

Appendix 1

KEEPING CHILDREN SAFER

The Cambridgeshire Local Safeguarding Children Board 3 year strategic plan

September 2009-2012 – Reviewed June 2010

FOREWORD

I took over as Cambridgeshire's independent chair from Jane Held in September 2009. Jane was appointed as interim chair at the beginning of 2009 and this plan reflects the dynamism and renewed sense of purpose that she brought to the Board, as well as the huge contribution from both the LSCB team and partners. It is a privilege to take over as chair and I look forward to working with partners over the next three years.

The purpose of this three year strategic plan is to set the overarching framework for the work of the Board thus ensuring that we are able to meet the many demands placed upon us and to respond to those we are as yet unaware of.

Felicity Schofield

Chair of Cambridgeshire Safeguarding Children Board

This three year plan signals a step change in the work of the LSCB. To reinforce our commitment to Children it is crucial that we set a strategic direction that will guide the Board's overall approach to safeguarding over the next three years. Having confidence in our ability to keep children and young people safe depends on having a robust framework. Working effectively together will enhance our capacity to improve the quality of childhood in Cambridgeshire and our collective efforts to share information and take decisive action to keep children safe. This plan provides us with a clear direction to do that.

Gordon Jeyes

Executive Director of Children's Services, Cambridgeshire County Council



Our Vision

We are '**Creating a safer Cambridgeshire for children through collaboration, co-ordination and challenge**'

Our Values

- **Child** and family **focussed**
- **Calm** in our approach
- **Authoritative** about our knowledge
- **Clear** about our purpose
- **Transparent** in the way we work
- **Collaborative** in our approach
- **Rigorous** about our practice

Our Purpose

Cambridgeshire Local Safeguarding Children Board exists to safeguard children and young people, promote wellbeing and protect those who are at risk in Cambridgeshire.

Background

The Cambridgeshire Local Safeguarding Children's Board (LSCB) is responsible for providing the strategic direction and operating framework that is needed to ensure that all those agencies, partnerships and organisations working with, supporting and providing services to children, young people, their families and their communities in Cambridgeshire focus on their responsibilities with regard to the safeguarding of children and young people.

Whilst a focus on strategic issues can be viewed as a distraction from the urgent day to day business of safeguarding children, without coherent planning such day to day activity can be ineffective. Good planning is an essential requirement, if services are to be developed to meet the needs of children, young people and families, if resources, assets and the workforce are to be deployed to best effect, and if all partners are to focus on achieving the best possible local outcomes.

The purpose of this plan is to set out how we propose to manage our strategic and business planning and what our priorities are in order to guide the Cambridgeshire LSCB in its work over the next 3 years. It has been prepared in the context of national concerns about systems, processes and practice that are designed to keep children safe.



Context

These concerns arise from the death of 'Baby P' in the London Borough of Haringey. He died following systematic failures in that area where previously serious failures had been identified following the death of another child, Victoria Climbié. These failures have seriously undermined public confidence in safeguarding processes and it is vital that public confidence is restored and children are kept safer. It has also presented unprecedented challenges to staff working to safeguard children particularly social workers and health staff. It has reinforced the importance of paying attention to the accountability and responsibility held by LSCB's and by those individuals and organisations involved in safeguarding children.

In response to Government requirements, Cambridgeshire LSCB undertook a stocktake of the safeguarding arrangements in Cambridgeshire. The stocktake looked at the outcomes of a wide range of reviews, audits and self assessments. An independent overview of the results of the stocktake then was done, which concluded that *"there is a great deal of very good work going on in Cambridgeshire, but to develop a system that is as near excellent as it is possible to be and that will give the public confidence the LSCB should take note of and act upon the strategic priorities identified."*

The stocktake resulted in the identification of 8 areas of focus if we are to achieve our vision:

- Developing the vision and values of the LSCB (*An LSCB that is passionate about safeguarding*)
- Review the LSCB's structure and ensure that the organisation is fully representative (*an LSCB that is fit for purpose*)
- Strengthen the LSCB's Governance systems and create an explicit accountability framework (*an LSCB that takes responsibility*)
- Developing a focus on the way things are done as well as what is done (*An LSCB that delivers*)
- Develop comprehensive management information, performance management and quality assurance systems (*an LSCB that can tell the story*)
- Focus on improving frontline practice and measuring the impact (*An LSCB that cares about doing the job well*)
- Create a comprehensive approach to workforce development (*An LSCB that recognises the workforce are the solution*)
- Reviewing the infrastructure, and the systems that support it (*An LSCB that is business like*)

Cambridgeshire LSCB will take every possible step to ensure that the problems that are evident elsewhere do not and could not occur in our County. This plan sets out our priorities for action to do just that.



Our Priorities

1. An LSCB that is passionate about safeguarding (and can deliver the vision and purpose)
2. An LSCB that is fit for purpose and cares about doing the job well
3. An LSCB that takes responsibility and is business like
4. An LSCB that can tell the story, by developing comprehensive management information, performance management and quality assurance systems
5. An LSCB that recognises that the work force are the solution to safeguarding children

How we will deliver the plan

There is a lot to do to deliver the strategic plan. In order to manage an efficient, effective and co-ordinated process the LSCB has adopted a programme approach to the task. The Business Committee (or its equivalent after the LSCB restructure is completed) will act as the Programme Board for the Business Plan.

Delivering each strategic priority is the responsibility of a programme lead, supported by a programme group who will be responsible for delivering a programme of activity (the objectives and the tasks) over the three years. Some priorities can be allocated to existing LSCB sub-committees, acting as the programme group. Others will require new leads and new small programme groups. Each priority will be delivered through a number of projects. This will also provide the framework for monitoring delivery of the business plan, with a RAG rating report against each task, submitted to the Executive at each of its meetings.

The annual business plan is built up from the strategic plan. In year 1 it identifies a range of activities and actions that are already in progress and to which the LSCB is committed as well as detailed business plans to help deliver the programme group's individual projects.

The strategic plan is the basis for the annual report to the LSCB and the Council, and the first annual report will be presented in March 2010, reporting on the activity of the LSCB, its performance and the progress made in delivering the strategic priorities.



OUR STRATEGIC PLAN 2009-2012

Strategic Priority 1

An LSCB that is passionate about safeguarding (and can deliver the vision and purpose)

Project outcomes: All partner agencies are confident in the LSCB ability to improve outcomes for children.

Project Lead: LSCB Chair

Priority 1 Objective 1

Develop strong leadership to lead the new strategy through.

Priority 1 Objective 1 – Project Tasks

- Appoint a new independent chair who can demonstrate strong, dynamic and passionate leadership (Completed Sept 2009)
 - Produce a memorandum of understanding with all partners, outlining clearly the responsibilities, expectations and conduct of Board Members, to be signed by chief officers. (Completed... Memorandum of Understanding agreed by LSCB May 2010)
 - Produce guidance on the work of the Board and support the induction of new members of the Board (Action Outstanding)
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Priority 1 Objective 1 – Outcome

A strongly led, effective, dynamic LSCB which can demonstrate real improvements in safeguarding children.



Priority 1 Objective 2

Enhance credibility in the wider arena of children's services and with all our stakeholders through:

Priority 1 Objective 2 – Project Tasks

- A series of stakeholder events, sessions across the county (action outstanding)
 - Seek the active engagement of a range of stakeholders in particular
 - The Community, Voluntary and Independent sector (Completed Jan 10 through restructure of LSCB)
 - Faith groups (Action outstanding, to be taken forward with Children's Trust)
 - Schools and school associations (Completed March 2010. School representation on LSCB has been further strengthened and linked to Business committee through the education safeguarding group)
 - Housing services and providers (Completed Jan 10 through LSCB restructure. District Councils will represent housing)
 - Lay Members (Outstanding, to be achieved by December 2010)
 - Working in partnership with The Children's Trust to develop a stakeholder engagement strategy that involves children, young people, families and communities (Action outstanding)
-

Priority 1 Objective 2 – Outcome

Widespread ownership of their responsibility for safeguarding across all those communities, organisations and agencies who work with children.

Priority 1 Objective 3

Establish a framework for communication.

Priority 1 Objective 3 – Project Tasks

- Revise and update the web site (Completed. The new web site was launched May 2010)
 - Develop a media strategy (Multi agency strategy for specific events agreed March 10. Overarching strategy with Peterborough proposed but outstanding. Suggested date October 2010)
 - Revise and republish all public information material (Action Completed November 2009)
 - Identify gaps in future communication needs and find solutions to fill them (Outstanding. To be covered by overarching media strategy)
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Priority 1 Objective 3 – Outcome

Excellent communication and messages that have widespread impact – helping to safeguard children.

Strategic Priority 2

Create an LSCB that is fit for purpose and cares about doing the job well:

Project outcome: The LSCB works efficiently with partner agencies to safeguard children

Project Lead: LSCB Chair

Priority 2 Objective 1

Commission and undertake a review of the LSCB structure

Priority 2 Objective 1 – Project Tasks

- Review the structure and membership of the LSCB in line with WT (2009) (Completed January 10)
 - Review the business unit's current accommodation and establish proper facilities for the unit (Action Completed. The administration team will remain at The Meadows in St Ives and the Business Manager will be relocated to Castle Court to improve links with Children's services and the LSCB)
 - Establish a proper budget setting process and agree a revised funding formula for the LSCB (Completed March 10)
 - Review Terms of Reference for each of the sub-groups (In progress September 2010)
 - Clarify and establish the relationship between the Children's Trust and the LSCB (In Progress, to be completed July 10)
 - Review the membership of the LSCB and ensure compliance with *working together* (Completed January 2010)
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Priority 2 Objective 1 – Outcome

An effective, well organised, cost effective LSCB, that supports partners to deliver real changes in safeguarding children.

Priority 2 Objective 2

Create a policy development and strategic planning function.

Priority 2 Objective 2 – Project Tasks

- Develop a commissioning approach (Action outstanding)
 - Establish an annual business planning process and produce an annual report (Completed June 2010)
 - Align the planning process for The Trust with the LSCB's (In Progress)
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Priority 2 Objective 2 – Outcome

coherent strategies to safeguard children that make the best use of resources and which fit into the strategic and business planning cycles of partners.

Priority 2 Objective 3

Review and restructure the SCR framework, structure and processes.

Priority 2 Objective 3 – Project Tasks

- Agree business case for and establish a budget for SCR's (Completed March 2010)
 - Appoint an independent chair (Completed. LSCB chair will chair SCR panels as needed)
 - Establish a set of commissioning standards for Overview authors (In progress)
 - Agree a methodology for undertaking Reviews (Completed March 2010)
 - Revise guidance on SCR's (Completed March 2010)
 - Establish framework for monitoring the implementation of learning and reviewing the impact of that learning (Completed January 2010. Agencies report progress bi-monthly)
 - Apply learning and identify key themes for improving outcomes (Completed March 2010)
 - Establish systems to monitor actions (6 months, 12 month, and 18 months down the line). (Action Completed January 2010)
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Priority 2 Objective 3 – Outcome

The identification of what can really be learnt from what goes wrong, and ways to ensure that learning is used well.



Strategic Priority 3

An LSCB that is Business like

Project Outcomes: The LSCB has effective management structures in place and runs efficiently.

Project Lead: Head of Safety and Standards Unit

Priority 3 Objective 1

Improve systems and processes within the Business unit.

Priority 3 Objective 1 – Project Tasks

- Review electronic and hard copy filing and archiving systems (Action Completed February 2010)
 - Review workloads and task requirements (Action Completed February 2010)
 - Ensure effective financial administrative systems are in place (Action Completed February 2010)
 - Review message taking and internal communication practice (Action Completed February 2010)
 - Review standard communication and circulation/distribution lists (Action Completed March 2010)
 - Review forward planning and agenda preparation arrangements (Action Completed April 2010)
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Priority 3 Objective 1 – Outcome

An efficient administrative business unit, valued by stakeholders.



Strategic Priority 4

An LSCB that can tell the story, by developing comprehensive management information, performance management and quality assurance systems

Project Outcomes: The LSCB will develop regular reports reflecting any changes in local guidance.

Project Lead: Head of Safeguarding and standards Unit

Priority 4 Objective

Create an LSCB performance framework.

Priority 4 Objective 1 – Project Tasks

- Develop a Management Information System for the LSCB (Draft performance framework presented to LSCB for implementation September 10)
 - Create a shared QA framework as above, part of Performance management framework
 - Develop a shared risk management system at Executive level (Completed March 2010)
 - Utilise the Strategic Needs Analysis Process with CYPSP (Children's Trust) and use data to inform action (ongoing)
 - Introduce a Section 11 audit tool and regular audits of all agencies and providers (Annual audit)
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Priority 4 Objective 1 – Outcome

Performance and Quality Assurance information which demonstrates how well we are safeguarding children and which helps us to manage our business better.

Strategic Priority 5

An LSCB that recognises that the workforce are the solution

Project Outcomes: The Children's workforces are trained effectively and are able to work competently and with confidence.

Project lead: Head of Professional Development

Priority 5 Objective

Ensure that the LSCB contributes to and is part of the Children's Trust Workforce strategy.

Priority 5 Objective 1 – Project Tasks

- Undertake workforce analysis and develop good data on workforce requirements. (Completed. LSCB Training and workforce strategy 2010-13 agreed May 2010)
 - Develop an effective training needs analysis (Completed. Tool developed May 2010)
 - Provide ongoing data on the impact of workloads on safeguarding practice to partners (In progress)
 - Contribute to common core, and multi-agency training developments
 - Review and establish clear links between the annual training plan and the commissioning of training and the LSCB strategic and business plan requirements (Completed. Included in the LSCB workforce development strategy)
 - Review the ways in which the outcomes of SCR's and audit and quality assurance programmes feed into, inform and are supported by the training programme (Completed. Included in the LSCB workforce development strategy)
 - Ensure that partner agency training and workforce development programmes reflect and fit into the LSCB training and workforce development programme (Completed. Included in the LSCB workforce development strategy)
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Priority 5 Objective 1 – Outcome

A well trained and confident workforce across all partners who see safeguarding as a central part of their daily role.

Appendix 2

CAMBRIDGESHIRE LSCB BUSINESS PLAN 2010-11

Our Vision

We are 'Creating a safer Cambridgeshire for children through collaboration, co-ordination and challenge'

LSCB Work Plan

Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
1.0 The LSCB has an effective governance system and an explicit accountability frame work	1.1 A performance frame work will be developed and implemented to monitor and assess the effectiveness of the work carried out by the LSCB. (This was identified as an action following the Ofsted inspection of Safeguarding and Looked After Children in Sept 2009)	Sept 2010	QEG/Peter Wilson/Helen Chrystal (Head of safeguarding and standards)	A draft performance framework has been presented to the LSCB in March 2010 and will be implemented by Sept 2010	Action Outstanding
	1.2 A memorandum of understanding (MOU) that is consistent with the Children's Trust MOU, will be developed which outlines the responsibilities, expectations and conduct required by Board members, to be signed by the chief officers	May 2010	Peter Wilson/Helen Chrystal	A memorandum of understanding has been accepted and signed by the members of the LSCB in May 2010	Action Completed May 2010

Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
	<p>1.3 Communication links with Partner agencies will be improved by revising and updating the LSCB web site and develop a set of web based procedures that are up dated on a 6 monthly basis</p> <ul style="list-style-type: none"> ● A 3 monthly electronic newsletter will be produced 	<p>May 2010</p>	<p>Time limited web site task force group lead by Helen Chrystal and Peter Wilson</p>	<p>The web site was successfully launched in May 2010</p>	<p>Action Completed May 2010</p>
		<p>Dec 2010</p>	<p>Kate Tonge</p>	<p>Members have been asked for views on the production of an LSCB bulletin</p>	<p>Views to be discussed at the LSCB meeting in July</p>
	<p>1.4 The LSCB will develop an overarching SCR Media strategy.</p>	<p>April 2010</p>	<p>LSCB</p>	<p>Multi-agency SCR media strategy has been implemented April 2010</p>	<p>Action Completed April 2010</p>
	<p>1.5 A Multi-Agency risk assessment frame work will be developed which would enable practitioners to identify families at risk, taking into account the themes that emerged from Cambridgeshire SCR (2005-2009). (Cross reference to the SCR action plans for baby F, baby L, child D,J,G)</p>	<p>Sept 2010</p>	<p>Elaine Petch (This action identified in 2 of the SCR action plans).</p>	<p>Social Care has commissioned a piece of work to identify a suitable risk assessment tool that will compliment the Graded care Profile</p>	<p>Action outstanding</p>

Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
<p>2.0 The LSCB has restructured SCR framework and process which has been developed by taking into account the lessons learnt from doing 5 SCRs in 2009 and the changes in the revised Chapter 8 of Working Together to Safeguard Children (2009)</p>	<p>2.1 Lessons will be learnt regarding the process of commissioning and project managing the SCR.</p> <p>2.2 A set of commissioning standards for Overview Authors will be established.</p>	<p>May 2010</p> <p>Dec 2010</p>	<p>LSCB Business and sub-group</p> <p>SCR sub-committee</p>	<p>Administration manual has been written</p>	<p>Action completed March 2010</p>

Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
3.0 The lessons have been learnt from the 5 SCR's and disseminated to the Children's Workforce.	3.1 Specific training events will be arranged covering areas of concern identified in the SCR process	April 2010	LSCB/CPF	3 events have been delivered to team leaders and received positive evaluation. One event in each locality	Action Completed in April 2010
	<ul style="list-style-type: none"> Working with father (cross reference to SCR action plan child G, child A, baby L) 	Dec 2010	Workforce and training sub-group	Training event planned for July, Sept and Dec 2010	Action Outstanding
	<ul style="list-style-type: none"> Parents or carers with a mental health problem. (Particularly around psychosis) (cross reference to SCR Action plan baby F and child J) 	April 2010	Workforce Development and training sub-group	3 Events have been successfully completed	Action Completed
	<ul style="list-style-type: none"> Working with families from different cultures and the impact those issues may have 	Sept 2010	Training and development sub-group	There is a diversity and ethnicity standard set which applies to all training delivered or validated by the LSCB	Action Completed
	3.2 The organisation and membership of the local practice groups will be reviewed	Sept 2010	Training and workforce development sub group		Action Outstanding

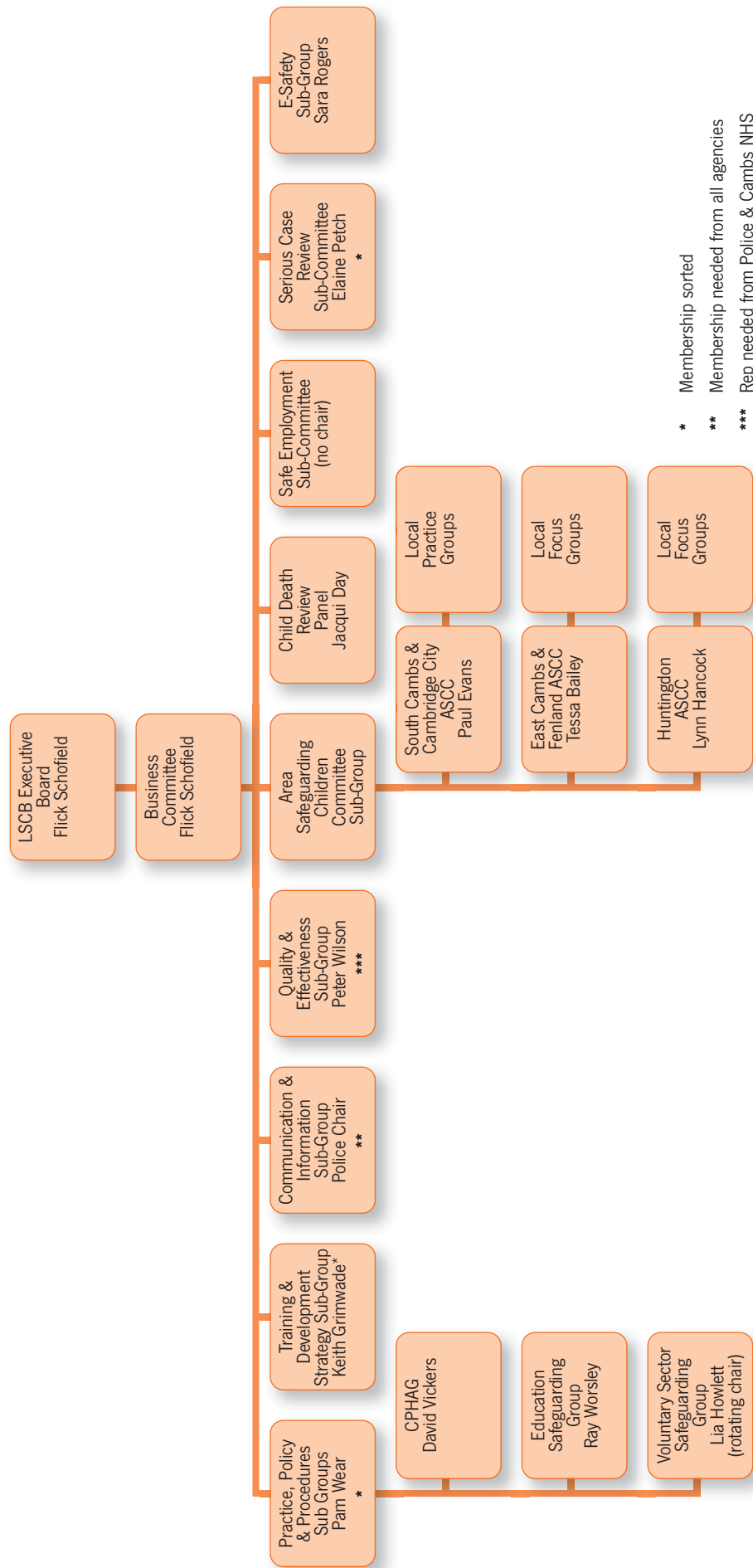
Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
	3.3 The LSCB will work with partners to ensure record keeping and information sharing between agencies is audited on an annual basis. Record keeping is one of the standards in the section 11 self assessment tools. (cross reference to SCR action plans Child A, baby F, L	Dec 2010	Section 11 audit QEG	The LSCB has established that partner agencies embark in a quarterly audit on record keeping and will require them to evidence this in their section 11 self audit due to be sent out in Sept 2010	Action Outstanding
4.0 The membership and terms of reference of all the LSCB sub-groups has been reviewed and there is sufficient sign up from partner agencies for the LSCB to deliver on its business plan	4.1 The Business Manager will present a paper to the LSCB setting out the vacancies in the membership of the sub-groups.	Dec 2010	Helen Chrystal		Action Outstanding
	4.2 The Chairs of the sub-groups will revise the Terms of Reference	Dec 2010	Sub-Group Chairs		Action Outstanding
	4.3 The membership and the Terms of reference will be posted on the LSCB web site with contact details	Jan 2010	Business Unit		Action Outstanding

Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
5.0 The LSCB has lay membership are represented on the LSCB	5.1 Business Manager will work with the Children's Trust on the most appropriate means of involving Faith Groups and Lay members in Safeguarding.	Oct 2010	Helen Chrystal/ Flick Schofield	Helen Chrystal is in discussion with Lynn Powell from Pin Point to see how this can be moved forward	Action Outstanding
6.0 The LSCB has developed a system to monitor and scrutinise the partner agencies safeguarding practices, ensuring that risks to children are identified and acted upon effectively	6.1 Partner agencies will be invited to complete the annual Section 11 self assessment audit.	Sep 2010	Helen Chrystal/ Peter Wilson/ QEG	The annual audit tool will be sent out in Sept 2010	Action Outstanding
	6.2 Partner agencies will be given 'feedback' on their section 11 self assessment audit to assist in improving performance on next year's audit.	Dec 2010	Peter Wilson/ Helen Chrystal/ QEG		Action Outstanding
	6.3 The LSCB will Audit the effectiveness and Quoracy, from a service user perspective of core groups.	Dec 2010	QEG/Peter Wilson/ Helen Chrystal	This audit is in progress	Action Outstanding

Outcome	Action required	Time frame	Lead Officer/ Sub group	Progress	Date of completion
7.0 The LSCB has an up to date set of policies and procedures on the web site that partner agencies can access which has taken into account the changes in the new statutory guidance WT (2009)	7.1 The LSCB will commission Tri-X to design and develop the LSCB web site which will include an up to date web based manual of safeguarding policies and procedures.	May 2010	Helen Chrystal/ Peter Wilson	Website successfully launched May 2010	Action Completed
	7.2 The LSCB will redraft local procedures as necessary after the new WT document is published.	Sept 2010	The PPP sub-group	The designated nurse has taken up the chair of the PPP group and is re-establishing this group	Action Outstanding
	7.3 The LSCB will set up an e-safety sub group to ensure policies and procedures are in place to address the issues around children's e-safety.	June 2010	e-safety sub group/Sara Rogers	???	
8.0 The LSCB has produced an annual report that has been presented to the LSCB, CT and Cambridgeshire Together	8.1 The annual report will be written by the Chair of the LSCB to be presented to the LSCB in July 2010 (cross reference to SCR action plan child G)	July 2010	Flick Schofield/ Helen Chrystal	The 2nd draft annual report is going to be presented to the Business Committee for comment in June 2010	

Appendix 3

PROPOSED STRUCTURE OF THE LSCB



Appendix 4

CAMBRIDGESHIRE LSCB END OF YEAR BUDGET

Financial Summary

2009/10 Year End Position

C/F 2008/09	-£99,972.00
Base Budget	£6,521.00
Contributions from Partners	-£274,923.00
<i>OCYPS</i>	<i>(130,472.00)</i>
<i>Cambs Constabulary</i>	<i>(53,854.00)</i>
<i>Cambs PCT</i>	<i>(68,045.00)</i>
<i>National Probation Service</i>	<i>(13,802.00)</i>
<i>CAMBS & P/BRO MENTAL HEALTH</i>	<i>(5,125.00)</i>
<i>CAFCASS</i>	<i>(550.00)</i>
<i>ADDENBROOKES HOSPITAL</i>	<i>(3,075.00)</i>

Available Budget **£381,416.00**

	Budget £	Actual £	Variance £
LSCB Board			
Staffing	£167,307.00	£189,498.91	
Consultancy & Hired Services	£21,399.00	£22,103.81	
Office Costs	£13,800.00	£14,560.84	
Legal Advice	£2,000.00	£3,785.13	
	£204,506.00	£229,948.69	£25,442.69
Chair Person			
Consultancy & Hired Services	£44,668.00	£52,755.53	
	£44,668.00	£52,755.53	£8,087.53

	Budget £	Actual £	Variance £
Training Budget			
Staffing	£63,455.00	£58,411.05	
Consultancy & Hired Services	£7,829.00	£8,809.39	
Advertising	£3,000.00	£ -	
Venue Hire	£25,000.00	£17,397.48	
Office Costs	£10,256.00	£5,133.38	
Income	-£2,312.00	£50.00	
	£107,228.00	£89,801.30	-£17,426.70

Serious Case Review

Consultancy & Hired Services	£24,380.00	£79,914.76	
Other	£350.00	£1,726.48	
	£24,730.00	£81,641.24	£56,911.24

2009/10 Outturn

Available Budget	£381,416.00
Total Spend	£454,146.76
LSCB Overspend	£72,730.76

CDOP

Staffing	£11,739.00	£22,909.22	
Consultancy & Hired Services	£14,400.00	£18,302.25	
Venue Hire	£ -	£745.40	
Unallocated Budget	£25,545.00	£ -	
Income from Peterborough	£ -	-£28,000.00	
C/F 2008/09	£ -	-£68,850.00	
	£51,684.00	-£54,893.13	-£106,577.13

CDOP funding used to cover overspend **£72,731.00**

CDOP 2009/10 C/F **-£33,846.13**

2009/10 proved a challenging year for the LSCB in terms of budget. Contributions from partners were increased by 1%. The biggest financial pressure came from the high number of serious case reviews. This caused an unexpected overspend of £57k. The training budget was underspent due to staff vacancies and there appears to have been a lower level of activity than originally expected.

CDOP has previously carried forward underspends into the new financial year, at the beginning of 2009/10 the c/f balance for CDOP was £68,850. During 2009/2010 this increased to £106,557. It was agreed that the CDOP underspend would be used to bring the LSCB to a balanced position at year end. £73k was used to balance the position and a c/f of £33805 has been transferred to 2010/11.