAMBRIDGESHIRE SKILLS VISION (version 1)

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## Our Vision

The ambition of Cambridgeshire Skills is to enable people to develop their skills, supporting progress in or into work and education, and enabling participation in society.

Core to this will be its dedication to local communities, business and residents offering skills development in both community and work settings, working with some of the most vulnerable in society alongside adults who are upskilling and those looking for a second choice or second chance education.

It will:

- deliver a strategic, countywide adult education offer aligned to local needs and Labour Market Information.
- engage with business, partners and public sector bodies to identify the skills needed both now and in the future to help drive the economy.
- develop peoples' social and economic wellbeing

It will not:

- work with mainstream 16-18-year olds or organisations that do not align to its core values and vision

## Core Values and Culture

Values are belief systems that guide our behaviour. They are the core principles we will not compromise.

Core values are timeless and do not change. Everything else – practice, strategies, structures, systems, policies and procedures – should continually evolve as we grow.

Our values affect how we behave towards each other through the way people are managed, rewarded, recognised, assessed, selected and promoted.

## Our Values

**THINK CREATIVELY**, pushing the boundaries of possibility.

**ACT WITH INTEGRITY**, showing respect, speaking with courage and candour and always acting in the best interest of people and the organisation.

**DELIVER ON WHAT WE PROMISE**, owning the promise and working with trust and honesty.

**PROMOTE INCLUSIVITY**, understanding and appreciating the perspective of all parties, promoting social inclusion and integration in society.

**REALISE POTENTIAL**, with stretch and challenge, working round obstacles and being fearless in our approach.

**WORK AS ONE**, building the vision together, collaborating and containing personal ego.

## Delivery Priorities for Cambridgeshire

*The ambition of Cambridgeshire Skills is to enable people to develop their skills, supporting progress in or into work and education, and enabling participation in society*

Themes	Mix and Balance of Provision
19 plus adult education	<ul style="list-style-type: none"> <li>Local community based programmed that target the most disadvantaged, moving them onto a journey of improved work prospects</li> <li>Improving pay prospects of low wages and low skilled staff.</li> <li>Targeting specific sectors</li> <li>Improving and driving up the levels of Math's, English and digital skills</li> <li>Working with more routes, pathways and work academies, especially towards first full level 2.</li> <li>Community learning for adaptive sustainable communities including to address some of the barriers to accessing skills development and work</li> </ul>
Retraining schemes for adults	
Workforce development	
Maths, English, ESOL, Digital	
Employability skills	
Inclusive community learning	
Apprenticeships	<b>Maximizing Funding with other funding pots</b> <ul style="list-style-type: none"> <li>Innovation Pilot – DWP</li> <li>Adding value with ESF</li> <li>Controlling Migration funding – Ministry for Housing and Communities</li> <li>Integrating Communities Fund– Ministry for Housing and Communities</li> <li>ERAMUS funding</li> </ul>
Sector based work steams	
Specialist growth areas	<b>Key Measures of Success</b> Future measures to explore, positive impact, improved work and pay prospects, LEO data for earning, responsiveness.
16-24 year olds NEETs type cohorts	

## Appendix C

### Target Monitor

Area	Manager	Income stream	Targets		Actual			Total £	Pipeline		Totals	
			Income	Learner numbers	Income	Learner numbers	Fees		Funding	Fees	Funding	Fees
Direct Delivery	JS	ALS Centres										
		ALDD										
		Family Learning										
		LMW										
Business Development	RM	Sub Contracting										
		ESF - BBO										
		Erasmus - Sharing Stories										
Total												

			<u>In month</u>	<u>Total</u>
Safeguarding Cases				
Nagging Doubts				
Prevent				

Legend
Has hit / Guaranteed
On track planned
Will not hit target

Cambridgeshire Adult Learning and Skills Balanced Score Card												
2018/19												
Core Measure	Link to Strategy	Target 2018/19	Actual 2017/18	1/4 Targets and Actual								Comment Green Target met / Amber 10% variation / Red not met
				Q1		Q2		Q3		Q4		
			Target	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Learner	C										Actual	
Wider Impacts												
Health												
Progression												
Independence, Confidence &												
Relationship												
No Impact												
Success Rates												
Quality of teaching and Learning and observations												
Destination and progression												
Financial	F											
AEB												
Projects												
Fees												
March Community Centre												
Internal and	I											
Matrix												
Equality and Diversity												
Ofsted												
Review of policies												
Staff	S											
Satisfaction Survey												
Staff turnover												
Staff sickness												



## **CAMBRIDGEHSIRE ADULT LEARNING AND SKILLS HIGHLIGHT REPORT**

<b>SERVICE AREA:</b>	
<b>RESPONSIBLE MANAGER:</b>	
<b>REPORTING PERIOD:</b>	

<b>PROGRESS COVERED WITHIN THIS PERIOD</b>
<b>SERVICE PERFORMANCE</b> <ul style="list-style-type: none"> <li>Progress on priorities within service</li> <li>Highlight areas of difficulty in achieving milestones towards targets and risks associated with these - plans to address these</li> </ul>
<b>RISKS</b> <ul style="list-style-type: none"> <li>Highlight the top 3 operational risks this month?</li> <li>What steps are or can be taken to mitigate these risks?</li> </ul>
<b>BIDS AND TENDERS</b> <ul style="list-style-type: none"> <li>Highlight on potential bids (including the £ value to the service)</li> <li>Update of submissions</li> </ul>
<b>FINANCIAL PERFORMANCE</b> <ul style="list-style-type: none"> <li>Overview of performance against budget</li> <li>Difficulties and risks</li> <li>Contracts up for renewal within the next 6 months</li> <li>Planned expenditure over 20K (outside of core budget)</li> </ul>

**STAFFING ISSUES (Redact names)**

- Number of Vacancies
- Attendance Management issues
- Grievances
- New starters for the month
- Disciplinary
- Health and Safety issues

**SERVICE USER ISSUES**

- High risk or problematic cases
- Outstanding complaints
- Compliments

**COMMUNICATIONS**

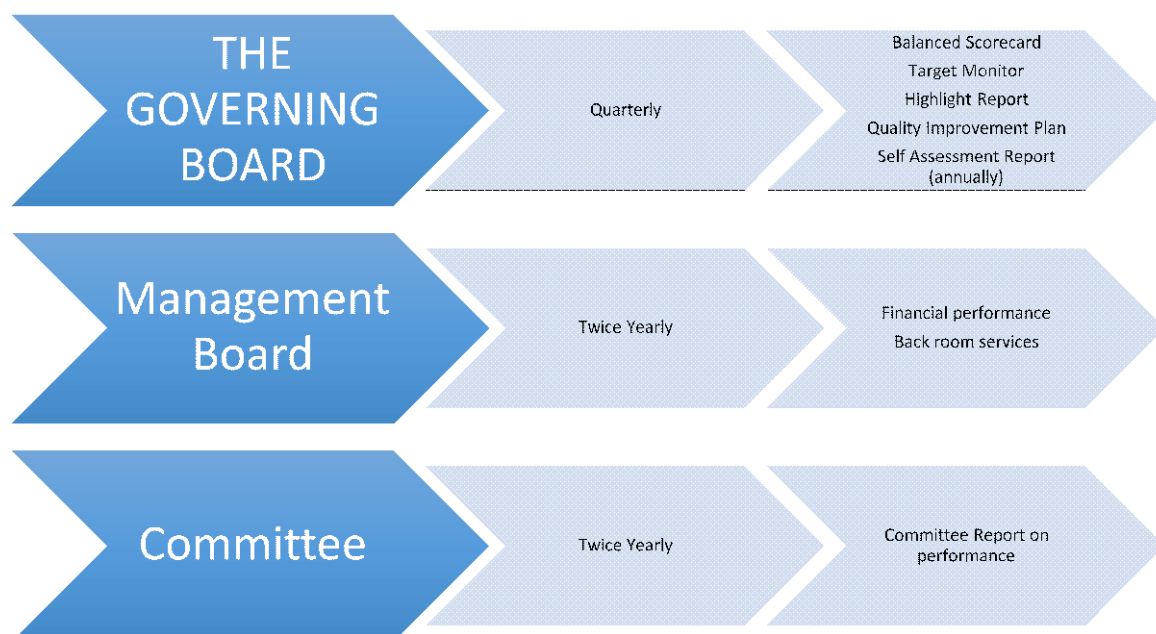
- Good news
- Highlighting Good Practice (i.e. success stories)
- Notified inspections
- Details of any visits to Cambridgeshire by Senior Government Officials or Politicians
- Details of public events being held by service areas

<b>Signed</b>	
<b>Date</b>	

## Appendix D

### PERFORMANCE MONITORING ARRANGEMENTS

The Senior Management Team (SMT) will monitor performance on a weekly and monthly basis, including the Target Monitor and Quality Improvement Plan. The SMT will then responsible for producing a set of management reports for each of the below.



## **Appendix E**

### **Articles of Government –**

#### **1. Conduct of the Service**

- (1) The Governing Board exists to oversee the way the Service is managed and its human and financial resources, and shall determine the general educational character of the Service: to make sure it delivers the Mission Statement in a way that reflects the highest professional and ethical standards, making effective use of available resources.
- (2) The Management Board is ultimately accountable to the Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) for the financial solvency of the Service, sound management and the quality of the service provided. It is accountable for the proper use of the public funds entrusted to it and for the proper business management of commercial activities.
- (3) Subject thereto and to the provisions of these Articles the Executive Principal / Assistant Director and Governing Board shall determine the curriculum of the Service. It is the duty of the Executive Principal / Assistant Director to ensure that the curriculum is appropriate and delivered to a high standard.
- (4) It is the duty of the Governing Board, in discharging their duties in relation to the curriculum for the College, to consider any representations which are made to them about the determination or organisation of the curriculum, by the communities served by the Service within the context of funding contracts and financial stability.
- (5) The Executive Principal / Assistant Director shall be responsible to the Governing Board for the internal organisation, management and discipline of the Service.
- (6) There shall be full consultation between the Executive Principal / Assistant Director and the Chairman of Governors, also between the Executive Principal / Assistant Director and the Director of People and Communities and the Service Director Communities and Safety on matters affecting the Service.
- (7) All proposals and reports from the Executive Principal / Assistant Director affecting the Service should be considered by the Governing Board.
- (8) The Governing Board shall furnish the CCC and PCC with such returns, reports and copies of their minutes, and maintain such records as agreed and required.

## **2. Appointment of Sub-Committees**

The Governing Board may establish sub-committees for example Finance & Workforce, Adult Skills and Communities, Business and Apprenticeships and others as they think appropriate, and determine their membership and function.

## **3. Finance**

The Governing Board, will, conform to the Agreement on delegated Financial Powers, as agreed with the CCC and implemented from 1<sup>st</sup> April 2019.

## **4. Service Staff**

- (1) The Executive Principal and Senior Management Team will determine a complement for the Service of full time and part time staff.
- (2) Subject to these articles, the appointment and dismissal of senior staff will be taken in agreement with the Governing Board or designated Governor.
- (3) No member of the staff or tutors shall undertake any other office or employment which, in the opinion of the Executive Principal in liaison with the Governing Board, or designated governor, interferes with the proper performance of his/her duties.

*NB. Senior Staff refers to the post at and above Vice Principal Level.*

## **5. Premises**

- (1) The Governing Board shall regularly inspect, keep the CCC informed, as appropriate, as to the condition and state of repair of Service premises.
- (2) The Governing Board shall, as appropriate, subject to discussion with the CCC, determine the use to which the College premises, or any part thereof may be put.

## **6. Students, Members, Users**

- (1) The Executive Principal shall, with good cause, have the power to suspend a student/member/user from attendance and will report the matter to the Chairman of the Governors. A student/member/user can request the right of appeal to the Board.
- (2) The Governing Board shall take all possible and reasonable steps to encourage and support the Student Association. The constitution and functions of such a body shall be subject to the approval of the Board.

## **7. Legal issues**

### **Health & Safety Matters**

The Governing Board and the Executive Principal shall comply with all relevant legislation concerning health and safety at service premises, workplace and learning environments.

### **Equality**

The Governing Board and the Executive Principal shall comply with all relevant legislation concerning Equality.

### **Safeguarding**

The Governing Board and the Executive Principal shall comply with all relevant legislation concerning Safeguarding (including Prevent) and will appoint a Governor who will hold specific responsibility for safeguarding issues.

## **8. Key points of liability**

The legal status of the service is a department of Cambridgeshire County Council and as such, liability is held by the County Council

## **9. Copies of Articles**

A copy of these articles shall be given to all Governors and be available to Service staff, tutors and students.

## **10. Date of Articles**

These Articles shall come into force on 1<sup>st</sup> April 2019.

P. Carrington  
Executive Principal and Assistant Director Skills and Employment

## **Instrument of Government -**

Powers and duties of the Governing Board were delegated from Cambridgeshire County Council – in accordance with the 1944 Act replaced by the Further and Higher Education Act 1992 and the Learning and Skills Act 2000.

From CCC through the Director and Committee the Governing Board of the service is granted the delegated powers of school status – that being for the governance, financial and management of the service. The Governing Board, with the senior management team, retained responsibility for human and financial resources, management and curriculum matters and the strategic planning and delivery of adult community learning and skills across the county. The Governing Board does not have legal liability.

### **1. The Governing Board**

(1) The Governing Board of Cambridgeshire Skills hereinafter referred to as 'the Service' shall report ultimately to the CCC

(2) The minimum number of Board members will be eight and maximum twelve

(3) Main Board members will include:

- Executive Principal / Assistant Director Skills and Employment
- Service Leader
- Full Board Members
- Ex-Officio member(s) agreed by the Board
- Clerk to Board (Secretary to the Executive Principal)

(4) The Board may co-opt, for short-term requirements, people with appropriate expertise.

(5) The Board can co-opt and ex-officio member from the CCC

(6) Sub-Committees:

- Sub-committees will be chaired by a member of the Board
- Chairs of sub-committees may co-opt appropriate members but membership should be agreed by the Board
- Student Association (the learners) and Staff representatives can be co-opted onto sub-committees as appropriate and agreed by the Board

## **2. WORKING OF GOVERNING BOARD**

(1) The Board will consist of a:

Chair

Vice-Chair

Clerk to Governors

Sub-Committees (each with a Chair)

(2) Board minutes will be agreed by the Chair prior to circulation

(3) Board meeting agendas will be agreed with the Chair at least ten days prior to a Board meeting

(4) The Agenda and accompanying papers will be circulated at least seven days prior to a Board meeting

(5) There are to be agreed rolling items on the Board agenda for meetings. Currently these include:

- Policies
- Workforce
- Reports from Sub-committees
- Quarterly Management Accounts
- Performance against Targets and Objectives
- Quality
- Health and Safety

(6) AOB does not appear on agendas, unless there is a notice of action given 24 hours in advance of the meeting, this has been replaced by Chairman's Items. Members wishing to raise additional matters should do so under this item with agreement, in advance, from the Chair.

## **3. The Governing Board exists to:**

- Ensure the Service thrives as an organization whilst maintaining prudent control of its human and financial resources and assets



- Make a significant contribution to what the Service does and to ensure the success of its learners
- Assist the Service to maintain a long-term strategic focus whilst working on its shorter-term goals and plans
- Assist the Service in responding to local requirements within the context of regional and national needs
- Ensure that the business operations of the Service prosper
- Maintain the ethos and uniqueness of the Service for adult community learning
- To ensure that a minimum Grade 2 is maintained in Ofsted inspections
- Ensure the Investors in People and MATRIX Standards are maintained.
- To have a Duty of care

In general terms the Governing Board is responsible for the overall functioning of the Service. It is accountable for the quality of service to learners, staff and users and their welfare, the financial health of the Service; the proper use of public funds and sound management

#### **4. Appointment of Governors**

- (1) The first Governors under this Instrument shall be appointed in order that they take up office.
- (2) The Governors shall hold office for a period, determined by the Board; terminating on the date of appointment of their successors. Any changes will be notified to the Clerk to the Governing Board.
- (3) Co-opted Governors will serve for the limited period for which they were co-opted which will normally be less one year.
- (4) Nothing in this sub-paragraph shall affect the determination of the membership of the Governing Body of any person under the provision below.
  - (a) Any vacancy occurring among members shall be notified to the Chair of the Board and Clerk to Governors.

- (b) Any Governor appointed to fill a casual vacancy shall hold office only for the unexpired term of office of the member of the Governing Board whose place has been vacated.

(5) Determination of Membership:

- (a) Any Governor upon ceasing to be a member of the organisation which he/she represents shall cease to represent that organisation on the Governing Body.
- (b) Any Governor who is absent from three consecutive meetings of the Governing Board except for some reason approved by resolution of the Governing Board, or who is incapacitated from acting, or who becomes disqualified to be a member of the body appointing him/her, other than on the grounds set out in Section 80 (i) (b) of the Local Government Act 1972, or who resigns his/her office in writing to the Chair of the Board shall thereupon cease to be a Governor. Any Governor may be removed by the Board's agreement.

(6) Declaration of Interest

- (a) If any Governor has any pecuniary interest direct or indirect in any contract or proposed contract or other matter and is present at a meeting of the Board or any of its Committees at which the contract or other matter is the subject of discussion he/she shall at the meeting, as soon as practicable after the commencement thereof, disclose that fact and shall not take part in any decision or vote on any question with respect to the contract or other matter.
- (b) For the purpose of the foregoing sub-paragraph the provisions of sections 94 to 98 of the Local Government Act 1972 as amended by any subsequent enactment or statutory modification (which relates to the disability of members of local authorities for voting on account of interest in contracts, etc) shall apply mutatis mutandis.

(7) Chairman and Vice-Chairman

- (a) The Governors shall at their April meeting in each Academic year (which commences on 1 August) elect a chairman and a vice-chairman of their meetings for the year.
- (b) The chairman or vice-chairman may not be employed by the Service nor a member of the student body. The election shall be carried out by a secret ballot if there is more than one nomination, otherwise by a show of hands. In the absence of both the chairman and vice-chairman the members of the Governing Board present shall elect a chairman for that meeting before any other business is transacted. The chairman and vice-chairman shall always be eligible for re-election. A casual vacancy may be filled by electing a chairman or vice-chairman for the unexpired portion of the year.

(8) Clerk to the Governing Board

The Secretary to the Executive Principal will act as Clerk to the Governing Board.

(9) Meetings of the Governing Board

- (a) The Board shall hold a meeting at least once every term.
- (b) The quorum for a meeting of the Board shall be 5 (if a minimum membership is 8).
- (c) All meetings of the Board shall be summoned by the Clerk to the Governors.
- (d) A special meeting shall be summoned at any time on the request of either the Chairman, or a quorum of the Board.
- (e) The proceedings of the Board shall not be invalidated by any vacancy in their number, or by any defect in the election, appointment or qualification of any Governor.
- (f) Every question to be determined at a meeting of the Board shall be determined by a majority of the votes of the Governors present and voting on the question, and where there is equal division of votes of the Chairman shall have a second or casting vote.
- (g) Until the contrary is proved the Governing Board shall be deemed to be duly constituted and have the power to deal with the matters referred to in their minutes.
- (h) The Executive Principal is a fully designated and voting member of the Board.

(10) Records of Meetings:

- (a) Minutes shall be kept of all resolutions and proceedings of the Governors and of meetings of Sub-Committees and Advisory Committees.
- (b) These minutes are available for inspection by the CCC and PCC.

(11) Rescinding of Resolutions:

Any resolution of the Governors may be rescinded, or varied at a subsequent meeting if notice of the intention to do so has been given to all Board members at the time of convening the meeting.

(12) Revision of Instrument

This Instrument may be revised at any time by the Board.

(13) Date of Operation

This instrument shall come into force on 1<sup>st</sup> April 2019.

## **5. The Role of a Governor Involves:**

- A current knowledge of the 19+ agenda for adult and lifelong learning.
- A detailed understanding of the market in which we work this includes working with children and young people and the skills agenda
- An understanding of the quality frameworks in which the College/Service operates both locally and nationally for example the annual Self Assessment Report (SAR), The Ofsted Inspectorates Quality Framework, External Awarding Bodies, ESFA and CCC audit requirements.
- Participation in maintaining the Investors in People and MATRIX Standards and Ofsted Inspection. Governors are likely to be called for interview during an Ofsted and other inspections.
- Attending Board meetings
- Attending appropriate sub-group meetings
- Reading through papers in preparation for meetings – for attending meetings, up dating knowledge of adult lifelong learning issues and understanding our business in a climate of continual change
- An understanding of Service finances and resources
- Training as appropriate
- Assist the Service management team in meeting the needs of its learners, communities and other stakeholders

The governance of the Service is incorporated into the leadership and management element of the Ofsted Quality Framework and therefore also the inspection process (Ofsted) and Self-Assessment Framework. The Board is expected to conduct an assessment of its own activities to be included in the Service Self-Assessment Report, which is validated by inspection. The Board will set themselves annual targets against which to assess their effectiveness in governing the Service

## **6. Personal Qualities of a Governor**

A successful governing board thrives on diversity, bringing together a wide range of people with different personalities, backgrounds, lifestyles, skills and experience. The binding factor is an active and positive interest in adult community education (lifelong learning) and skills.

- Commitment to learning and training, and to the success of our learners
- Willingness to contribute to the life and well-being of the Service and its community
- Commitment to strengthening the Service link with business and local communities
- Dedication to acting openly, honestly and with integrity
- Determination to get results by innovation and enterprise
- Time and energy to turn commitment into active and positive involvement
- Understanding the Service vision, aspirations and policies
- A governor will have to complete a Declaration of Interest

P. Carrington  
Executive Principal / Assistant Director Skills and Employment



**COMMITTEE DELIVERY PLAN REVIEW 2018-19**

**To:** Communities and Partnership Committee

**Meeting Date:** 20th December 2018

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

**Electoral division(s):** All

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

**Purpose:** To note and comment on the progress made on delivering the outcomes within the Committee's delivery plan.

**Recommendation:** The Committee is recommended to approve the report.

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

## **1. BACKGROUND**

- 1.1 At its meeting in April 2018, the Committee developed and agreed a work plan for the municipal year. The plan outlined four key priorities that the Committee aimed to have a positive impact on through both its Area Champions and cross cutting agenda.
- 1.2 This report sets out the progress made since April 2018.

## **2. MAIN ISSUES**

- 2.1 The Committee has developed four thematic priorities within its delivery plan for 2018/19. These are:

### **PRIORITY 1: BUILDING AND SUSTAINING COMMUNITY RESILIENCE**

We will know if we are achieving this priority because:

- Communities across Cambridgeshire will be proud, confident and self-reliant as far as possible
- Communities will possess a sense of place and belonging, and will help themselves and each other
- Communities will play a clear and evidenced role in managing and reducing demand for more costly services
- Services delivered with and for communities will achieve better outcomes and/or reduce costs
- Capacity within communities will be harnessed and targeted towards the county's most challenging needs

### **PRIORITY 2: TACKLING DEPRIVATION**

We will know if we are achieving this priority because:

- We will have a collective understanding across the public sector of the causes and effects of deprivation across Cambridgeshire, and how it impacts on the Council, our partners and within our communities
- There will be new and innovative approaches to mitigating the consequences of deprivation
- The gap between the most deprived and least deprived communities will be closed to an agreed level
- The significant effects of deprivation, including those affecting health, employment and crime, will be mitigated

### **PRIORITY 3: ECONOMY AND SKILLS**

We will know if we are achieving this priority because:

- We will have an ambitious, relevant and aspirational adult skills offer in close partnership with the Combined Authority, that provides opportunity for raising attainment, aspiration and earnings potential and reduces reliance on welfare benefits
- Academic and vocational adult learning outcomes will be improved
- There will be increased external investment into the Council's adult skills service, expanding our offer to more communities and employers
- There will be increased business start-ups



## **PRIORITY 4: PARTNERSHIP WORKING**

We will know if we are achieving this priority because:

- We will have powerful, meaningful and relevant partnerships, both for agreeing strategy and policy and for delivering services in new and innovative ways
- Partnerships will focus on shared outcomes rather than organisational or individual issues
- Partnerships will create systems and ways of working that manage and reduce demand
- Partnerships will pool resource, capacity, ideas and intelligence to achieve the best outcomes for our communities

2.2 Within the Committee's delivery plan, a number of actions and work streams were developed - see Appendix 1.

2.3 Some significant achievements include:

### **(a) Developing a new demand management strategy**

The Committee has driven the work around a new demand management approach - Think Communities. Developed in collaboration with public sector organisations across Cambridgeshire and Peterborough, the strategy provides the framework for joint public sector engagement and is based upon the following principles:

The vision of Think Communities focuses on people, places and system change:

- **People:** *Resilient communities across Cambridgeshire and Peterborough where people can feel safe, connected and able to help themselves and each other.*
- **Places:** *New and established communities that are integrated, possess a sense of place, and which support the resilience of their residents.*
- **System:** *A system wide approach in which partners listen, engage and align with communities and with each other, to deliver public service and support community-led activity.*

The Think Communities strategy sets out the partners' pledges to work together to:

- *Empower and enable communities to support themselves and encouraging community-led solutions and intervention. (People)*
- *Work with communities to harness their local capacity targeted towards those in the community requiring the most help. (Places)*
- *Support active, healthy communities to play a clear and evidenced role in improving people's lives, thereby preventing, reducing or delaying the need for more intrusive and costly public services. (Places)*
- *Align resources to create multi-agency support which can flexibly meet the changing needs of our communities. (Systems)*
- *Be prepared to be experimental in our approach, in order to deliver individual local solutions and support ideas that can be replicated. (Systems)*

### **(b) Role of Area Champions**

A paper setting out the achievements of the Area Champions was agreed by this committee on 23rd September 2018 and included a summary of their delivery against

relevant actions shown in Appendix 1. Area Champions have been active in recruiting key workers, encouraging take up of the Innovate and Cultivate fund and actively promoting support for communities and local councils available through the Support Cambridgeshire contract and Local Council Development Plan.

**(c) Work to develop White Ribbon campaign on domestic violence**

Cambridgeshire County Council was successful in gaining White Ribbon accreditation in May 2018. A 2 year action plan is in place working towards re-accreditation in 2020. A work programme is being developed focusing on key dates in 2019. The programme has included identifying four Ambassadors who will take a public role supporting Cambridgeshire County Council's ambition to end violence against women and girls. These Ambassadors were publicly announced to mark White Ribbon Day in November 2018.

**(d) Establishing a cross party working group on tackling poverty**

Emerging work by the working group is shaping the focus and currently includes five priority areas including

- Boosting incomes and reducing costs
- Improving education standards and raising skills
- Strengthening families and communities
- Delivering an effective benefit system
- Promoting long-term economic growth benefiting everyone.

**(e) Developing a new Adult Skills Service**

The Committee has led and overseen the process to begin moving the current adult skills service to an arms-length operation, to enable it to access a broader range of funding, and to enable it to be more agile and aligned to the needs of funders including the Combined Authority. The new service is already operating in shadow form, and we are on target to achieve full arms-length status by April 2019.

**(f) Invested in community organisations through the Innovate and Cultivate fund**

Since Summer 2017, the Committee has endorsed funding to go directly to local organisations who have good ideas about how to do things differently, improve outcomes for those in need, and reduce reliance on Council services. The Innovate and Cultivate fund has stimulated new activity in developing innovative solutions to problems which have an adverse impact on the lives of Cambridgeshire residents.

- 2.4 The delivery plan at Appendix 1 provides a brief summary of progress against each of the actions, along with a RAG rating of progress - green indicating an action is on target to achieve in full, amber indicating that an action is experiencing delays or challenges, and red indicating that an action requires attention as it is not delivering or likely to deliver.
- 2.5 The delivery plan will continue to be delivered throughout the remainder of 2018/19 and into 2019/20, although the Committee is reminded that at its recent meeting, the following strategic themes were agreed as key areas of focus for the coming year:
- to lead the work to prevent and delay demand for services across the Council and the wider public sector

- Establishing some collaborative delivery arrangements with the Combined Authority in relation to shared objectives
- Firmly establishing the new delivery model for Adult Skills that now exists in shadow form
- Ensuring the Shared and Integrated Services programme is driven forward to benefit both Cambridgeshire County and Peterborough City Councils, our partners and our communities
- Actively contributing to the public services reform agenda where appropriate

### **3.1 Developing the local economy for the benefit of all**

The delivery plan for the Committee is centred on supporting the resilience, wellbeing and economic capacity of communities across Cambridgeshire. There are a number of specific actions relating to this ambition (for example, those relating to adult skills), as well as a number of actions that support this ambition indirectly (for example, those which enable volunteering opportunities).

### **3.2 Helping people live healthy and independent lives**

The Committee's ambition is to create resilient, self-reliant communities with a strong sense of place and belonging. The delivery plan supports this ambition, through both direct and indirect actions.

### **3.3 Supporting and protecting vulnerable people**

The Committee's role in supporting other service committees to manage and reduce demand for their services is vital, both from a cost effectiveness perspective but also to ensure that the most vulnerable and at-risk residents can access the right services as swiftly as possible. The Committee is also focused on developing alternatives to statutory services where possible and appropriate, including those for vulnerable residents.

## **4. SIGNIFICANT IMPLICATIONS**

The Think Communities approach has the potential to significantly improve outcomes for communities and reduce demand on public sector services.

### **4.1 Resource Implications**

There are no significant implications within this category.

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

There are no significant implications within this category.

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

There are no significant implications within this category.

#### 4.4 Equality and Diversity Implications

There are no significant implications within this category.

#### 4.5 Engagement and Communications Implications

There are no significant implications within this category.

#### 4.6 Localism and Local Member Involvement

Local Member involvement, including the role of the Area Champions, plays a significant role in the delivery of the objectives contained within the delivery plan.

#### 4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes <b>Name of Financial Officer:</b> Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes <b>Name of Officer:</b> Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Awaiting sign off E-mailed to Salma Kantharia on 05/12/18, followed up on 07/12/18 & 10/12/18, no response received. <b>Name of Legal Officer:</b> Salma Kantharia
Have the equality and diversity implications been cleared by your Service Contact?	Yes <b>Name of Officer:</b> Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes <b>Name of Officer:</b> Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes <b>Name of Officer:</b> Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes <b>Name of Officer:</b> Stuart Keeble

Source Documents	Location
None	

**COMMUNITIES AND PARTNERSHIPS COMMITTEE**

**Delivery Plan**

**PRIORITY 1: COMMUNITY RESILIENCE**

- Resilient communities across Cambridgeshire that are proud, confident, and self-reliant as far as possible.
- Communities that possess a sense of place and belonging, and who help themselves and each other.
- Communities playing a clear and evidenced role in managing and reducing demand for more costly services.
- Services delivered with and for communities that achieve better outcomes and/or reduce costs.
- Capacity within communities that is harnessed and targeted towards the county's most challenging needs.

REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS (staff, tech, etc. )	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE	December 2018 update	RAG (based on progress of activity)
1.1	Oversee the development and delivery of communications messages that make it clear why the Council is investing in community resilience work, including what the benefits are / what will be different for our residents, communities and partners	Sarah Ferguson	April 2018	May 2020	Communications Transformation Team (Citizen Participation) Strengthening Communities	Negative publicity Officer capacity and engagement	Comms plan developed Schedule of comms messages across platforms developed Self-service communication channel for staff, community groups and member	Via action 1.4	The council is due to shortly publish its new Corporate Strategy which set outs how community resilience and engagement will form a core part of the council's role. Comms campaigns to showcase Innovate and Cultivate funded projects has encouraged further take up of the fund and highlighted the opportunities open to those wanting to be innovative in their approach to increasing community capacity and positive outcomes.  CCC held a succesful Parish Council conference in November 2018, with circa 80 local councils in attendance.	Green Red Green
1.2	Agree and maintain a clear relationship between the Committee and the Senior Officer Communities Network, to ensure the outcomes are directly associated with positively impacting on our communities and residents	Adrian Chapman	April 2018	May 2020	All CCC services District Councils Public sector partners Voluntary sector partners	Stakeholder may become disengaged	Direct dialogue maintained between Committee and Network Evidence of Network supporting Committee objectives	Via action 1.4	Over the last year, the relationship and role between the Committee and the Senior Officer Communities Network (SOCN) has been strengthened. The SOCN is now acting as the delivery board to the Public Services Board in relation to the emerging system-wide demand management work, which gives greater scope and opportunity for the Committee to influence strategic direction across the broader public sector in Cambridgeshire.	Green
1.3	Identify and confirm statutory and non-statutory services, and/or services which could be in-scope for being delivered differently, especially where they might deliver better outcomes and/or deliver at a lower cost	Elaine Matthews	June 2018	Refreshed annually	Strengthening Communities Service LGSS Legal Transformation Team CCC Services		Menu of options to consider for alternative delivery models including parish councils and community associations	Via action 1.4	A full review of services has been undertaken to identify those which are core and non core roles for the Council. This forms part of our intelligence for future service delivery as we look to identify new models of commissioning and service delivery. Continuing to develop and deliver the Think Communities agenda with partners will shape this work further over the next year.	Amber
1.4	Develop, agree and deliver a new Cambridgeshire and Peterborough Community Resilience Strategy which drives the approach to working with and alongside communities and residents to achieve the best possible outcomes, building on the experience of national and local projects including the Neighbourhood Cares pilots	Elaine Matthews	July 2018	Reviewed annually	All CCC/PCC services District councils Senior Officers Community Network	Multiple governance layers may slow process or alter direction Engagement and buy in from all partner organisations	Strategy developed, adopted and delivered	Countywide Communities Network Public Service Board Communities and Partnerships Committee	The Strategy has been developed and pilot areas have been identified which are also aligned to Public Services Board priorities. Engagement with Health, Fire and VCS partners through the Living Well Partnerships and Community Safety Partnerships is continuing. Governance arrangements have been agreed through the Senior Officers Communities Network.	Green
1.5	Develop, agree and deliver a delivery plan focussed on the outcomes for each Committee demonstrating the practical ways the C&P Committee will support them, particularly in relation to vulnerable or at risk people, or those who may become so	Adrian Chapman	June 2018	Refreshed annually	All CCC services		Delivery plans developed, adopted and delivered	Partnerships Committee@CC Service Committees	The Committee has developed an agile approach to working with other Committees, establishing effective pathways between services and agendas. The work of the Community Champions over the year has had a number of positive outcomes linked into priorities within Adult Social Care. Similarly, other council services and Committees, have helped to inform where Innovate and Cultivate funding awards can be bent towards broader council priorities.	Amber Red Amber
1.6	Develop and agree a protocol with the Combined Authority to ensure the interface between the CA and communities is effective, ensuring that the work of the CA and the wider public sector is relevant to our residents and is communicated effectively	Adrian Chapman	May-18	Reviewed annually	Combined Authority Senior Officer Community Network	Unable to reach consensus agreement between all parties	Protocol developed and agreed between partners Evidence of collaboration on delivery of relevant projects	Partnerships Committee@Combined Authority	The Committee has made attempts to develop a formal relationship with the Combined Authority, most recently via the new Business Board. This has so far led to Business Board representative on the new shadow skills board.	Amber

1.7	Oversee the work to develop shared services with Peterborough, which seeks to reduce back office costs and ensure that our services meet the needs of our most vulnerable residents	Adrian Chapman	April 2018	May 2020	Peterborough City Council		Successful shared services models	Shared and Integrated Services Board Communities and Partnerships Committee General Purposes Committee PCC Cabinet	The Shared Services Programme between CCC and PCC is established, and work is ongoing. The Committee received a report on the programme at its October meeting.	Amber
1.8	Develop, agree and oversee delivery of an action plan that enables communities to support vulnerable groups, especially where such an approach is likely to achieve better outcomes or reach vulnerable people who may not ordinarily access services including people with learning or other disabilities and mental health conditions	Sarah Ferguson	May 2018	May 2020	All CCC services District councils Potential funding requirements	Funding for community groups Community fatigue/lack of engagement Actions are not targeted at the right group and therefore, have limited impact	Identification of best practice Action plan produced, agreed and delivered	Via action 1.4	As outlined in the Committee report, there has been significant progress in the Committee's work this year to identify issues affecting vulnerable people. This includes the Committee's work on poverty, Armed Forces Community Covenant and the Innovate and Cultivate fund.	Amber
1.9	Develop, agree and oversee delivery of an action plan that trains and supports local Community Champions to support vulnerable people, especially where such an approach is likely to achieve better outcomes or reach vulnerable people who may not ordinarily access services including people with learning or other disabilities and mental health conditions	Sarah Ferguson	May 2018	May 2020	All CCC services District councils Potential funding requirements	Vulnerable people can hard to reach/or define Member capacity, skills and knowledge	Action plan produced, agreed and delivered	Via action 1.4	Achievements include support and better outcomes for vulnerable people via Time banking/Time credits work; an increased involvement of Community Champions in recruiting Reablement workers in priority areas of need; establishment of a Domestic Abuse Champions network.  Community Champions are being supported by the committee to improve accessibility to services for vulnerable victims of hate crime. This includes the identification of new 3rd party reporting centres in order to allow the public to access services through independent channels.	Amber Red
1.10	Develop, agree and oversee delivery of community-based behaviour change programmes that help reduce demand for public services, in turn improving outcomes and wellbeing for our residents	Sarah Ferguson	November 2018	May 2020	Public Health All other CCC services District councils Potential funding requirements	Actions are not targeted in the right geographic/demographic area Lack of community engagement, particularly in diverse communities One size fits all approach Funding	Review of existing Needs Assessments to identify opportunities for community based programmes Establish community and partner stakeholder group to identify key actions Develop, agree and deliver action plan	4th close co-operation with Service Committees	The Think Communities strategy has been agreed, which is working across public sector organisations to help better manage demand for services. As the strategy begins to change the way we deliver services, it will identify new ways of working with our communities to better meet their needs and reduce demand for services in the longer term.	Amber
1.11	Develop and implement an information and advice guide for communities in different languages, targeted towards reducing demand for public services, in turn improving outcomes and wellbeing for our residents	Elaine Matthews	September 2018	Refreshed quarterly	Digital investment All CCC services	Messages do not reach the right groups Lack of literacy could present a barrier for some individuals Insufficient engagement with voluntary/faith sector organisations	Commission VCS organisation to develop messages in a multimedia platform Review Social Media project being delivered through Controlling Migration Fund, and look for opportunities to expand	Via action 1.4	A social media video project developed by the voluntary sector, and commissioned through the Controlling Migration Fund, is well underway. The project develops short animated videos in multiple languages that provide communities with the essential information they need about life in the UK. This would include issues around finding work, education, health care, employment rights etc. The videos are also available in English.	Green
1.12	Develop and oversee programmes that encourage and enable community transport schemes, including informal car sharing, in order to reduce isolation and loneliness, improve social connectivity for our residents, and improve the health and wellbeing of our communities	Paul Nelson	October 2018	May 2020	Potential funding requirements Strengthening communities	Safeguarding policies and procedures need to be considered Public liability implications Poor communication strategy	Transport scheme piloted Develop incentives and rewards for participants based upon Time Credit/Time Bank model	Via action 1.4	A programme has been developed and implemented this year	Blue
1.13	Oversee and implement the process to review and reduce the bureaucracy associated with volunteering and community participation, in order to increase the numbers of people able and willing to volunteer to both improve and enhance their own wellbeing and that of those they might volunteer to support	Elaine Matthews	May 2018	May 2020	Legal services Transformation Services Culture and Community Services	Lack of willingness from council services to change procedures	Delivery of a simplified, safe process for enabling volunteering	Via action 1.4	Procedures around DBS checks have been reviewed and streamlined	Green
1.14	Develop and implement interventions with communities of interest, targeting protected characteristic groups, to ensure that all of our communities are able to reach the information, advice or service they need quickly and easily	Elaine Matthews	December 2018	May 2020	All CCC services District councils Potential funding requirements	Interventions are not sufficiently targeted - one size fits all approach Community fatigue	Action plan produced, agreed and delivered	Via action 1.4	Work has taken place to support protected groups over this year, including Gypsy and Roma Travellers, women and LGBT communities. The locations of Third party hate crime reporting centres for non English speaking citizens are being considered and (re)introduced where needed and effective	Green
1.15	In collaboration with partners, identify where anti-social behaviour impacts most on people and communities, and develop a coordinated community based response	Elaine Matthews	July 2018	March 2019	District Councils Countywide Community Safety Board	Requirement for support from key agencies Need for robust community-based response Funding to deliver agreed interventions	Clear and agreed understanding of the scale and location of the problem Community resilience strategy reflects priorities in relation to community safety Action plan produced, agreed and delivered	Countywide Community Safety Board Countywide Communities Network Communities and Partnerships Committee	County Officer Reps have been identified to link the committee with our Community Safety Partnership (CSP). This is allowing us to tie in with Districts and partners to influence our response to ASB in addition to a wide range of other community safety issues. County research teams are responsible for identifying hotspots and steering tactical responses across all agencies via the CSPs. The reps come together every month to share learning / flag issues across the county and feedback on activity.	Green
1.16	Secure Cambridgeshire County Council accreditation to the White Ribbon Campaign, and develop a clear two year work programme to sustain awareness and action to end male violence against women and girls	Julia Cullum	November 2018	May 2020	All CCC services, notably Communications Team and HR Members Partners	Failure to reach the required national standard	Two year programme of activity agreed by Board Communities and Partnerships Committee	Board	Cambridgeshire County Council was successful in gaining White Ribbon accreditation in May 2018. A 2 year action plan is in place working towards re-accreditation in 2020. A work programme is being developed focusing on key dates in 2019.	Green

1.17	Develop funding options with partners for the continuation of outreach provision for victims of domestic abuse and sexual violence, beyond March 2019, in order to ensure victims are able to receive the support they need	Sarah Ferguson	July 2018	March 2019	DASV Partnership CCC Transformation and Finance teams	Failure to identify or attract additional investment	Commissioning priorities and options developed with partners	Board	Communities and Partnerships Committee	A successful bid has been made with Standing Together to the MHCLG for a 'Whole Housing Approach' to domestic abuse – this includes funding to extend the outreach provision until March 2020. A programme manager for Cambridgeshire will be appointed who will endeavour to look for continued funding.	Green
1.18	Ensure the County Council's commitment in the delivery of the Violence Against Women and Girls Strategy for Cambridgeshire and Peterborough is delivered, to ensure victims receive the support they need, that the behaviour of perpetrators is changed, and that the council is demonstrating systems leadership across the county	Sarah Ferguson	Reviewed yearly	May 2020	DASV Partnership	Failure to deliver to agreed or expected levels	Annual performance report identifies progress, gaps and risks	Board	Communities and Partnerships Committee	The countywide DASV Delivery Board, supported by the DASV Operations Group, is taking forward the Violence Against Women and Girls Strategy and associated action plan. This is updated regularly and an update is taken to the Board on a quarterly basis.	Green
<b>PRIORITY 2: TACKLING DEPRIVATION</b>											
<ul style="list-style-type: none"><li>A collective understanding across the public sector of the causes and effects of deprivation across Cambridgeshire, and how it impacts on the council, our partners and within our communities.</li><li>New and innovative approaches to mitigating the consequences of deprivation</li><li>The gap between the most deprived and least deprived communities is closed to an agreed level.</li><li>The significant effects of deprivation, including those affecting health, employment and crime, are mitigated.</li></ul>											
REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS ( staff, tech, etc. )	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE	December 2018 update	RAG (based on progress of activity)	
2.1	Map out existing work to tackle poverty, identifying resultant duplication and/or gaps, to ensure the best possible projects, programmes and services are implemented to support those people most in need	Ian Phillips	June 2018	Refreshed biannually	All CCC services District councils	Lack of engagement from services	Clear and comprehensive map of existing activity	Countywide Communities Network	As set out in the main Committee report, significant progress has been made in identifying work to tackle poverty across the county. Examples include the cross party working group on tackling poverty, time credits and time banking projects	Amber	
2.2	Identify models of good practice from elsewhere , and test their relevance to Cambridgeshire, to maximise the impact of our interventions and to ensure they are introduced as quickly as possible	Ian Phillips	June 2018	Refreshed biannually	N/A		Shortlist of agreed models to pilot in Cambridgeshire	Via action 2.6		Amber	
2.3	Oversee the development and delivery of short to medium term localised interventions that address identified gaps, in order to implement projects and services that best meet the very local need of affected households and communities	Ian Phillips	October 2018	May 2020	All CCC services District councils Potential funding requirements	Funding and capacity to deliver Limited impact	Report produced detailing mapping work and opportunities for further investment/engagement of services	Via action 2.6		Amber	
2.4	Commission and deliver a needs assessment with a focus on poverty, so that the council and our partners develop a shared, deep and wide view about the extent of poverty and the ways it impacts on our residents	Ian Phillips	December 2018	Refreshed annually	Suported by Public Health All CCC services	Capacity of service to provide	Evidenced needs assessment produced to assist with commissioning and project development	Via action 2.6		Amber	
2.5	Oversee the mapping of key datasets (e.g. children looked after, children in need, delayed transfers of care etc.) to better understand the impacts of poverty on key service user groups and locations, and to measure the impact of our work	Ian Phillips	December 2018	Refreshed quarterly	Supported by Public Health All CCC services		Data methodology and mechanism created to ensure we can measure our impacts	Via action 2.6		Amber	
2.6	Develop and oversee delivery of a new countywide Tackling Poverty Strategy, including long term targeted actions that are informed by the needs assessment and mapping work, with a specific focus on ensuring delivery of actions that deliver rapid but lasting change	Ian Phillips	December 2018	May 2020	All CCC services District councils Public sector partners Voluntary sector partners Potential funding requirements	Funding and capacity to deliver Challenging to make headline impact on poverty, due to external factors e.g. economy	Delivery Plan developed, agreed and delivered Longer term reduction in poverty	work		Communities and Partnerships Committee	Amber
2.7	Develop and deliver targeted interventions to support homeless households and rough sleepers, in close partnership with our colleagues in the district councils, the wider statutory sector and the civil society sector	Sarah Ferguson	June 2018	May 2020	All CCC services District councils	Hard to reach/engage demographic Funding Complex and challenging client needs	Delivery Plan developed, agreed and delivered	County Communities Network Countywide Housing Board Communities and Partnerships Committee		Green	
<b>PRIORITY 3: ECONOMY AND SKILLS</b>											
<ul style="list-style-type: none"><li>An ambitious, relevant and aspirational adult skills offer in close partnership with the Combined Authority, that provides opportunity for raising attainment, aspiration and earnings potential and reduces reliance on welfare benefits.</li><li>Improved academic and vocational adult learning outcomes.</li><li>Increased external investment into the county's adult skills service, expanding our offer to more communities and employers.</li><li>Increased business start-ups.</li></ul>											
REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS ( staff, tech, etc. )	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE	December 2018 update	RAG (based on progress of activity)	
3.1	Support the Community Champions to innovatively recruit c.35 reablement workers to meet the needs of our most vulnerable residents, to improve the career prospects of people seeking work, and to reduce demand for costly and sometimes less appropriate social care interventions	Elaine Matthews	June 2018	September 2018	Adult Services HR & Business Transformation Potential funding requirements Communication team	Funding Lack of skilled workers Lack of Champion capacity & knowledge Comms messages not reaching communities	Action plan developed..... Learning Disability Partnership, Preparing for Adulthood and Adult Learning and Skills working in partnership to create clear progression paths for young people and adults with learning difficulties. CCC becoming a beacon of good practice in the employment of adults with learning difficulties and autism and working with British Association of Supported Employment (BASE) to provide more informative data to reflect our successes.	ps Committee (review of Community Champions)	There has been significant progress in this area which will be reported to both this Committee and Adults Committee with Councillors providing valuable input into this work showing a particular interest in CCC becoming a beacon of good practice in the employment of adults with learning difficulties and autism and working with British Association of Supported Employment (BASE) to provide more informative data to reflect our successes.	Green	
										Red	



3.2	Support the Community Champions to increase the recruitment of and support for foster parents and carers, to meet the needs of our most vulnerable children and young people and their families, and to reduce demand for costly and sometimes less appropriate placements	Elaine Matthews	July 2018	May 2020	Children's Services Adult Services	Lack of Champion capacity Lack of incentive for foster carers to engage	Comms plan developed Engagement of voluntary and faith sector partners to promote fostering within diverse communities Identify initiatives to recognise foster carers	ps Committee (review of Community Champions)	The Combined Authority has now developed their Business Board in September 2018. The Business Board acts as the Local Economic Partnership for Cambridgeshire and sets the strategy for economic growth. Over the last few months, the Committee has sought to establish strong and effective relationships with the Business Board.	Green
3.3	Support the Community Champions to deliver specific actions that support the skills development and employment of people with learning and other disabilities and people with mental health conditions	Elaine Matthews	July 2018	May 2020	Adult Services	Lack of engagement by employers Lack of Area Champion capacity	Action plan developed, agreed and delivered	ps Committee (review of Community Champions)		Amber
3.4	Develop and oversee delivery of specific actions that identify existing skills within migrant populations, and connects those more effectively with better paid jobs	Jawaid Khan	June 2018	May 2020	All CCC services	Lack of formal qualifications/non-transferable qualifications Lack of English language	Develop effective links with community and faith organisations Develop stakeholder group Map skill shortages in the county Develop, agree and deliver skills strategy	Board@communities and Partnerships Committee		Amber
3.5	Support the Community Champions to develop actions that enable more applicants to apply for high priority jobs (e.g. carers, social workers, ICT etc.), in order to support skills and employment shortages in key employment categories and to improve the prosperity and wellbeing of our residents	Elaine Matthews	July 2018	May 2020	All CCC services	Lack of skilled workers Lack of incentive/reward for applicants to apply Lack of area champion capacity	Develop, agree and deliver skills Strategy	ps Committee (review of Community Champions)		Amber
3.6	Develop a shared understanding of the whole adult skills landscape – CCC/PCC/Combined Authority/other providers - in order to maximise the opportunities for our residents, communities and businesses to develop, grow and flourish	Pat Carrington	November 2018	April 2019	Combined Authority	Limited existing intelligence/data/ Data sharing agreements not in place	Visibility and understanding of the components of the adult skills landscape	Board@communities and Partnerships Committee		Red
3.7	Oversee the adoption and delivery of the Skills Blueprint as the interim skills strategy for Cambridgeshire and Peterborough in order to embed the delivery of adult skills in a strategic context and position us well for future skills development opportunities	Pat Carrington	April 2018	May 2020	Peterborough City Council Combined Authority		Interim skills strategy in place enabling focussed delivery and collaborative working	Communities and Partnerships Committee	Earlier this year the Committee agreed to establish a new service to lead its Adult Skills work. Good progress has been made in developing the new organisation, with the Shadow Board now meeting on two occasions. Arrangements are on target to achieve full arms-length status by April 2019.	Green
3.8	Consider and agree the delivery model for the CCC adult skills service in order to ensure it is able to maximise inward investment and is best placed to meet the needs of our residents	Pat Carrington	April 2018	August 2018	Legal services HR & Business Transformation	Once agreed for implementation the time it could takes to transition of services for ICT/ HR and Finance	Options paper developed and agreed	Communities and Partnerships Committee		Green
3.9	Commission and oversee completion of a needs assessment of skills gaps and needs, drilling down to a neighbourhood level, to ensure we are meeting the evidenced needs of our residents and employers	Pat Carrington	November 2018	April 2019	Potential funding requirements Strengthening Communities	Lack of service capacity to develop	Comprehensive knowledge developed about the adult skills needs of our population	Via action 3.6		Green
3.10	Attract inward investment into the CCC adult skills service to diversify and increase its offer to best meet the needs of our residents and employers	Pat Carrington	September 2018	May 2020	Business Transformation Financial Services		Strategy developed to identify funding opportunities	Communities and Partnerships Committee		Green
3.11	Oversee the development of a longer term single system-wide skills strategy and delivery plan to firmly embed the important provision of skills in the economic and social strategies for the county	Pat Carrington	April 2019	Refreshed annually	Peterborough City Council Combined Authority	Partners not engaging through resource issues, CA implementation of the skills budget not yet identified.	Comprehensive, single, system-wide adult skills strategy developed	Board@communities and Partnerships Committee		Green
<b>PRIORITY 4: PARTNERSHIP WORKING</b>  • Powerful, meaningful and relevant partnerships, both for agreeing strategy and policy and for delivering services in new and innovative ways. • Partnerships that focus on shared outcomes rather than organisational or individual issues. • Partnerships that create systems and ways of working that manage and reduce demand. • Partnerships that pool resource, capacity, ideas and intelligence to achieve the best outcomes for our communities.										
REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS ( staff, tech, etc. )	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE	December 2018 update	RAG (based on progress of activity)
4.1	Lead the process to redefine the partnership governance landscape, to ensure it is fit for purpose, avoids duplication, prevents key issues from being missed, and maximises the effectiveness of investment in time and resource from partners. This process should serve to ensure partnerships are delivering positive and meaningful change and improvement to our communities and residents	Adrian Chapman	September 2018	Reviewed biannually	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners	Lack of agreement between partners	MOUs drafted Shared use by staff of the public estate Opportunities for pooling resources pursued	Board@communities and Partnerships Committee	As set out in the main Committee report, the Committee has led the work on Think Communities which will lead to the strengthening of partnership working across the Cambridgeshire public sector landscape. Think Communities will reshape the public sector delivery landscape to join up services, data and delivery.  The Committee has influenced partnership working across a number of organisations, including the Police and Crime Commissioner. This has seen a re-launch of the community safety governance models across Cambridgeshire.	Green



4.2	Work with district councils and public sector partners to develop and deliver place-based forums that ensure partnership working is effective at a local level - for example, taking countywide decisions, policies and interventions and applying them in a more local setting	Sarah Ferguson	September 2018	May 2020	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners	Lack of community engagement/interest	Programme of forums developed and held	Board	Communities and Partnerships Committee	<p>The Local Council Development Plan is in place to encourage parish council development and discussions taking place with potential funding partners to support delivery of the plan.</p> <p>County Council representatives attend each of the District Community Safety Partnerships (CSP) and the Countywide board. Think Communities, the Cambridgeshire and Peterborough shared approach to community resilience, is developing place based pilots to apply the strategy in local settings and links with CSP and Living Well Partnerships.</p>	Green
4.3	Define, agree and implement the support needed in communities to enable them to participate in partnerships, to reduce the top down model and to ensure partnership discussions are relevant, meaningful and are meeting the needs of our residents	Sarah Ferguson	June 2018	May 2020	Business Transformation team	<p>Funding</p> <p>Clarity of role and ability to influence</p> <p>Need to engage a broad range of voluntary sector representation</p>	Identify alternative access channels for the public to engage e.g. social media, live broadcasting etc.		Via action 1.4	Following the agreement of the Think Communities approach, work is now underway to apply the model in the context of reducing, preventing and/or delaying demand for public services. This work will use Think Communities as its core standard, and therefore will have the citizen at its core. The Committee will receive a briefing on this approach at its next Workshop, along with further regular reports throughout the year.	Green
4.4	Lead the process to establish a single system-wide partnership plan and set of principles, that sets out the behaviours, roles and responsibilities of all partners, in order to sustain the work described above	Adrian Chapman	September 2018	Refreshed annually	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners Clinical Commissioning Group	Lack of collective agreement between partners	Plan developed, agreed and delivered		Via action 4.1		Green
4.5	Develop, agree and oversee delivery of an action plan for Community Champions that supports all of the objectives above	Elaine Matthews	May 2018	Refreshed annually	Community Champions	Area Champion capacity	Production of a delivery plan	Partnerships Committee	CCC Service Committees		Green
4.6	Develop and agree, working closely with all Council services and our partners, proposals for discussion with the Combined Authority for future Devolution deals that are built on the experience of other actions contained in this delivery plan and that meet the evidenced needs of our residents	Adrian Chapman	May 2018	May 2020	All CCC services	Lack of support for proposals by the Combined Authority	Further Devolutions submitted	Board	Communities and Partnerships Committee	This work has not progressed, although work is continuing to establish strong and effective relationships with the Combined Authority.	Red Amber
4.7	As a result of the work of the Committee, oversee the delivery of increased external funding for community-related interventions	Adrian Chapman	May 2018	May 2020	All CCC services Business Transformation		Funding bids developed and submitted		Via action 1.4	Additional external funds have been secured relating to both the armed forces covenant programme and the domestic abuse service.	Green











**COMMUNITIES & PARTNERSHIP COMMITTEE REVIEW OF DRAFT REVENUE  
AND CAPITAL BUSINESS PLANNING PROPOSALS FOR 2019/20 TO 2023/24**

*To:* Communities & Partnership Committee

*Meeting Date:* 20 December 2018

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

*Electoral division(s):* All

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

*Purpose:* **This report provides the Committee with an overview of the draft Business Plan revenue and capital that are within the remit of the Communities and Partnership Committee.**

*Recommendation:* **Members are asked to:**

- a) note the overview and context provided for the 2019/20 to 2023/24 Business Plan revenue proposals for the Service, updated since the last report to the Committee in October.**
- b) comment on the draft revenue savings proposals that are within the remit of the Communities and Partnership for 2019/20 to 2023/24, and endorse them to the General Purposes Committee (GPC) as part of consideration for the Council's overall Business Plan.**

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## **1. PURPOSE AND BACKGROUND**

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue and capital budgets, with a focus on those which are relevant to this Committee. The report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets.
- 1.2 In developing our plan we are responding to a combination of cost increases and reduced Government funding which mean we have to make our resources work harder than ever before. To balance the budget whilst still delivering for communities we need to identify savings or additional income of £26.3m for 2019-20, and totaling £68.2m across the full five years of the Business Plan.

## **2. FINANCIAL OVERVIEW UPDATE**

- 2.1 In October, Committees received information about emerging draft proposals to respond to this challenge – at that point we had identified 44% of the savings required and the remaining budget gap for 2019/20 was £21.5m. Additional gaps also existed for the later years of the business plan.
- 2.2 Since October, work on the business plan has continued with a focus on;
- Further exploring the existing schemes, refining the business cases and seeking to push schemes further wherever possible
  - Identifying mitigation measures for the identified pressures – aiming to minimise their impact on the savings requirement for the organisation
- 2.3 We are continuing as an authority to explore every avenue to identify further efficiency or to bring in more funding to the local economy and public sector. In particular;
- We continue to drive forward our Fairer Funding Campaign – arguing for Cambridgeshire to receive a higher and fairer allocation of national funding for education, social care and a range of other services
  - We have applied to be a pilot area for the Government's Business Rates Retention Scheme – which would allow us to reinvest the output of local business growth in local public services and infrastructure
  - We are working in partnership with Peterborough City Council on shared services where it will lead to better outcomes for service users
  - We are driving forward the Adults Positive Challenge Programme which is supporting us to develop a new approach in our adult social care model in the face of growing demand
- 2.4 However the number and scale of the pressures on the organisation which are not directly controllable continues to increase. In addition to the ongoing



reductions in grant from Government, we continue to see demand for services and in particular the most vulnerable increasing significantly.

- 2.5 Throughout the year Adults Services has seen increased demand for services from both older people and people with learning disabilities, above the level expected when budgets were set. We have been successful through early help in constraining this demand and reducing the proportion of over 85s in service but the level of services required by people is rising, putting pressure on the health and social care system (locally and nationally). This rising demand is pushing up unit costs of care which has put pressure on budgets in the second half of the year. Within the Learning Disability Partnership, demand for services is rising as more people are discharged from inpatient units into the community as part of the Transforming Care agenda, and efforts to constrain costs are taking longer than anticipated. The considerable impact on care budgets of this demand for services continues to be mitigated through funding provided by central government, but demand has continued to rise in the second part of the year.
- 2.6 Within Children's services, numbers of children in care remain at around 100 higher than expected based on the performance of Cambridgeshire's statistical neighbours. These higher than anticipated numbers in care have resulted in continuing overspends in directly related budgets – those associated with placement costs, supervised contact and transport costs. Additionally, the foster placement capacity both in house and externally is very stretched by demand both locally and nationally. The shortfall in appropriate fostering provision is increasing the numbers of children requiring residential placements which cost around four times more than equivalent fostering placements.
- 2.7 There has also been a significant increase in numbers of unaccompanied asylum seeking children (UASC) over the last two months. The council receives fixed government grants to fund accommodation costs and support care leavers however this income has not increased in proportion with the UASC population. Additionally, the majority of recent arrivals have been placed in high cost placements due to the unavailability of lower cost accommodation. Within Children's Services we have seen a 13% increase in pupils with Education, Health and Care Plans (EHCPs) between September 2017 and September 2018 and a 20% increase in pupils attending special schools over the same period. These increases, which are in line with national trends, have caused pressures on all elements of the Special Educational Needs Development (SEND) budget.
- 2.8 The increasing number of pupils with EHCPs has also resulted in an increased pressure on the Home to School Transport – Special budget. We are seeing more pupils with SEND being transported and, due to local provision reaching capacity, pupils are being transported significant distances to access education which results in higher transport costs. An increase in complexity of needs has also contributed to this pressure with more pupils needing specialist equipment or passenger assistants to assist their travel. This is against a backdrop of a challenging transport market with quoted costs for routes being significantly higher than in previous years resulting in pressure on Mainstream and LAC transport as well as Special. These two areas are also seeing growing demand due to continuing increases in LAC

numbers and a high volume of in-year admissions to schools outside of catchment area resulting in further budgetary pressures.

- 2.9 The table below provides a summary of the various material (£100k or greater) changes since October in the overall business planning position for 2019/20. It reflects both the positive impact of the new proposals and transformation agenda and the growing pressures we face as a sector. As shown below, the level of unidentified savings has reduced by £2.2m to £19.3m. Work to identify and work up further ideas to fill the gap is ongoing and the pressures emerging are still under review as we monitor trends and develop mitigating strategies.

Description	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000
<b>Remaining Unidentified Savings at October Committees</b>	<b>21,505</b>	<b>8,838</b>	<b>3,807</b>	<b>8,078</b>	<b>3,151</b>
Anticipated further savings within People and Communities	121				
Passenger Transport - Remove Discretionary Concessions	260				
Anticipated further savings within Place and Economy	250	250			
Partnership, Projects and Funding team	101				
<b>Subtotal Business Planning Savings removed since October</b>	<b>732</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>
Dedicated Schools Grant Contribution to Combined Budgets - decision by schools forum	-1,579	1,579	1,500		
Better Care Fund - Investing to support social care and ease pressures in the health and care system	-1,000	1,000			
Income from energy investment schemes			-5,668	89	201
<b>Subtotal reduction in pressures</b>	<b>-2,579</b>	<b>2,579</b>	<b>-4,168</b>	<b>89</b>	<b>201</b>
Increase in inflationary pressures	341		-155	-155	-155
Underachievement of planned 2018/19 waste contract savings	900				
Citizen First, Digital First - underachievement of planned savings from previous years	182				
Reduced LGSS Law dividend expectation	96		-96		
Microsoft Licensing Costs	240				
Increase in Traded Services to Schools pressure	100				
Increase in Home to School Transport for Special Schools - pressure	725				
Home to School Transport for Looked After Children - increased pressure	275				
<b>Subtotal revised pressures</b>	<b>2,859</b>	<b>-</b>	<b>-251</b>	<b>-155</b>	<b>-155</b>

Smoothing fund applied one-off to Children's Services in 18/19, permanent benefit unwound in 2020-21	-3,413	3,413			
Changes to People and Communities fees, charges and schools income compared to 2018-19	1,048				
Investment into Social Work (in relation to the Adults Positive Challenge programme)			1,000		
Operating costs associated with energy investment projects		39	787	22	26
Revised debt charges forecast [costs of borrowing]	-1,197	664	3,176	2	1,922
Improvement in in-year position and combination of minor adjustments	372	272			
Household waste recycling centre changes	-60				
Changes in external income assumptions [future year assumptions about iBCF and RSG*]		-5,000			
Additional changes to funding forecasts		135	-2	-1	-1
<b>Total of Other Changes to Business Plan Assumptions / Finance Adjustments</b>	<b>-3,250</b>	<b>-477</b>	<b>4,961</b>	<b>23</b>	<b>1,947</b>
<b>Revised Gap at December Committees</b>	<b>19,267</b>	<b>11,190</b>	<b>4,349</b>	<b>8,035</b>	<b>5,144</b>

*\*Taking account of government announcements and treatment in similar authorities, we have assumed in 2020-21 that £8m of improved BCF previously assumed as ending will now continue, this is partially offset by assuming a £3m worsening in general funding position (such as RSG).*

- 2.10 The following table shows the total level of savings necessary for each of the next five years, the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found:

	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000
Total Saving Requirement*	26,322	17,591	11,578	7,690	4,972
Identified Savings	-14,506	-6,903	-1,438	246	-23
Identified additional Income Generation*	7,451	502	-5,791	99	195
<b>Residual Savings to be identified</b>	<b>19,267</b>	<b>11,190</b>	<b>4,349</b>	<b>8,035</b>	<b>5,144</b>

*\*The Total Saving Requirement and Identified additional Income Generation in 2019-20 have both been reduced by £9m as a result of the closure of Cambridgeshire Catering and Cleaning Services with a net nil impact on the budget gap.*

- 2.11 The following funding options are available to the council to contribute towards closing the gap for 2019/20 and beyond:

Item	2019-20	2020-21	Recurring/ non-recurring	Confirmed/ unconfirmed
Further 1% Council tax increase	<b>-£2.75m</b>		Recurring	Local Decision
Revenue investment of recurring MRP savings	<b>-£6.1m</b>	<b>£0.55m</b>	Recurring but diminishing	Local Decision
Revenue investment of recurring smoothing fund	<b>-£9.1m</b>		Recurring	Local Decision
<b>Subtotal - locally controlled/recurrent</b>	<b>-£17.95m</b>	<b>£0.55m</b>		
Assume negative RSG deferred	<b>-£7.1m</b>		Unclear	Preferred national option
<b>Subtotal – national funding changes</b>	<b>-£7.1m</b>			
Transformation fund closure after current commitments	<b>-£14.0m</b>		Non-recurring	Local decision with conditions
Income from Business Rates Pilot	<b>-£7.67m</b>	<b>£7.67m</b>	Non-recurring	National decision
<b>Subtotal non-recurring funding</b>	<b>-£21.67m</b>	<b>£7.67m</b>		

### 3 ASSUMPTIONS AND RISKS

- 3.1 In the business planning tables the level of savings required is based on a 3.99% increase in Council Tax in 2019-20, through levying the Adult Social Care precept of 2% and a 1.99% general Council Tax increase. It is unclear whether the Adult Social Care precept will continue after 2019-20, therefore only a general Council Tax increase of 1.99% is included from 2020-21 onwards. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.75m.
- 3.2 There is currently a limit on the increase of Council Tax to 2.99%, above which approval must be sought from residents through a positive vote in a local referendum. The estimated cost of a referendum in May 2019 would be £742k with further costs incurred if the public reject the proposal as new bills would need to be issued.
- 3.3 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:
- Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the outturn position of the Council will impact the savings requirement in 2019-20. This is particularly relevant to demand led budgets such as children in care or adult social care provision.
  - Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. The settlement included a negative allocation of Revenue Support Grant for the Council in 2019/20. There has been a recent consultation regarding Negative Revenue Support Grant however the outcome will not be known until the provisional Local Government Finance Settlement on 6<sup>th</sup> December. Our business plan currently makes a prudent assumption of a £7m negative RSG allocation in 2019/20 as proposed in the 2015 Spending Review. The Government's preferred treatment is to eliminate negative RSG using the central share of business rate receipts.

- From 2020/21, local authorities will retain 75% of business rates, the tier split of business rates between Counties and Districts is subject to change, and the funding baselines for local authorities will be reassessed. There is therefore a significant level of uncertainty around the accuracy of our funding assumptions from 2020/21 onwards. The Council's future funding position will remain unclear until Government provides an indicative allocation of business rates in Spring 2019.

#### **4. CAPITAL PROGRAMME UPDATE**

- 4.1 The draft capital programme was reviewed individually by service committees in October and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by GPC in November. As a result further work was required on a handful of schemes, as well as further work ongoing to revise and update the programme in light of continuing review by the Capital Programme Board, changes to overall funding or to specific circumstances surrounding individual schemes.
- 4.2 The Council is still awaiting funding announcements regarding various capital grants which are expected to be made during December/January, plus the ongoing nature of the capital programme inevitably means that circumstances are continually changing. Therefore Services will continue to make any necessary updates in the lead up to the January GPC meeting at which the Business Plan is considered.

#### **5. OVERVIEW OF COMMUNITIES & PARTNERSHIP'S DRAFT REVENUE PROGRAMME**

- 5.1 All of the proposals within the remit of the Committee, including those which are unaltered since October, are described in the business planning tables (Appendix 1 – see Table 3) and business cases (Appendix 2). The October papers are available to view [here](#).
- 5.2 The Committee is asked to comment on these revised proposals, and endorse them to GPC for consideration as part of the Council's development of the Business Plan for the next five years. Although now well developed, the proposals are still draft at this stage and it is only at Full Council in February 2019 that proposals are finalised and become the Council's Business Plan. The following proposals are available in Appendix 2:
- 5.3 **C/R.6.101 Sharing with other councils - Cambridgeshire & Peterborough Shared Services Programme (-500k)**
- 5.4 **A/R.6.211 Safer Communities Partnership - Substitute Grant Funding (-30k)**
- 5.5 **A/R.6.212 Strengthening Communities - Post Savings (-30k)**
- 5.6 Following October committee feedback, the following proposals have been removed:
- 5.7 **B/R.6.201 Partnerships, Projects and Funding Team (-101k)**

## 6. NEXT STEPS

- 6.1 Following December service committees, GPC will review the overall programme in December, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.

December	Local Government Financial Settlement Published
January	GPC will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

## 7. ALIGNMENT WITH CORPORATE PRIORITIES

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

- 7.1 **Developing the local economy for the benefit of all**  
There are no significant implications for this priority.
- 7.2 **Helping people live healthy and independent lives**  
The impact of these proposals is summarised in the community impact assessments, see Appendix 2, as part of the business cases.
- 7.3 **Supporting and protecting vulnerable people**  
The impact of these proposals is summarised in the community impact assessments, see Appendix 2, as part of the business cases.

## 8. SIGNIFICANT IMPLICATIONS

- 8.1 **Resource Implications**  
Resource Implications – All implications are detailed in the Business Cases and CIAs in Appendix 2.
- 8.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**  
Procurement/Contractual/ Council Contract Procedure Rules – All implications are detailed in the Business Cases and CIAs in Appendix 2.
- 8.3 **Statutory, Legal and Risk implications**  
All implications are details in the Business Cases and CIAs in Appendix 2.
- 8.4 **Equality and Diversity Implications**  
The Community Impact Assessments describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups. (See Appendix 2)
- 8.5 **Engagement and Consultation Implications**  
Draft Community Impact Assessments (CIAs) for the savings proposals are attached to this paper for consideration by the Committee, and where

applicable these will be developed based on consultation with service users and stakeholders. (See Appendix 2)

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

As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

#### 8.7 **Public Health Implications**

All implications are detailed in the Business Cases and CIAs in Appendix 2.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Stephen Howarth
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Paul White
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes Fiona McMillan
<b>Are there any Equality and Diversity implications?</b>	Covered in impact assessments Julia Turner
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Christine Birchall
<b>Are there any Localism and Local Member involvement issues?</b>	No Julia Turner
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Liz Robin

Source Documents	Location
October 2018 Committee Business Planning Papers	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/843/Committee/44/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/843/Committee/44/Default.aspx</a>

**Appendix 1a** - Finance P&C Tables 1 & 2

**Appendix 1b** - Finance P&C Table 3

**Appendix 1c** - Finance CS & LGSS Table 3

**Appendix 2** - C&P Draft Business Case proposals within the remit of this Committee



## Section 3 - A: People & Communities

**Table 1: Revenue - Summary of Net Budget by Operational Division**

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	<b>Director of Adults and Safeguarding</b>							
-17,512	Strategic Management - Adults	-18,496	-329	-18,825	-17,825	-14,825	-13,825	-13,825
1,454	Principal Social Worker, Practice and Safeguarding	1,605	-137	1,468	1,536	1,536	1,536	1,536
939	Autism and Adult Support	1,071	-26	1,045	1,146	1,248	1,348	1,443
661	Carers	416	-	416	266	366	366	366
	<i>Learning Disability Partnership</i>							
3,614	LD Head of Service	4,499	-145	4,354	3,794	3,795	3,796	3,796
34,173	LD - City, South and East Localities	36,834	-1,574	35,260	36,467	37,609	38,517	38,832
29,663	LD - Hunts and Fenland Localities	31,789	-1,184	30,605	31,657	32,650	33,435	33,689
5,782	LD - Young Adults Team	6,910	-75	6,835	7,844	8,847	9,822	10,722
6,071	LD - In House Provider Services	6,516	-332	6,184	6,184	6,184	6,184	6,184
-18,387	LD - NHS Contribution to Pooled Budget	-297	-18,387	-18,684	-18,684	-18,684	-18,684	-18,684
	<i>Older People and Physical Disability Services</i>							
11,354	Physical Disabilities	13,358	-1,589	11,769	11,920	12,356	12,840	13,340
19,287	OP - City & South Locality	26,614	-6,863	19,751	20,326	21,810	23,530	24,876
5,898	OP - East Cambs Locality	8,535	-2,533	6,002	6,235	6,866	7,595	8,150
8,948	OP - Fenland Locality	12,471	-3,332	9,139	9,461	10,270	11,207	11,936
12,486	OP - Hunts Locality	18,243	-5,478	12,765	13,125	14,205	15,505	16,582
855	Neighbourhood Cares	1,127	-233	894	925	955	977	977
1,872	Discharge Planning Teams	1,932	-42	1,890	1,890	1,890	1,890	1,890
8,257	Shorter Term Support and Maximising Independence	9,041	-456	8,585	8,585	8,585	8,585	8,585
	<i>Mental Health</i>							
368	Mental Health Central	394	-20	374	374	374	374	374
6,821	Adult Mental Health	7,305	-478	6,827	6,897	6,986	7,063	7,083
6,503	Older People Mental Health	8,080	-1,219	6,861	7,245	7,676	8,151	8,534
<b>129,107</b>	<b>Subtotal Director of Adults and Safeguarding</b>	<b>177,947</b>	<b>-44,432</b>	<b>133,515</b>	<b>139,368</b>	<b>150,700</b>	<b>160,212</b>	<b>166,386</b>
	<b>Director of Commissioning</b>							
859	Strategic Management - Commissioning	915	-49	866	866	866	866	866
865	Access to Resource & Quality	958	-79	879	879	879	879	879
300	Local Assistance Scheme	300	-	300	300	300	300	300
	<i>Adults Commissioning</i>							
5,590	Central Commissioning - Adults	34,829	-31,169	3,660	3,717	3,771	3,810	3,810
951	Integrated Community Equipment Service	5,810	-4,756	1,054	1,117	1,180	1,240	1,300
3,730	Mental Health Commissioning	3,742	-105	3,637	3,637	3,637	3,637	3,637
	<i>Childrens Commissioning</i>							
19,642	LAC Placements	22,852	-	22,852	21,997	21,979	24,642	27,244
2,472	Commissioning Services	2,497	-	2,497	2,497	2,497	2,497	2,497

## Section 3 - A: People & Communities

**Table 1: Revenue - Summary of Net Budget by Operational Division**

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
7,871	Home to School Transport - Special	9,930	-109	9,821	10,183	10,545	10,937	11,344
1,631	LAC Transport	2,004	-	2,004	2,056	2,110	2,164	2,223
<b>43,911</b>	<b>Subtotal Director of Commissioning</b>	<b>83,837</b>	<b>-36,267</b>	<b>47,570</b>	<b>47,249</b>	<b>47,764</b>	<b>50,973</b>	<b>54,101</b>
	<b>Director of Community &amp; Safety</b>							
-38	Strategic Management - Communities & Safety	26	-63	-37	-37	-37	-37	-37
969	Youth Offending Service	1,699	-753	946	946	946	946	946
356	Youth and Community Services	336	-6	330	330	330	330	330
904	Safer Communities Partnership	995	-110	885	885	885	885	885
498	Strengthening Communities	523	-61	462	495	495	495	495
-176	Adult Learning and Skills	2,484	-2,304	180	180	180	180	180
<b>2,513</b>	<b>Subtotal Director of Community &amp; Safety</b>	<b>6,063</b>	<b>-3,297</b>	<b>2,766</b>	<b>2,799</b>	<b>2,799</b>	<b>2,799</b>	<b>2,799</b>
	<b>Director of Children &amp; Safeguarding</b>							
3,479	Strategic Management - Children & Safeguarding	4,342	-90	4,252	4,252	4,252	4,252	4,252
1,988	Partnerships and Quality Assurance	2,249	-167	2,082	2,082	1,997	1,997	1,997
11,112	Children in Care	13,858	-2,392	11,466	12,108	12,889	13,793	14,846
2,660	Integrated Front Door	2,896	-208	2,688	2,688	2,688	2,688	2,688
-100	Children's Centres Strategy	70	-170	-100	70	70	70	70
839	Support to Parents	2,901	-2,057	844	994	994	994	994
5,282	Adoption	5,351	-	5,351	5,351	5,351	5,351	5,351
1,940	Legal Proceedings	1,940	-	1,940	1,940	1,940	1,940	1,940
	<i>District Delivery Service</i>							
4,646	Safeguarding Hunts and Fenland	4,678	-	4,678	4,678	4,678	4,678	4,678
4,489	Safeguarding East & South Cambs and Cambridge	4,557	-35	4,522	4,522	4,522	4,522	4,522
4,817	Early Help District Delivery Service - North	4,984	-78	4,906	4,906	4,906	4,906	4,906
4,736	Early Help District Delivery Service - South	4,973	-140	4,833	4,833	4,833	4,833	4,833
<b>45,888</b>	<b>Subtotal Director of Children &amp; Safeguarding</b>	<b>52,799</b>	<b>-5,337</b>	<b>47,462</b>	<b>48,424</b>	<b>49,120</b>	<b>50,024</b>	<b>51,077</b>
	<b>Director of Education</b>							
163	Strategic Management - Education	142	-	142	142	142	142	142
1,443	Early Years Service	1,694	-458	1,236	1,220	1,220	1,220	1,220
62	Schools Curriculum Service	244	-181	63	63	63	63	63
1,095	Schools Intervention Service	1,542	-532	1,010	1,010	1,010	1,010	1,010
776	Schools Partnership Service	954	-143	811	811	811	811	811
199	Childrens' Innovation & Development Service	533	-332	201	216	216	216	216

## Section 3 - A: People & Communities

**Table 1: Revenue - Summary of Net Budget by Operational Division**

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
2,910	Redundancy & Teachers Pensions <i>SEND Specialist Services (0 - 25 years)</i>	3,385	-475	2,910	2,910	2,910	2,910	2,910
8,071	SEND Specialist Services	8,272	-166	8,106	8,113	8,113	8,113	8,113
150	Funding to Special Schools and Units	150	-	150	150	150	150	150
6,542	Children's Disability Service	7,043	-465	6,578	6,578	6,578	6,578	6,578
15,315	High Needs Top Up Funding	15,315	-	15,315	15,315	15,315	15,315	15,315
9,973	SEN Placements	10,864	-891	9,973	9,973	9,973	9,973	9,973
381	Early Years Specialist Support	381	-	381	381	381	381	381
1,519	Out of School Tuition <i>0-19 Place Planning &amp; Organisation Service</i>	1,519	-	1,519	1,519	1,519	1,519	1,519
3,765	0-19 Organisation & Planning	4,023	-302	3,721	3,721	3,721	3,721	3,721
92	Early Years Policy, Funding & Operations	93	-	93	93	93	93	93
168	Education Capital	272	-98	174	174	174	174	174
8,742	Home to School Transport - Mainstream	9,369	-183	9,186	9,389	9,624	9,883	10,149
<b>61,366</b>	<b>Subtotal Director of Education</b>	<b>65,795</b>	<b>-4,226</b>	<b>61,569</b>	<b>61,778</b>	<b>62,013</b>	<b>62,272</b>	<b>62,538</b>
	<b>P&amp;C Executive Director</b>							
832	P&C Executive Director	1,094	-250	844	2,574	4,225	4,225	4,225
90	Central Financing	91	-	91	91	91	91	91
<b>922</b>	<b>Subtotal P&amp;C Executive Director</b>	<b>1,185</b>	<b>-250</b>	<b>935</b>	<b>2,665</b>	<b>4,316</b>	<b>4,316</b>	<b>4,316</b>
-21,563	DSG Adjustment	-	-42,959	-42,959	-42,959	-42,959	-42,959	-42,959
	<b>Future Years</b>							
-	- Inflation	-	-	-	2,917	5,777	8,638	11,499
-	- Savings	-	-	-				
<b>262,144</b>	<b>P&amp;C BUDGET TOTAL</b>	<b>387,626</b>	<b>-136,768</b>	<b>250,858</b>	<b>262,241</b>	<b>279,530</b>	<b>296,274</b>	<b>309,756</b>

## Section 3 - A: People & Communities

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Director of Adults and Safeguarding</b>							
Strategic Management - Adults	-17,512	32	-	105	-	-1,450	-18,825
Principal Social Worker, Practice and Safeguarding	1,454	14	-	-	-	-	1,468
Autism and Adult Support	939	8	87	11	-	-	1,045
Carers	661	5	-	-	-	-250	416
<i>Learning Disability Partnership</i>							
LD Head of Service	3,614	1	-	2,001	-	-1,262	4,354
LD - City, South and East Localities	34,173	22	402	663	-	-	35,260
LD - Hunts and Fenland Localities	29,663	30	325	587	-	-	30,605
LD - Young Adults Team	5,782	54	900	99	-	-	6,835
LD - In House Provider Services	6,071	113	-	-	-	-	6,184
LD - NHS Contribution to Pooled Budget	-18,387	-	-	-297	-	-	-18,684
<i>Older People and Physical Disability Services</i>							
Physical Disabilities	11,354	131	407	146	-	-269	11,769
OP - City & South Locality	19,287	274	890	394	-	-1,094	19,751
OP - East Cambs Locality	5,898	80	368	127	-	-471	6,002
OP - Fenland Locality	8,948	125	481	177	-	-592	9,139
OP - Hunts Locality	12,486	183	707	288	-	-899	12,765
Neighbourhood Cares	855	10	-	29	-	-	894
Discharge Planning Teams	1,872	18	-	-	-	-	1,890
Shorter Term Support and Maximising Independence	8,257	148	-	-	-	180	8,585
<i>Mental Health</i>							
Mental Health Central	368	6	-	-	-	-	374
Adult Mental Health	6,821	65	24	76	-	-159	6,827
Older People Mental Health	6,503	86	274	102	-	-104	6,861
<b>Subtotal Director of Adults and Safeguarding</b>	<b>129,107</b>	<b>1,405</b>	<b>4,865</b>	<b>4,508</b>	<b>-</b>	<b>-6,370</b>	<b>133,515</b>
<b>Director of Commissioning</b>							
Strategic Management - Commissioning	859	7	-	-	-	-	866
Access to Resource & Quality	865	14	-	-	-	-	879
Local Assistance Scheme	300	-	-	-	-	-	300
<i>Adults Commissioning</i>							
Central Commissioning - Adults	5,590	74	-	52	-	-2,056	3,660
Integrated Community Equipment Service	951	39	64	-	-	-	1,054
Mental Health Commissioning	3,730	6	-	-	-	-99	3,637
<i>Childrens Commissioning</i>							
LAC Placements	19,642	360	2,161	2,700	-	-2,011	22,852
Commissioning Services	2,472	25	-	-	-	-	2,497

## Section 3 - A: People & Communities

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Home to School Transport - Special	7,871	237	348	1,475	-	-110	9,821
LAC Transport	1,631	49	49	275	-	-	2,004
<b>Subtotal Director of Commissioning</b>	<b>43,911</b>	<b>811</b>	<b>2,622</b>	<b>4,502</b>	<b>-</b>	<b>-4,276</b>	<b>47,570</b>
<b>Director of Community &amp; Safety</b>							
Strategic Management - Communities & Safety	-38	1	-	-	-	-	-37
Youth Offending Service	969	17	-	-	-	-40	946
Youth and Community Services	356	14	-	-	-	-40	330
Safer Communities Partnership	904	11	-	-	-	-30	885
Strengthening Communities	498	4	-	-	-	-40	462
Adult Learning and Skills	-176	-	-	-	-	356	180
<b>Subtotal Director of Community &amp; Safety</b>	<b>2,513</b>	<b>47</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>206</b>	<b>2,766</b>
<b>Director of Children &amp; Safeguarding</b>							
Strategic Management - Children & Safeguarding	3,479	88	-	685	-	-	4,252
Partnerships and Quality Assurance	1,988	9	-	85	-	-	2,082
Children in Care	11,112	130	660	235	-	-671	11,466
Integrated Front Door	2,660	28	-	-	-	-	2,688
Children's Centres Strategy	-100	-	-	-	-	-	-100
Support to Parents	839	5	-	-	-	-	844
Adoption	5,282	69	-	-	-	-	5,351
Legal Proceedings	1,940	-	-	-	-	-	1,940
<i>District Delivery Service</i>							
Safeguarding Hunts and Fenland	4,646	32	-	-	-	-	4,678
Safeguarding East & South Cambs and Cambridge	4,489	33	-	-	-	-	4,522
Early Help District Delivery Service - North	4,817	89	-	-	-	-	4,906
Early Help District Delivery Service - South	4,736	97	-	-	-	-	4,833
<b>Subtotal Director of Children &amp; Safeguarding</b>	<b>45,888</b>	<b>580</b>	<b>660</b>	<b>1,005</b>	<b>-</b>	<b>-671</b>	<b>47,462</b>
<b>Director of Education</b>							
Strategic Management - Education	163	12	-	148	-	-181	142
Early Years Service	1,443	9	-	-	-	-216	1,236
Schools Curriculum Service	62	1	-	-	-	-	63
Schools Intervention Service	1,095	15	-	-	-	-100	1,010
Schools Partnership Service	776	35	-	-	-	-	811
Children's Innovation & Development Service	199	2	-	-	-	-	201

### Section 3 - A: People & Communities

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Redundancy & Teachers Pensions	2,910	-	-	-	-	-	2,910
<i>SEND Specialist Services (0 - 25 years)</i>							
SEND Specialist Services	8,071	35	-	-	-	-	8,106
Funding to Special Schools and Units	150	-	-	-	-	-	150
Children's Disability Service	6,542	36	-	-	-	-	6,578
High Needs Top Up Funding	15,315	-	-	-	-	-	15,315
SEN Placements	9,973	-	-	-	-	-	9,973
Early Years Specialist Support	381	-	-	-	-	-	381
Out of School Tuition	1,519	-	-	-	-	-	1,519
<i>0-19 Place Planning &amp; Organisaion Service</i>							
0-19 Organisation & Planning	3,765	6	-	-	-	-50	3,721
Early Years Policy, Funding & Operations	92	1	-	-	-	-	93
Education Capital	168	6	-	-	-	-	174
Home to School Transport - Mainstream	8,742	265	179	-	-	-	9,186
<b>Subtotal Director of Education</b>	<b>61,366</b>	<b>423</b>	<b>179</b>	<b>148</b>	<b>-</b>	<b>-547</b>	<b>61,569</b>
<b>P&amp;C Executive Director</b>							
P&C Executive Director	832	12	-	-	-	-	844
Central Financing	90	-	-	-	-	-	91
<b>Subtotal P&amp;C Executive Director</b>	<b>922</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>935</b>
DSG Adjustment	-42,959	-	-	-	-	-	-42,959
<b>P&amp;C BUDGET TOTAL</b>	<b>240,748</b>	<b>3,278</b>	<b>8,326</b>	<b>10,163</b>	<b>-</b>	<b>-11,658</b>	<b>250,858</b>

## Section 3 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	368,970	387,626	398,889	416,335	433,236		
A/R.1.001	Increase in expenditure funded from external sources	5,612	-	-	-	-	Increase in expenditure budgets (compared to published 2018-19 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2018-19.	C&P, C&YP, Adults
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-38	-36	-34	-	-	- The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year.	Adults
A/R.1.004	Improved Better Care Fund (BCF)	1,743	-	-	-	-	- The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. The spending plan includes schemes around preventing falls, increasing independence, investment in suitable housing for vulnerable people and enhanced intermediate tier, Reablement and homecare for people leaving hospital.The Better Care Fund includes an element of funding intended to protect Adult Social Care services, as the revenue support grant has decreased and demand continues to increase.	Adults
A/R.1.005	Transferred Function - National Careers service	-356	-	-	-	-	- Transferred Function - National Careers service	C&P
A/R.1.007	Removal of temporary project worker funding	-45	-	-	-	-	- Removal of one-year funding for post	Adults
A/R.1.013	Change in Public Health grant MOU funded expenditure	10	-	-	-	-	- Child and Adolescent Mental Health trainer service move to Public Health Directorate and Kick Ash service moved into P&C from P&E.	C&YP
1.999	REVISED OPENING GROSS EXPENDITURE	375,896	387,590	398,855	416,335	433,236		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	1,060	867	806	807	807	Forecast pressure from inflation relating to employment costs. On average, 0.6% inflation has been budgeted for, to include inflation on pay of 1%, employer's National Insurance and employer's pension contributions in line with previous years national pay offers.The Local Government Pay offer for 2019-20 includes a minimum 2% increase however, to reflect the effect this has on the Council as a whole this increased pressure is being held centrally ref. C/R.4.010.	Adults, C&YP
A/R.2.002	Centrally funded inflation - Care Providers	1,213	1,199	1,199	1,199	1,199	Forecast pressure from general inflation relating to care providers. Additional pressure funding is allocated to enable increases in the minimum wage to be factored into provider uplifts as A/R.4.009.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	510	538	542	542	542	Inflation is currently forecast at 2.2%.	Adults, C&YP
A/R.2.004	Centrally funded inflation - Transport	551	367	367	367	367	Forecast pressure for inflation relating to transport. This is estimated at 3%.	Adults, C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	101	103	103	103	103	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.2% increase.	Adults, C&YP
2.999	Subtotal Inflation	3,435	3,074	3,017	3,018	3,018		

## Section 3 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
A/R.3.002	Funding for additional Physical Disabilities demand	407	456	470	484	500	Additional funding to ensure we meet the rising level of needs amongst people with physical disabilities. Based on modelling the expected increased number of service users and the increase complexity of existing service users needs we are increasing funding by £407k to ensure we can provide the care that is needed.	Adults
A/R.3.003	Additional funding for Autism and Adult Support demand	87	89	91	92	95	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 17 people will enter this service in 19/20 and so, based on a the anticipated average cost, we are investing an additional £87k to ensure we give them the help they need.	Adults
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	1,627	1,584	1,543	1,505	1,469	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £899k in 2019/20 to provide care for a projected 60 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £728k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. The total additional resource we are allocating is therefore £1,627k to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	38	39	30	35	35	Additional funding for a net increase of 2 full time effect packages for 2019/20 and further increases of 2 full time effect packages for each subsequent year.	Adults
A/R.3.006	Additional funding for Older People demand	2,446	2,761	2,696	3,730	3,707	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 2.7% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £2,446k in 2019/20 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.007	Funding for Older People Mental Health Demand	260	282	305	381	368	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. Some account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £260k in 2019/20 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	179	203	235	259	266	Additional funding required to provide home to schools transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2% increase in pupils attending Cambridgeshire schools in 2019/20.	C&YP
A/R.3.009	Home to school transport LAC	49	52	54	54	59	Additional funding required to provide home to schools transport for Looked After Children. This additional funding is required due to an anticipated 3.1% increase in the school-aged LAC population in 2019/20.	C&YP



## Section 3 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.3.010	Funding for Home to School Special Transport demand	348	362	362	392	407	Additional funding required to provide transport to education provision for children and young people with special educational needs. The additional funding is needed as there are increasing numbers of children with SEN and increasing complexity of need which requires individual or bespoke transport solutions. The cost of transport is also affected by the increasing number of places at Special Schools.	C&YP
A/R.3.011	Funding for rising Looked After Children (LAC) Numbers and need	2,400	2,531	2,645	2,765	2,890	Additional budget required to provide care for children who become looked after. As with many local authorities we have experienced a steady rise in the number of Looked after Children in recent years. Looking ahead, the number of Looked after Children is predicted to increase by around 4% each year and this equates to around 30 more children to care for, many of which relate to a higher proportion of high cost residential placements than usual, based on recent trend. The additional investment will ensure we can fully deliver our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children becoming looked after.	C&YP
A/R.3.016	Funding for additional Special Guardianship Orders/Adoption demand costs	421	425	517	628	765	Additional funding required to cover the cost of providing care for looked after children with adoptive parents or with extended family and other suitable guardians. As numbers of children increase we need to invest in adoptive and guardianship placements which provide stable, loving and permanent care for children who come into the care system.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	64	63	63	60	60	Over the last five years our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of services users supported to live independently through the provision of community equipment and home adaptations in the context of an increasing population.	Adults, C&YP
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>8,326</b>	<b>8,847</b>	<b>9,011</b>	<b>10,385</b>	<b>10,621</b>		
<b>4</b>	<b>PRESSURES</b>							
A/R.4.002	Adults & Safeguarding - Fair Cost of Care and Placement Costs	-	1,000	2,000	1,000	-	- The Care Act says Councils need to make sure the price paid for Adult Social Care reflects the actual costs of providing that care. A strategic investment in the residential sector is envisaged from 2020 onwards. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.	Adults
A/R.4.009	Impact of National Living Wage (NLW) on Contracts	2,561	3,367	3,185	2,324	-	- As a result of the introduction of the National Living Wage it is expected that the cost of contracts held by CCC with independent and voluntary sector care providers will increase. Our analysis suggests the changes from April 2019 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care.	Adults, C&YP
A/R.4.018	Impact of National Living Wage (NLW) on CCC employee costs	-	151	151	-	-	- The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the NLW will be expected to recover any additional cost through their pricing structure.	Adults, C&YP

## Section 3 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	-	1,579	1,500	-	-	- Based on historic levels of spend an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and following national changes the expectation is that these historic commitments/arrangements will unwind over time. The DfE expect local authorities to reflect this in their annual returns, will monitor historic spend year-on-year and challenge LA's where spend is not reducing. The most recent schools funding consultation document refers to the ability of the LA to recycle money for historic commitments into schools, high needs or early years. Schools Forum approved the continuation of this funding for 2019/20, but this pressure reflects the current anticipated reduction in the contribution to combined budgets in future years.	C&YP
A/R.4.024	Pressures from 18/19 in Adult Social Care	2,000	-	-	-	-	- Pressures brought forward from 2018/19 due to additional demand on Adults & Safeguarding budgets, particularly Learning Disability Services. These were caused by higher than expected demand on services, and were partially offset in-year on a one-off basis, but need to be permanently addressed to enable Adult Social Care to go through a major transformation programme that will mitigate demand increases over the medium term.	Adults
A/R.4.026	Looked After Children Placements	2,700	-	-	-	-	- A permanent pressure of £2.7m is anticipated for Looked After Children Placements. This is due to: - Savings targets established for Children's Services through the Children's Change Programme of 2017 which were predicated on reductions in demand that have not been achieved - A history of over-optimism in our work with families facing significant challenges, before action was taken and children removed. This has resulted in a larger than expected group of children of primary school age in the LAC population. - The need to ensure that children and young people are not moved from placements where they are settled	C&YP
A/R.4.027	Supervised contact (numbers of children)	235	-35	-	-	-	- Higher than anticipated numbers of children in care have resulted in continuing overspends in directly related budgets, including those associated with supervised contact.	C&YP
A/R.4.028	Independent reviewing officers (numbers of children)	85	-	-85	-	-	- Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours which has implications for IRO capacity. Independent Reviewing Officers review children's care plans, and have an important role to play in ensuring that these plans are progressed. These higher than anticipated numbers in care have resulted in continuing overspends in the IRO budget.	C&YP
A/R.4.029	New duties - leaving care	390	-	-	-	-	- Pressure resulting from new duties imposed by government including the provision of additional personal advisers.	C&YP
A/R.4.030	Children's services reduced grant income expectation	295	-	-	-	-	- Pressure resulting from the loss of expected grant from the DfE of £295k.	C&YP
A/R.4.031	Education Directorate Pressure	148	-	-	-	-	- The savings plan for the Education directorate has been redesigned following the appointment of a joint Director across Cambridgeshire and Peterborough. Some pre-existing savings are being removed, to be replaced by a new programme delivering greater savings overall.	C&YP
A/R.4.032	Home to School Transport - Special	1,475	-	-	-	-	- A greater than anticipated increase in the number of pupils with Education, Health and Care Plans (EHCPs) requiring transport to school, especially in the post-19 cohort, has resulted in an ongoing pressure of £750k on the Home to School - Special budget.	C&YP
A/R.4.033	LAC - Home to School Transport	275	-	-	-	-	- Additional pressures identified during 2018/19	C&YP
4.999	Subtotal Pressures	10,164	6,062	6,751	3,324	-		

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		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
5	INVESTMENTS							
A/R.5.001	Permanent Funding for Investments into Social Work	-	-	1,000	-		- As part of the Adults Positive Challenge Programme, a number of investments will be made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, and will be allocated following a review of which investments worked and will continue to deliver benefit.	Adults
A/R.5.003	Flexible Shared Care Resource	-	-	-	174		- Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.	C&YP
5.999	Subtotal Investments	-	-	1,000	174	-		
6	SAVINGS							
	Adults							
A/R.6.114	Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	-200	-	-	-		- A three-year programme of work was undertaken in Learning Disability Services from 2016/17 to ensure service-users had the appropriate level of care - this saving is the remaining impact of part-year savings made in 2018/19.	Adults
A/R.6.120	Re-investment in support to family carers reflecting improved uptake	-	100	100	-		- This is the reversal, over several years, of a temporary reduction in the Carers budget while work was undertaken to increase activity in this area	Adults
A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	-250	-	-	-		- This is an opportunity to de-register a number of residential homes for people with learning disabilities and change the service model to supported living. The people in these services will benefit from a more progressive model of care that promotes greater independence.	Adults
A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	-250	-	-	-		- Work to enable people with learning disabilities who have been placed 'out of county' to move closer to their family by identifying an alternative placement which is closer to home. To be approached on a case by case basis and will involve close work with the family and the person we support. Will also involve ensuring out of county placements are cost effective and are appropriately funded by the NHS.	Adults
A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	-1,300	-	-	-		- The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. A proportion of the funding will be taken as a saving in order to offset increased cost in social care as a result of demand rising and legislative pressures. The IBCF also provides targeted investment in social care services that will promote better outcomes for patients and social care services. The funding has not been confirmed beyond 2019/20, and so at this stage this remains a temporary saving.	Adults
A/R.6.132	Mental Health Social Work PRISM Integration Project	-200	-	-	-		- The introduction of social workers and social care support staffing into the community / primary care health services (PRISM) will deliver improved mental health outcomes for Cambridgeshire residents and reduce demand for services through a focus on prevention, early intervention and strengths-based approach.	Adults
A/R.6.133	Impact of investment in Occupational Therapists	-220	-	-	-		- OT involvement in reablement goal-setting and review will improve outcomes at the end of the pathway through achieving greater service user independence at the end of reablement.	Adults

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		Detailed Plans					Outline Plans		
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description		Committee
A/R.6.143	Review of Support Functions in Adults	-150	-	-	-	-	- A review of support functions to ensure that capacity is aligned appropriately to the needs of the services supported.		Adults
A/R.6.176	Adults Positive Challenge Programme	-3,800	-3,800	-	-	-	- Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This work will focus on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer, and has already had success in 2018/19 through a fast-forward element of the programme.		Adults
A/R.6.177	Savings through contract reviews	-412	-	-	-	-	- Several contracts have been retendered throughout 17/18 and 18/19 and have delivered efficiencies, which can now be taken as savings. The largest of these was a retender of domiciliary care block car rounds in late 2017/18.		Adults
A/R.6.211	<b>C&amp;P</b> Safer Communities Partnership	-30	-	-	-	-	- A review of the required management and support functions within the team will be undertaken depending on the outcome of funding bids, and could deliver a saving of £30,000 during 2019/20.		C&P
A/R.6.212	Strengthening Communities Service	-30	-	-	-	-	- The deletion of a recently vacant Community Protection Project Officer post. The community led no cold calling zones project, which was coordinated by the previous post holder, has now successfully concluded		C&P
A/R.6.213	<b>C&amp;YP</b> Youth Offending Service - efficiencies from joint commissioning and vacancy review	-40	-	-	-	-	- The full year impact of savings realised as a result of the Commissioning of Appropriate Adults and Reparation Services with Peterborough City Council and Cambridgeshire Constabulary. The removal of all capacity within the Youth Offending Service to spot purchase time limited support programmes, tailored to meet individual needs, which may be over and above the core offer. The removal of a part time vacant case holding post, and part time vacant Senior YOS Officer post.		C&YP
A/R.6.214	Youth Support Services	-40	-	-	-	-	- Removal of a staff training budget for Youth Staff (£10k), a reduction in staff capacity and the Community Reach Fund (£30k)		C&YP
A/R.6.252	Total Transport - Home to School Transport (Special)	-110	-	-	-	-	- Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision		C&YP
A/R.6.253	Looked After Children (LAC) - Mitigating additional external residential placement numbers	-500	-	-	-	-	- There is currently a shortage of foster placements due to increased numbers of children in care both locally and nationally. This has resulted in a growing number of young people being placed in much higher cost residential placements. This business case describes how we will seek to mitigate 3 of the 8 additional residential placements expected and hence requiring a reduced contribution to the placement budget from demography funding.		C&YP
A/R.6.254	Looked After Children (LAC) - Fee negotiation and review of high cost placements	-200	-	-	-	-	- Negotiation of external placement costs and review of high cost placements. This will be delivered by: - Cost discounts - Volume/long term discounts - Reviewing packages of support for all purchased placement types - Reviewing high cost placements		C&YP

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Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.6.255	Looked After Children (LAC) - Placement composition and reduction in numbers	-1,311	-3,134	-2,399	-	-	- Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours. This business case is targeted at reducing demand in the system and delivering sustainable savings by reducing costs associated with higher numbers of children in care in the system as well as increasing in-house fostering numbers and reducing the number of independent agency placements, which are more costly.	C&YP
A/R.6.256	Delivering Greater Impact for Troubled Families	-	150	-	-	-	- Our multi-agency Together for Families programme will deliver and evidence greater impact for more families and so will receive increase 'payment by results' income from central government.	C&YP
A/R.6.258	Children's home changes (underutilised)	-350	-	-	-	-	- Anticipated savings resulting from the closure of the Victoria Road children's home that is currently underutilised. The budget associated with the residential element of the children's home is £600K per annum. The placement costs of the young people living in the provision until mid-June is in the region of £230K per annum, resulting in a full year saving of around £350K per annum.	C&YP
A/R.6.259	Early Years Service	-200	-	-	-	-	- A review of services provided by the Early Years Service in light of the links with Peterborough and growing traded services.	C&YP
A/R.6.260	Reduction of internal funding to school facing traded services	-151	-	-	-	-	- A reduction to the internal funding of the ICT Service and the PE and Sports Advisory Service recognising a reduction in LA usage	C&YP
A/R.6.261	Schools Intervention Service	-100	-	-	-	-	- Reduction in capacity of the service in line with the reduced number of maintained schools that require a direct service	C&YP
A/R.6.263	Term time only contracts	-30	-	-	-	-	- A voluntary change to term time only contracts (or annualised hours) for staff in the Education Directorate where this is appropriate for their role.	C&YP
A/R.6.264	Review of Therapy Contracts	-321	-	-	-	-	- Savings will be delivered by reviewing existing arrangements but further details are unavailable at this time due to commercial confidence.	C&YP
6.999	<b>Subtotal Savings</b>	<b>-10,195</b>	<b>-6,684</b>	<b>-2,299</b>	<b>-</b>	<b>-</b>		
<b>TOTAL GROSS EXPENDITURE</b>		<b>387,626</b>	<b>398,889</b>	<b>416,335</b>	<b>433,236</b>	<b>446,875</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-129,846	-136,768	-136,648	-136,805	-136,962	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	Adults, C&YP
A/R.7.002	Changes to fees, charges and schools income compared to 2018-19	-5,302	-	-	-	-	- Adjustment for permanent changes to income expectation from decisions made in 2018-19.	Adults, C&YP
A/R.7.003	Fees and charges inflation	-157	-157	-157	-157	-157	Increase in external charges to reflect inflation pressures on the costs of services.	Adults, C&YP
	<b>Changes to fees &amp; charges</b>							
A/R.7.101	Early Years subscription package	-16	-16	-	-	-	- Proposal to develop Early Years subscription package for trading with settings.	C&YP
A/R.7.103	Attendance and Behaviour Service income	-50	-	-	-	-	- A review of charging models and use of school absence penalty notices within the Attendance and Behaviour Service	C&YP
	<b>Changes to ring-fenced grants</b>							
A/R.7.201	Change in Public Health Grant	-10	293	-	-	-	- Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	Adults, C&YP
A/R.7.202	Change in National Careers service grant	356	-	-	-	-	- Change in National Careers service grant	C&P
A/R.7.208	Improved Better Care Fund	-1,743	-	-	-	-	- Changes to the Improved Better Care Fund grant. See also proposal A/R.1.004.	Adults, C&YP
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-136,768</b>	<b>-136,648</b>	<b>-136,805</b>	<b>-136,962</b>	<b>-137,119</b>		
<b>TOTAL NET EXPENDITURE</b>		<b>250,858</b>	<b>262,241</b>	<b>279,530</b>	<b>296,274</b>	<b>309,756</b>		

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		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-250,858	-262,241	-279,530	-296,274	-309,756	Net spend funded from general grants, business rates and Council Tax.	Adults, C&YP
A/R.8.002	Fees & Charges	-54,960	-55,133	-55,290	-55,447	-55,604	Fees and charges for the provision of services.	Adults, C&YP
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	Expected income from Cambridgeshire maintained schools.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-42,959	-42,959	-42,959	-42,959	-42,959	DSG directly managed by P&C.	C&YP
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	Adults
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-12,401	-12,401	-12,401	-12,401	-12,401	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.401	Public Health Funding	-293	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	Adults, C&YP
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-387,626	-398,889	-416,335	-433,236	-446,875		

## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>24,029</b>	<b>5,258</b>	<b>-6,200</b>	<b>-12,149</b>	<b>-19,995</b>		
C/R.1.001	Base Adjustments	-383	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2018-19.	GPC
C/R.1.006	Base Adjustment - Re-Phasing of Adults 17-18 Transformation Funding	3,000	-	-	-	-	- As per submission to GPC the funding allocated as part of the 2017-18 business planning process is to be re-phased with £3m spent in 2018-19 rather than 2017-18	GPC
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>26,646</b>	<b>5,258</b>	<b>-6,200</b>	<b>-12,149</b>	<b>-19,995</b>		
<b>2</b>	<b>INFLATION</b>							
C/R.2.001	Inflation	97	94	94	94	94	Some services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	GPC
C/R.2.002	Inflation - Additional pension contributions	378	-	-	-	-	- Increase in pensions inflation required to fund the lump sum element of LGPS contributions	GPC
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>475</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>94</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>4</b>	<b>PRESSURES</b>							
C/R.4.009	Disaster Recovery facility for critical business systems	41	-	-	-	-	- Implementation of a second technology platform, in LGSS's Angel Street data centre, able to deliver core and critical IT services in the event of disaster or disruption to the Shire Hall data centre.	GPC
C/R.4.010	Impact of Local Government Pay offer on CCC Employee Costs	430	4	4	-	-	- The cost impact of the 2019/20 local government pay offer which covers all CCC staff below Professional band.	GPC
C/R.4.012	Microsoft Licensing Costs	240	-	-	-	-	- Microsoft have announced major changes to their licensing arrangement with Crown Commercial Services. As a result services need to be remodelled to adopt Cloud-based licensing. This brings an estimated 25% increase in cost.	GPC
C/R.4.014	De-capitalisation of rolling laptop refresh	1,100	-	-	-	-	- After review of the capital business case it was identified that there was no financial benefit to the continued capitalisation of the rolling laptop refresh.	GPC
C/R.4.015	Citizen First Digital First - underachievement of planned savings	182	-	-	-	-	- An underachievement of £182k is forecast against the Citizen First, Digital First savings target. This is due to a change in the scope of the Citizen First, Digital First project and the need to find a more effective mechanism to facilitate automation savings to be achieved in other service areas across the Council.	GPC

## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
C/R.4.016	Workforce cost planning	498	-	-	-	-	- There are a number of costs associated with the workforce and employment, where additional central provision is needed: i) A 1% uplift has been budgeted for professional level staff in 2019-20, however the public sector pay cap increasingly appears to be lifting, the national local government pay scales (which CCC uses up to £30k pa directly below the professional scales) has a 2% uplift in April 2019. The uplift for professional level staff is decided by the Chief Executive in consultation with Staffing Committee, taking account of recruitment & retention trends, and this is unlikely to be confirmed before the budget is set. ii) Reform is anticipated to lower pay bandings in response to the living wage and national pay scale changes. This may give some lower paid staff more pay progression opportunities, subject to performance, which would have a cost impact. iii) There is future risk to unfunded public sector pension schemes as a result of a changes in national policy: this does not impact the LGPS (which is funded) but could impact Council contributions to NHS and Teachers pensions.	GPC
C/R.4.017	Central services - future business risks	190	-	-	-	-	- The cost of central services to CCC is low in comparison to statistical neighbours. A number of services are currently delivered under shared services arrangements through LGSS. This line provides budgetary provision to respond to the financial risk if some services are withdrawn from LGSS or if the planned level of growth in the business model is not currently fully achievable, given pressures facing other partners.	GPC
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>2,681</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>-</b>		
<b>5</b>	<b>INVESTMENTS</b>							
C/R.5.014	Additional workforce - Children in care & Business Support	339	-72	-72	-	-	- The additional team is needed as caseloads for qualified social workers in the current 14-25 service are 30 and more; caseloads at this level will not allow workers to drive care plans forward, and will therefore frustrate the ambition to reduce the number of children in care. Good business support is essential to any children's service. There is a savings target against delivery of business support within children's services of £245K. As part of the current re-structure of children's services, we will propose a re-design of business support job description 'families' and a move to increase efficiency in management costs across children's social care and early help services. Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC
C/R.5.015	Contact Centre (screening for MASH and Front door)	142	-100	-42	-	-	- The proposed staffing structure aims to deliver caseloads for case holding staff of between 15 and 20. In order to achieve this, we need to establish one team for children and young people in care that is over the long term establishment. This is to manage the 100 children and young people over and above the average of our statistical neighbours. This additional team would be needed for up to 24 months, from September 2018. As numbers in care reduce, the additional capacity will be absorbed into vacancies elsewhere in the structure. Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC



## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
C/R.5.016	Family Group Conferencing	250	-	-	-	-	<p>- Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service.</p> <p>It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan. Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings.</p> <p>It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum.</p> <p>Links to Children's Services Later Years Savings Targets (A/R.6.255).</p>	GPC
C/R.5.017	Commissioning and brokerage capability (Adults&CYP)	499	-	-	-	-	<p>- Links to Children's Services Later Years Savings Target (A/R.6.255).</p>	GPC
C/R.5.018	Adults Positive Challenge	1,500	-	-1,500	-	-	<p>- The Adult Positive Challenge Programme is focused on delivering demand management opportunities throughout the service, seeking to maximise independence and support outcomes through each client conversation. Links to Adults Positive Challenge savings programme A/R.6.176.</p>	GPC
C/R.5.319	Remove Adults Services investment holding figure	-3,000	-	-	-	-	<p>- This proposal has now been replaced by proposal C/R.5.018 now that the Adults Positive Challenge programme has been specified in more detail.</p>	GPC
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-1,608	-38	-	-	-	<p>- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.</p>	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-2,840	-50	-	-	-	<p>- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.</p>	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-49	-96	-84	95	-	<p>- The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.</p>	GPC
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-4,767</b>	<b>-356</b>	<b>-1,698</b>	<b>95</b>	<b>-</b>		
<b>6</b>	<b>SAVINGS</b>							
C/R.6.101	Sharing with other Councils	-500	-	-	-	-	<p>- A joint working agreement is now in place with Peterborough City Council along with a growing number of shared posts.</p>	C&P
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-	-	-	<p>- Reduction in costs on Redundancy, Pensions &amp; Injury budget, held within Corporate Services.</p>	GPC
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-510</b>	<b>-10</b>	<b>-</b>	<b>-</b>	<b>-</b>		

## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
	<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-19,267</b>	<b>-11,190</b>	<b>-4,349</b>	<b>-8,035</b>	<b>-5,144</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>5,258</b>	<b>-6,200</b>	<b>-12,149</b>	<b>-19,995</b>	<b>-25,045</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,696	-4,904	-4,703	-4,703	-4,703	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Changes to fees, charges & ring-fenced grants	992	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2018-19.	GPC
C/R.7.101	<b>Changes to fees &amp; charges</b> BP 19/20 - Council Tax: Increasing Contributions	-200	-	-	-	-	We will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire. Based upon these discussions, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue. We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms. Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.	GPC
C/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	-	201	-	-	-		GPC
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-4,904</b>	<b>-4,703</b>	<b>-4,703</b>	<b>-4,703</b>	<b>-4,703</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>354</b>	<b>-10,903</b>	<b>-16,852</b>	<b>-24,698</b>	<b>-29,748</b>		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-354	10,903	16,852	24,698	29,748	Net spend funded from general grants, business rates and Council Tax.	GPC
C/R.8.002	Public Health Grant	-201	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	GPC
C/R.8.003	Fees & Charges	-4,703	-4,703	-4,703	-4,703	-4,703	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-5,258	6,200	12,149	19,995	25,045		

# Business Case

## C/R.6.101 Sharing with other councils - Cambridgeshire & Peterborough Shared Services Programme

### Project Overview

Project Title	C/R.6.101 Sharing with other councils - Cambridgeshire & Peterborough Shared Services Programme		
Project Code	TR001408	Business Planning Reference	C/R.6.101
Business Planning Brief Description	We are continuing to explore further opportunities to share activities and costs and learn from one another's best practice.		
Senior Responsible Officer	Amanda Askham		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Both Councils have been working on an ambitious programme of transformation, with a determination to improve lives for local people despite an increasingly challenging financial context. Building a whole system approach which puts community outcomes firmly at the center of all that we do and which is built around shared priorities, outcomes and cost efficiencies is a crucial part of the programme. This work requires a greater degree of collaboration between local public services, their partners and providers and with the public than has been ever previously been experienced in Local Government.

As part of this new model of Local Government, Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) have come together with the support of their Members to explore the merits of shared and integrated services, looking at how we might further develop our close working relationship to reduce cost to serve, avoid duplication and ensure that we put outcomes for people at the heart of service delivery.

This approach is not new, over the last few years both Councils have taken advantage of opportunities for shared services as they arose. In 2015, the Director of Public Health in CCC was appointed in PCC under a shared services arrangement. In June 2016, the Chief Executive of PCC was appointed as Chief Executive of both Councils after a trial period which demonstrated the benefits of the shared role. Later that year, following the resignation of the CCC Executive Director for Children, Families and Adults (now the People and Communities (P&C) Directorate), Members in both Councils agreed a programme of integration for senior roles and all Directors in P&C are now in shared roles. There have also been an increasing number of shared or fully integrated functions and services:

- Public Health including a joint commissioning unit
- Children – Multi Agency Safeguarding Hub (MASH), Counselling Service
- Adults – Delayed transfers of Care, Mental Health, Carers
- Domestic Abuse Service
- Joint Adult and Children Safeguarding Boards
- Trading Standards
- Minerals and Waste planning

These shared arrangements have so far delivered savings and benefits for staff, citizens and partners. However, the predicted increase in complexity and demand over the next two years means that the situation is unsustainable for both Councils and particularly for Peterborough as a smaller, unitary Council. The

following factors are critical for both Councils:

- Changes to the way we get our funding and what we get – reducing Revenue Support Grant (RSG)
- Low funding for Adults and Childrens services
- One of eleven most challenged health economies in the country
- Growing population, increased demand for services alongside increasing complexities
- Increase in numbers needing long term care across all client groups
- Diminishing returns from contract negotiations

Following the success of these opportunistic arrangements and the benefits they delivered to both Councils, in November 2017, General Purposes Committee (GPC) noted PCC's request to the Chief Executive to explore delivery of further shared services and asked that this became a joint programme of work. Members acknowledged that opportunities could take a number of forms but principally the aim is to save money, make efficiencies and manage demand on Council services.

In January 2018, following a high level review of opportunity areas, Members at CCC and PCC approved a programme of work to identify and maximise opportunities in the following areas:

- Sharing back office functions
- Reducing leadership costs
- Maximising purchasing power
- Reducing duplication of systems and processes
- Reducing estate costs
- Building resilience through shared teams, shared systems and processes

The Joint Working Agreement (JWA) and Protocols that were approved by the Political Governance of both Councils, in October 2018, allow both Councils to share the information, expert knowledge and the resource that are needed to develop a strategic and evidence based approach to further shared or integrated services. This detailed analysis work will now commence with both Officers and Members to establish a programme of change over the next two years. The programme will be agreed by the CCC Communities and Partnerships Committee and PCC Cabinet in February 2019.

This initial high level business case for savings of £500k for CCC is the minimum amount that we think can be achieved in year one. This will most likely be achieved through shared management posts and some service integration.

#### What would happen if we did not complete this project?

Significant risk to the financial sustainability of both Councils.

## Approach

### Aims / Objectives

The overriding **mission** for Peterborough and Cambridgeshire Shared and Integrated Services is a more financially sustainable future for PCC and CCC. This mission is supported by the following vision, objectives goals and strategies:

**Vision** - outcomes for citizens are improved for residents across Peterborough and Cambridgeshire

### Goals

- services are more resilient and are able to move with increased demand
- statutory services are met in a more cost effective way
- PCC and CCC are both better placed for devolution opportunities

## Objectives

- workforce can work for anyone from anywhere
- operations are more streamlined and efficient

## Strategies

- joint commissioning
- reduce overall headcount
- increased commercial opportunities
- organisational culture change

## Design principles

As part of the scoping and feasibility work, a cross council workshop of Directors and key officers agreed the design principles for the initial stages of the programme. The group agreed that all areas of both Councils should be considered in scope and that the following principles should be applied when considering all options:

- be outcomes focused – not organisation focused;
- put people at the heart of a system that makes sense to them;
- maximise opportunities for generating income and reducing cost to serve;
- be ambitious, bold and innovative;
- manage demand to meet future needs;
- preserve and maintain local representation, championing equality and diversity in our communities;
- use evidence and best practice to inform our decisions; and
- do what has the best chance of success.

Seeking out best practice, external perspectives and cross sector learning will be essential to developing new service models. A number of public, private and voluntary sector organisations are joining roles, sharing services and maximising the financial benefits of joint commissioning; providing an increasing knowledge base on the advantages and opportunities from shared and integrated services which the programme will draw on to inform an options appraisal.

## Business Model

Both Councils are committed to a business model which is focused on the best outcomes for citizens across Cambridgeshire and Peterborough, securing investment where it is needed and exploring a wide range of options.

Business cases for any proposed change will be developed, taking into consideration:

- strategic fit
- impact on outcomes
- financial and non-financial benefits
- operational and financial baseline and efficiency
- needs and demand
- local identity, diversity and demography
- economies of scale
- potential for quality improvement
- workforce requirements
- deliverability and transition plans including governance and cost

### Project Overview - What are we doing

Opportunities could take a number of forms but principally the aim is to save money, make efficiencies, manage demand on Council Services and improve outcomes for citizens. The current proposed scope of the programme is to identify and maximise opportunities in the following areas:

- Sharing back office and corporate functions
- Reducing leadership costs and further opportunities for shared roles
- Building resilience through shared teams, shared systems and processes
- Combining the expertise of both councils and other partners to bring wider solutions to the same demand and resource challenges
- Maximising purchasing power – joint commissioning of services to increase purchasing leverage and achieve best value
- Reducing duplication of systems and processes
- Removing duplication and inefficiency

Each project under the programme will have its own project business case on Verto that will be jointly developed across the two Councils and in-line with the Joint Working Agreement and Protocols that have been developed.

### What assumptions have you made?

The following assumptions have been made when developing the early stages of the programme:

- That shared and integrated services across the two Councils will result in reduced cost.
- That further integration of front line delivery services will be possible given the statutory responsibilities of both organisations.
- That both Councils have the capacity to make changes at pace.

### What constraints does the project face?

- Both Councils already have ambitious savings targets across all service areas in current business plans.
- The change programme required to move to shared and integrated services is likely to be resource intensive.

## Delivery Options

Has an options and feasibility study been undertaken?

## Scope / Interdependencies

### Scope

#### What is within scope?

At this stage it expected that the financial benefits will be realised from the following areas:

- Sharing back office and central functions
- Reducing senior leadership costs
- Maximising purchasing power through joint commissioning arrangements

#### What is outside of scope?

To be determined.

## Project Dependencies

Title

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

Through transforming the way the Councils works in partnership and by making improvements to how we manage our business, our people and our money we can release benefits which reduce the need to make savings which negatively impact against outcomes:

- financial efficiencies, freeing up resource and increasing productivity to reinvest in delivery of services;
- commercial returns on our assets and investment to fund our core services and support for communities;
- career development and learning experiences for our officers, supporting talent management, recruitment and retention
- better use of existing expertise, providing access to a wider resource and increased resilience.
- reduction in cost to serve across multiple functions and services;
- increased partnership work, making it easier, faster and more cost effective to work with us leading to better outcomes for our residents;
- reduced hand offs between teams and across geographical areas, increasing efficiency and productivity and;
- getting more from our systems leadership role by aligning our footprint with other governance structures in the public sector system (i.e. CCG, Combined Authority)

Delivery of these strategic benefits will be reliant on political leadership, good governance and effective management arrangements as well as the compatibility of Peterborough and Cambridgeshire Councils in relation to their scope of services and strategic direction.

Title

Peterborough City Council Savings

## Risks

Title

CCC and PCC capacity to deliver the programme

PCC contract negotiations and deliverability of savings

Ability to develop future proposals for the back office due to potential changes with the LGSS operating model

That the Shared Services Programme is unable to deliver anticipated benefits (financial and non-financial)

Influence of Senior Responsible Owner and Programme Team

Short term actions versus longer term delivery

Lack of appropriate skills or capacity in project lead functions

Members are not sufficiently engaged with the programme which creates uncertainty about benefits realisation

Insufficient capital/revenue to implement proposed shared services model

Business continuity not maintained during period of transition
Lack of stakeholder engagement in transition to shared services

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

All citizens in the local authority area who currently access, or will access in the future, services of either CCC or PCC.

#### What positive impacts are anticipated from this proposal?

Greater impact on outcomes and improved service delivery for the citizens across Peterborough and Cambridgeshire.

#### What negative impacts are anticipated from this proposal?

Roles and responsibilities will need to be carefully agreed and articulated to avoid confusion about accountability across key service areas.

#### Are there other impacts which are more neutral?

N/A

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed



# Business Case

## A/R.6.211 Safer Communities Partnership - Substitute Grant Funding

### Project Overview

Project Title	A/R.6.211 Safer Communities Partnership - Substitute Grant Funding		
Project Code	TR001432	Business Planning Reference	A/R.6.211
Business Planning Brief Description	A review of the required management and support functions within the team will be undertaken depending on the outcome of funding bids, and could deliver a saving of £30,000 during 2019/20.		
Senior Responsible Officer	Sarah Ferguson		

### Project Approach

#### Background

##### Why do we need to undertake this project?

The current management and partnership support structure costs £174k and if grant funding is secured to offset some of these costs a saving will be made.

##### What would happen if we did not complete this project?

Savings would not be achieved.

#### Approach

##### Aims / Objectives

We aim to secure grant funding for the Safer Communities Partnership.

##### Objectives:

- The funding would enable some of the Partnership's management costs to be substituted.
- Savings would be achieved.

##### Project Overview - What are we doing

£30k of savings are being sought - it is hoped these will be achieved through a grant funding application, which would cover part of the Partnership's management costs.

##### What assumptions have you made?

- Funding request will be successful.
- Part of the agreed management costs will be covered by this.

##### What constraints does the project face?

Should the funding request be unsuccessful, the anticipated costs will need to be met by other sources and savings will be at risk.

## Delivery Options

Has an options and feasibility study been undertaken?

## Scope / Interdependencies

### Scope

What is within scope?

The figure of £30k is sufficient to cover the identified management and project support costs related to the funding bid.

What is outside of scope?

Any other related services.

## Project Dependencies

Title

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

Non Financial Benefits Summary

Title

## Risks

Title

Outcome of grant application uncertain

## Project Impact

### Community Impact Assessment

Who will be affected by this proposal?

Internal staff.

What positive impacts are anticipated from this proposal?

Should funding be secured, anticipated savings will be made and service provision will not be impacted.

What negative impacts are anticipated from this proposal?

Failure to secure funding will mean that savings would not be met.

Are there other impacts which are more neutral?

None.

### Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

# Business Case

## A/R.6.212 Strengthening Communities - Post Savings

### Project Overview

Project Title	A/R.6.212 Strengthening Communities - Post Savings		
Project Code	TR001435	Business Planning Reference	A/R.6.212
Business Planning Brief Description	The deletion of a recently vacant Community Protection Project Officer post. The community led 'no cold calling zones' project, which was coordinated by the previous post holder, has now successfully concluded.		
Senior Responsible Officer	Sarah Ferguson		

### Project Approach

#### Background

##### Why do we need to undertake this project?

The Community Protection Project has recently ended and therefore the officer post is vacant and no longer required.

##### What would happen if we did not complete this project?

N/A

#### Approach

##### Aims / Objectives

The Community Protection Project has been completed successfully and there is no further work planned for this.

##### Project Overview - What are we doing

Project complete.

##### What assumptions have you made?

N/A

##### What constraints does the project face?

N/A

### Delivery Options

#### Has an options and feasibility study been undertaken?

### Scope / Interdependencies

#### Scope

##### What is within scope?

N/A - project complete.

##### What is outside of scope?

<b>Project Dependencies</b>
Title

<b>Cost and Savings</b>
See accompanying financial report

<b>Non Financial Benefits</b>
<b>Non Financial Benefits Summary</b>
All benefits have been realised and the project is now complete.
Title

<b>Risks</b>
Title

<b>Project Impact</b>
<b>Community Impact Assessment</b>
Who will be affected by this proposal?
N/A.
What positive impacts are anticipated from this proposal?
Project has been completed.
What negative impacts are anticipated from this proposal?
None.
Are there other impacts which are more neutral?
None.

<b>Disproportionate impacts on specific groups with protected characteristics</b>
<b>Details of Disproportionate Impacts on protected characteristics and how these will be addressed</b>





**CAMBS 2020 – SPOKES WORKSTREAM**

*To:* **Communities and Partnership Committee**

*Meeting Date:* **20 December 2018**

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

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

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

*Purpose:* **To consider the governance of the spokes element of the Cambs 2020 Programme.**

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

- a) Notes the content of this report**
- b) Supports the transfer of responsibility for the ‘spokes’ element of the Cambs 2020 Programme to the Communities and Partnership Committee**
- c) Agrees how the Communities and Partnership Committee will update the Commercial and Investment Committee as the workstream develops**

<b><i>Officer contact:</i></b>	<b><i>Member contacts:</i></b>
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## **1. BACKGROUND**

- 1.1 The Cambs 2020 Programme has been gathering pace and evolving significantly during 2018. The programme has rightly changed from one about bricks and mortar to one that is focussed on how the Council can work with communities to deliver sustainable services for the future. The Commercial and Investment Committee agreed a governance structure at the start of the Programme, however given the evolution of the Programme to a wider focus on communities, partnership working, and culture of the organisation it is appropriate to revisit these arrangements.
- 1.2 At its meeting on 23 November 2018, the Commercial and Investment Committee agreed to support a recommendation to transfer the responsibility for the 'spokes' workstream of the programme to the Communities and Partnership Committee, in order for it to align to the Committee's work on community resilience and managing demand for services.

## **2. GOVERNANCE**

- 2.1 To date the Cambs 2020 Programme has operated within the direct remit of Commercial and Investments Committee. This was largely as a consequence of the original business case which focussed on the property elements of the opportunity of moving out of the expensive Shire Hall facilities to a lower cost facility outside of Cambridge.
- 2.2 However since that point the Programme has re-focussed and now, whilst the disposal of Shire Hall is still vitally important to the Programme, focus is moving to how the Programme can support a new model of community service delivery.
- 2.3 The development of a network of points of engagement with our communities is primarily about service provision and a re-focus of the Council's modus operandi and culture. Whilst the property portfolio will obviously support the delivery of this model it is the means to the end rather than the end itself.
- 2.4 Given this change in focus it has been suggested that this element of the Programme would better sit within the democratic overview from the Communities and Partnership Committee. Given the respective roles of the two committees there is a lot of logic in disaggregating the asset related matters from operational and cultural matters. Clearly there will always be a degree of overlap between the two but the key aspects can be quite neatly separated in this case. The Commercial and Investments Committee therefore considered and agreed this request at its November meeting, and now the Communities and Partnership Committee is asked to do the same. The responsibility for Shire Hall disposal and Civic Hub development would remain with the Commercial and Investments Committee.
- 2.5 Alongside agreeing the recommendation to transfer oversight of the 'spokes' workstream to



this Committee, the Commercial and Investments Committee also asked that consideration is given as to how the Communities and Partnership Committee will update the Commercial and Investment Committee as progress develops. It is suggested that the Communities and Partnership Committee submits a report to the Commercial and Investments Committee at agreed intervals to provide a written update on progress. The lead director for the Communities and Partnership Committee sits on the Cambs 2020 Officer Board alongside lead officers from the Commercial and Investments Committee, and this provides a further opportunity to ensure alignment between the two Committees. Finally, it may be appropriate to arrange joint discussions between the two Committees in a workshop setting at key points of the Cambs 2020 Programme, to enable the development of a shared understanding. Members are asked to consider these suggestions.

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

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

#### **3.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

*There are no significant implications within this category.*

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

*There are no significant implications within this category.*

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

*There are no significant implications within this category.*

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

*There are no significant implications within this category.*

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

*There are no significant implications within this category.*

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

*There are no significant implications within this category.*

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

*There are no significant implications within this category.*

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	N/A
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	N/A
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	N/A
<b>Have any engagement and communication implications been cleared by Communications?</b>	N/A
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any Public Health implications been cleared by Public Health</b>	N/A

## 5. SOURCE DOCUMENTS

<b>Source Documents</b>	<b>Location</b>
Documents from Commercial and Investment Committee meeting held on 23rd November 2018	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/770/Committee/31/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/770/Committee/31/Default.aspx</a>

# COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN

Published on 12 December 2018

**Agenda Item No: 9**

## **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
<b>20/12/18</b>	Adult Skills Service – Proposed Governance Arrangements	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Committee Delivery Plan Review 2018-19				
	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		
	Cambs 2020 – Spokes Workstream	Adrian Chapman			
	Community Champions Oral Update	Community Champions	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
<b>17/01/19</b>	Review of Community Resilience Strategy	Elaine Matthews	Not applicable	<b>04/01/19</b>	<b>09/01/19</b>
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	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		
<b>14/02/19</b>	Reserve date to be used as workshop			<b>01/02/19</b>	<b>06/02/19</b>
<b>07/03/19</b>	Final Proposals for Addressing Anti-Social Behaviour (ASB)	Rob Hill	Not applicable	<b>22/02/19</b>	<b>27/02/19</b>
	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				

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	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		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
<b>25/04/19</b>	Reserve to be used as training workshop			<b>12/04/19</b>	<b>17/04/19</b>
<b>30/05/19</b>	Skills Strategy and Delivery Plan	Pat Carrington / Lynsi Hayward-Smith	To be confirmed	<b>17/05/19</b>	<b>22/05/19</b>
	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		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		

Likely / Possible additional reports for future meetings:

- November meeting Cambridge University science and Policy Exchange – Research project questions on:

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

How effective has the implementation of the First Response Service been for those who experience mental health crises?  
Committee?

**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](mailto:Adrian.chapman@peterborough.gov.uk)

Workshop Date	Time	No	Item	Presenter	Attendance
20 Dec 18 - (Committee)					
20 <sup>th</sup> December 2019 - After Committee meeting KV Room		1.	Think Communities Delivery Model	Adrian Chapman	
		2.	Tackling Poverty	Sarah Ferguson	
		3.	Budget Pressures across PCC	Charlotte Black/Lou Williams	
		4.	Cambs 2020 : Spokes	Adrian Chapman	
17 Jan 19 - (Committee)					
14 <sup>th</sup> 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.	Against Scams Partnership	Elaine Matthews	
		4.	Community Cohesion	Jawaid Khan	
7 March 19 - (Committee)					
25 <sup>th</sup> 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)					

