

# CAMBRIDGESHIRE COUNTY COUNCIL

## NOTICE OF MEETING

A meeting of the County Council will be held at Shire Hall, Castle Hill, Cambridge on Tuesday, 17th October 2017 at 10.30a.m.

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### A G E N D A

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Prayers led by the Reverend Ruth Adams, Vicar of St George's, Chesterton, Cambridge

Apologies for Absence

1. Minutes – 18th July 2017 (previously circulated)
2. Chairman's Announcements (oral)
3. Declarations of Interests (oral)  
*[Guidance for Councillors on declaring interests is available at <http://tinyurl.com/ccc-decoint>]*
4. Public Question Time (oral)  
*To receive and respond to questions from members of the public in accordance with Council Procedure Rule 9.3.*
5. Petitions (oral)  
*To receive petitions from the public in accordance with Council Procedure Rule 9.4.*
6. Children's Centres – Proposals for the New Service Provision and Response to the Public Consultation (pages 6-155)
7. Reports of the Constitution and Ethics Committee
  - a) Corporate Parenting Sub-Committee (pages 156-161)
  - b) Principles and protocols for proactive communications with media and social media outlets (pages 162-174)
  - c) County Council – Proposed Changes to the Constitution (pages 175-190)

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|-----|---|-----------------|
| 8.  | Audit and Accounts Committee Annual Report 2016-17  | (pages 191-199) |
| 9.  | Pension Fund Committee Annual Report 2016-17  | (pages 200-210) |
| 10. | Cambridgeshire Local Pension Fund Board Annual Report 2016-17   | (pages 211-231) |
| 11. | Committees - Allocation of seats and substitutes to political groups in accordance with the political balance rules | (pages 232-237) |
| 12. | Appointments to Outside Organisations   | (page 238)      |
| 13. | Unitary Governance Motion Response  | (pages 239-264) |
| 14. | Motions submitted under Council Procedure Rule 10   | (oral)          |

**(a) Motion from Councillor Bill Hunt**

The whole country, and in particular politicians, have been shocked and horrified by the rising tide of threatening actions deployed by a few extremists who appear in no way to value our treasured democratic values.

At one end of the scale we have the murder of Jo Cox as she went about her Parliamentary duties and PC Palmer who was killed defending our elected representatives. At the other end of the scale we have County Council candidates being spat at and election posters being defaced. Of twenty recently elected MPs, seventeen said they had felt threatened by social media activity and face-to-face insults.

All Members will support, I am sure, a cry for more women and younger people to join the ranks of elected representatives at Parish, Town, District and County level. Potential candidates should and must be encouraged to be the voice of their communities and should not be afraid to stand as the result of intimidation and threats. It is often these candidates that later on aspire to take on the role of Member of Parliament. This issue currently has much national attention; on Wednesday July 13th Theresa May PM ordered Lord Paul Bew, Chair of the Committee on Standards in Public Life, to inquire into the problem. The Prime Minister said she was "horrified by stories from colleagues about the scale and nature of the intimidation, bullying and harassment they suffered during the general election".

It is clear that none of the established political parties or bona-fide independents would support or approve of criminal damage to posters and banners displayed on private property. It is also clear that no responsible politician or political group would sink to

Facebook threats or similar activity.

During the County, Mayoral and General Elections this year, we in the Ely area have experienced a huge rash of poster defacement, social media aggression, abusive comments in writing and foul rudeness. We were fortunate to catch the Ely area criminal and the Police are making efforts to ensure that this will not be allowed to spread locally or be repeated.

We ask for Council's strong support of this motion:

"This Council abhors any act that threatens our treasured democracy, puts candidates at any level at risk or makes voters reluctant to take part in an election process. We instruct the Chief Executive to write to the head of The Crown Prosecution Service, the Chief Constable of Cambridgeshire and the Police and Crime Commissioner to express our cross party opinion. We seek urgent and substantial action if/when further examples of this threat to our democracy occur. This Council considers this to be a serious matter and believes that firm, swift and transparent actions should be taken to deal with such threats and/or criminal damage."

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

**(b) Motion from Councillor Joan Whitehead**

This motion calls on the Council to instruct the General Purposes Committee to require no cuts in the provision of children's services in the budget for 2018, given the vital contribution these services make to the future of the children of Cambridgeshire.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

**(c) Motion from Councillor Jocelyne Scutt**

In extending greatest sympathy and support to all survivors of the horrific fire at Grenfell, and deploring the loss of life and injury, Cambridgeshire County Council recognises the importance of ensuring that no resident of the County should face what Londoners have confronted.

The Council:

- (a) acknowledges the action taken by the Chief Executive Officer and her team in undertaking a review of Council buildings;
- (b) notes that central government has instituted an independent review of building regulations and fire safety;
- (c) observes that current regulations require sprinklers in

buildings above a certain height only, so that they are not generally required for County buildings or those for which the County has responsibility or provides funding such as care homes and educational facilities in Cambridgeshire;

- (d) notes that where sprinklers are fitted, the record shows that this saves lives.

The Council therefore requests that the Chief Executive Officer:

- (a) Provide to all members a recitation of the review of Council buildings and any other buildings in relation to which the Council has responsibility in the provision of services and/or funding – such as care homes and education facilities;
- (b) Consult with Cambridgeshire and Peterborough Fire Authority as to which County buildings and buildings such as care homes and education facilities where the County has responsibility or provides funding would be made safer by the introduction of sprinkler systems;
- (c) Once that guidance is obtained, write to the Minister responsible requesting funding so as to enable the fitting of sprinklers in those buildings.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

#### **(d) Motion from Councillor John Williams**

This council notes with concern that across Cambridgeshire, home ownership is increasingly moving beyond the reach of all but the most high earning families. The ratio of median house price to median income varies from 6.57 in Fenland to 12.97 in Cambridge (2016 figures, Office for National Statistics). For lower quartile house prices and earnings the ratio varies from 7.20 in Fenland to 13.32 in Cambridge.

Barriers to housing across the county have negative consequences not only for the Cambridgeshire economy but also for public health.

Through the Housing Development Agency this council is putting forward land in its ownership to deliver affordable housing to meet this crisis.

To ensure that the maximum amount of affordable housing is delivered, this council resolves to insist that any development on land in its ownership must equal or exceed the percentage affordable housing target of the relevant Local Planning Authority.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as*



*drafted]*

15. Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee – Oral Questions (pages 265-289)

16. Questions:

(a) **Questions on Fire Authority Issues** (oral)

Report of the Cambridgeshire and Peterborough Fire Authority (pages 290-293)

(b) **Written Questions** (Council Procedure Rule 9.2) (oral)

To note responses to written questions from Councillors submitted under Council Procedure Rule 9.2.

Dated 9th October 2017



Quentin Baker  
Director of LGSS Law  
and Governance  
& Monitoring Officer

*The County Council is committed to open government and members of the public are welcome to attend this meeting. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request:*  
<http://tinyurl.com/ccf-film-record>

*The Council cannot provide car parking on the Shire Hall site so you will need to use nearby public car parks. Details of other transport options are available on the Council's website at: <http://tinyurl.com/ccf-carpark>*

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact Michelle Rowe at the County Council's Democratic Services on Cambridge (01223) 699180 or by email at: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)*

**CHILDREN'S CENTRES – PROPOSALS FOR THE NEW SERVICE PROVISION  
AND RESPONSE TO THE PUBLIC CONSULTATION**

**To:** County Council

**Meeting Date:** 17 October 2017

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

**Purpose:** The County Council is being advised on the results of the Children's Centre consultation and is asked to agree the proposals in relation to the new service design.

**Recommendation:** The County Council is asked to note the consultation response and agree –

- a) The proposals for the redesign of Children's Centres to the new Child and Family Centre Offer.
- b) To reconfirm the budget reduction of £1 million, and confirm a new investment of £100k (this would amount to an overall saving of £900k)

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Wendi Ogle-Welbourn	Names:	Councillors Bywater and Hoy
Post:	Executive Director – People and Communities	Post:	Chair and Vice-Chair of the Children and Young People Committee
Email:	wendi.ogle-welbourn@cambridgeshire.gov.uk	Email:	simon.bywater@cambridgeshire.gov.uk
Tel:	01223 728192	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 Children and Families services have been the subject of transformation within the Children's Change Programme (CCP) during 2016/17. The Local Authority and partner agencies have been experiencing an increase in demand in recent years and have identified the need to improve a range of outcomes for vulnerable groups. The Children's Change Programme redesigned service delivery to ensure greater integration, simplification of processes and improved transitions for families at different levels of need. CCP looked to make efficiency savings alongside improving children's outcomes by effectively targeting services to the right family, at the right time, in the right place and as efficiently as possible.
- 1.2 On 14 February 2017, Full Council agreed a proposal to redesign Children's Centre provision in line with the CCP and, as part of the Council's Business Planning process (Business Plan Ref A/R 6.224), to save £1 million pounds from 2018/19. At Children and Young People's Committee on 11 July 2017 the public consultation framework was agreed and public consultation took place from 18 July to 22 September 2017.
- 1.3 The proposals are to maximise our Children's Centre assets to deliver more flexible and responsive services across a wider age and need range. The new service is required to be more responsive to the needs of a rapidly changing County. With an array of new and growing communities there is a need to ensure service delivery is increasingly flexible and targeted towards meeting locally identified needs. Some of the existing Children Centres and local venues have been in place for many years and are not necessarily placed in the areas of highest population or greatest need. Some provision has a lower level of usage and some have poor accessibility issues in relation to space, flexible opening hours or location suitability.
- 1.4 In order to reduce unnecessary spend on buildings and ensure families have flexible access to good quality early years provision and /or childcare and child and family support services the public consultation proposed:
- Reducing the number of fixed centres and re-designating some existing buildings to increase early years and childcare provision. (The re-designation of buildings in this way also mitigates the risk of capital funding claw back.)
  - Making better use of other Cambridgeshire County Council (CCC) buildings where families already access services. This is a key part of our commitment to exploring a permanent provision for service delivery with children and families in a number of libraries.
  - Sharing space with other partner organisations, where families already access services e.g. Health buildings, District Councils and community buildings.
- 1.5 The consultation also proposed substantially streamlining the management of centres. The final proposals detail this to be from 16 Children's Centre management posts at present to in the region of five (one per district) with a deputy management structure to ensure safe delivery at a local level. (Exact staffing structures will be subject to workforce consultation in the Autumn).
- 1.6 The consultation response has been significant with receipt of 2280 completed responses. We also received formal written and verbal consultation responses from a range of

stakeholders and received two petitions. The first petition was from a parent of a child at Caldecote Primary School which received 345 signatures. This petition was “to allow the Caldecote Care Clubs to continue to operate from the Caldecote Children’s Centre building”. The second was a public petition and received with over 3000 signatures. This petition was “Objecting to the proposals brought forward by the Children and Young People Committee of Cambridgeshire County Council which would cut £1 million and close 19 of Cambridgeshire’s 40 Children’s Centres”. In light of the Council’s constitution, the second petition will be debated alongside the consultation response document and the proposals for the new service at the Full Council meeting on 17<sup>th</sup> October 2017.

- 1.7 The original proposals looked at achieving a budget reduction of £1 million. We are asking council to confirm a new investment of £100,000, which would amount to an overall saving of £900,000.
- 1.8 The feedback from the consultation has been reflected in amended proposals as outlined in our response document (*Child and Family Centre services – flexible, targeted and responsive*), which is published alongside this Council paper. In light of responding to substantial feedback, particularly in relation in to the Child and Family Centre offer for the City, we are now proposing making savings of £900,000 in order to increase the level of outreach work and maintain a significant presence in the South of the City to ensure the effective delivery of services for children and families, particularly the young and most vulnerable. Savings of £900,000 represents a 17% savings from the Children’s Centre budget and will be made from savings on buildings, management overheads and streamlining back office costs. The level of front line service is to be maintained and in some areas increased.
- 1.9 An iterative structure will be included in the response document and should a decision be taken at full council in support of the proposals, we will inform and consult with our own staff and any externally employed individuals affected by any proposals to transfer their employment under TUPE within a 45 day staff consultation period.

## **2. CONSULTATION SUMMARY**

- 2.1 In total, 2,280 residents responded to the online consultation. The consultation was available to all residents of Cambridgeshire – a population of 652,110.
- 2.2 The majority of respondents were located in Cambridge City and South Cambridgeshire, at 29% and 24% respectively.
- 2.3 Around three quarters of respondents said they have read our full proposals. Cambridge City and South Cambridgeshire had a higher overall rate, and Fenland had the lowest. Young parents and parents with children with disability or illness had a similar rate to the average response.
- 2.4 Respondents responded favourably to both (Q1) Children’s Centres should meet the needs of a wider age range and (Q2) that they should focus on those that need them the most. However, respondents were overall more supportive of the first, with 72.6% supporting or strongly supporting Q1 and 50.9% supporting or strongly supporting Q2. More respondents were unsure (19.1%) about Q2.

- 2.5 75.1% of respondents think that having health services in the same place as Child and Family services (Q3) is 'very important' or 'good to have', compared to 25.1% thinking it was 'not important' or unsure.
- 2.6 More respondents support (45.7%) than do not support (36.3%) our offer (Q4). However, 18% of respondents were unsure.
- 2.7 Overall, young parents are more supportive than the average respondent for all questions posed.
- 2.8 Parents whose children were all over 5 years were more supportive of questions 1-4 than parents who had children under 5 years. For questions relating to specific districts, they were slightly less supportive in South Cambridgeshire, East Cambridgeshire and Fenland. For the rest they were about as supportive.
- 2.9 Parents with children with disability or illness were generally as supportive of questions 1- 4 as the average respondent. For questions relating to specific districts they were less supportive than the average respondent.

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

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

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

- The proposed staffing structure includes 10 new apprenticeship roles, which we believe will be great opportunities for local people looking to move into this area of work and support in achieving our ambition to have an improved career pathway across our services.

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

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

- The redesigned service model will see greater integration with Community Health colleagues and look to ensure families can access both family support, parenting, child care and health support services in one place or via an integrated plan.
- The revised service specification will ensure all service deliverers offer only evidence based programmes that are shaped around the Cambridgeshire County Council commissioning intentions.

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

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

- We will be able to meet the needs of a wider age range without reducing service delivery to the youngest. We will do this by creating a single offer for children and families that gives us the infrastructure to bring together and co-locate services for different ages in a co-ordinated fashion that will be easy for families to navigate.

- We will be able to maximise the opportunity to deliver different services in our buildings so that we can offer more appropriate family friendly spaces to services for our most vulnerable families including children temporarily out of school or those supported by social care.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

- 4.1.1 The 'Response to the Consultation' document sets out the resource implications in sections three, four and five.
- 4.1.2 The 2017/18 budget for children's centres is £5,272,159. This budget includes an element of corporately managed property service budgets for our current Local Authority Managed Children's Centres. By building a new service for Cambridgeshire Families, a permanent budget saving of £900,000 will be delivered representing 17% of the current total budget for Children's Centres. The level of front line service delivery is maintained. The revised budget for the Child and Family Centre offer in 2018/19 will therefore be £4,372,159 (subject to a potential uplift for cost inflation)
- 4.1.3 A £900,000 saving will be achieved by re-designating some existing Children's Centre buildings and streamlining both our management infrastructure and back office and associated running and overhead costs. We intend to increase the current level of expenditure on front line delivery due to alignment of some job roles and the creation of a number of Apprenticeship posts.
- 4.1.4 Many Children Centre buildings were funded, wholly or partly, from Sure Start Capital Grant funding received from the Department for Education. We know that claw-back of capital grant funding could be triggered where an asset funded wholly or partly by the Department for Education is either disposed of, or if the asset is no longer used to meet the aims and objectives consistent with the aims and objectives of the original grant payment.
- 4.1.5 We will mitigate against any claw-back by making best use of our buildings in order to increase Early Years and child care capacity, working with existing providers that are currently rated good or better by Ofsted or to ensure other child and family service provision is utilising the premises.
- 4.1.6 This will also have implications to our statutory duty to ensure sufficient childcare. With effect from September 2017 the universal entitlement to 15 hours weekly free childcare for all 3 and 4 year olds will be extended to 30 hours for working parents. The redesigning of Children's Centre services will lead to some spaces in existing Children's Centres becoming available and they will be well located to extend the childcare provision on offer locally.

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

- 4.2.1 These proposals maintain a mixed model approach with current partners as appropriate, there are on-going discussions in some areas of the County in relation to Outreach delivery

sites and activities. Solutions identified will be delivered in line with legal and property constraints and subject to County Council policies.

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

- 4.3.1 There is no clear national steer on the future requirements for Children's Centres. We are still awaiting a consultation on their future and the Ofsted Inspection Framework is currently paused. The Local Authority is currently required to make provision for Children's Centres, secured in statute through the Childcare Act 2006. Our proposals would be compliant with the current inspection framework.
- 4.3.2 Healthy Child Programme activities delivered by Health Visitors and Midwives are currently often located within Children's Centre buildings. We will ensure that family access to these services is protected in the emerging offer and wherever possible these services will be co-located and further integrated within a Children and Family centre Offer.
- 4.3.3 A number of Cambridgeshire Children's Centres are delivered in partnership with local nursery and primary schools. Other changes in the Early Years landscape including the introduction of the 30 hour entitlement and revisions to the Early Years funding formula could add an additional risk to these settings. We will work with our Early Years colleagues to identify any specific risks that might arise from implementation.
- 4.3.4 Children's Centre building assets were funded wholly or partly from Sure Start Capital grant funding from the Department for Education. Claw-back of funding could be triggered where an asset funded wholly or partly by the Department for Education is either disposed of, or if the asset is no longer used to meet the aims and objectives consistent with aims and objectives of the grant payment. Subject to prior approval from the DfE, claw-back may be waived or deferred (to an alternative relevant asset) where proceeds are reinvested in the alternative asset that is to be used for a similar purpose consistent with the aims of the grant. We will mitigate against claw-back to make best use of our buildings including looking to increase child care capacity, working with existing providers that are currently rated good or better by Ofsted.

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

- 4.4.1 All equality and diversity implications have been fully considered and are outlined in the separate Community Impact Assessment as **Appendix D**.

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

- 4.5.1 A full public consultation has taken place. Please refer to the 'Response to the Children's Centre Consultation' document for full details of how we have helped the Cambridgeshire Community engage with the Children's Centre consultation. We will ensure that the local community is updated regarding our response to this consultation.

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

- 4.6.1 A previous Children's Centres paper was presented to the Children and Young People Committee on 11 July 2017. There has been significant local Member involvement at all stages of this process and this will continue as any changes are implemented.

## 4.7 Public Health Implications

- 4.7.1 These proposals have been developed in line with the current development of the 0-19 Healthy Child Programme and the Maternity Better Births workstream, linked into the Child Health Joint Commissioning Unit. As covered in section 4.3 above, we will ensure that family access to health services is protected in the emerging offer. The principles of proportionate universalism that underpin health delivery are supported by these proposals.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<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: Virginia Lloyd
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Theresa Leavy
<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: Theresa Leavy
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Liz Robin



Source Documents	Location
Children's Centres update – paper to Children and Young People Committee on 11 July 2017	<a href="https://tinyurl.com/y8lh66ps">https://tinyurl.com/y8lh66ps</a>
Family Hubs: a discussion paper (Children's Commissioner, 2016)	<a href="https://tinyurl.com/y8yq274v">https://tinyurl.com/y8yq274v</a>
Children's Centre Services – Public Consultation Paper – July to September 2017	<a href="https://tinyurl.com/yb35y8tm">https://tinyurl.com/yb35y8tm</a>
Children's Centre Consultation 2017 – Data Briefing	<a href="https://tinyurl.com/y8hwqkog">https://tinyurl.com/y8hwqkog</a>
Children's Centre Consultation 2017 – Frequently Asked Questions	<a href="https://tinyurl.com/y883ht4a">https://tinyurl.com/y883ht4a</a>
Maternity Better Births Programme	<a href="https://www.england.nhs.uk/mat-transformation/">https://www.england.nhs.uk/mat-transformation/</a>

## Response to the Children's Centre Consultation

# Child and Family Centre Services

Flexible, Targeted and Responsive



# Contents

<b>1. Foreword</b>	<b>3</b>
<b>2. Executive summary</b>	<b>4</b>
<b>3. Headline findings from the consultation</b>	<b>5</b>
<b>4. Key themes from the consultation and how things will change</b>	<b>6</b>
<b>5. Interdependent priorities</b>	<b>25</b>
<b>6. Financial implications</b>	<b>26</b>
<b>7. Workforce implications</b>	<b>27</b>
<b>8. Implementation timeline</b>	<b>28</b>

# 1. Foreword



**Thank you for taking time to respond to the public consultation on Children's Centres. We have been pleased with both the number of responses and the considered feedback you have given. We have received more than 2000 completed responses and two petitions.**

We know that Children's Centres and our Early Intervention services are very important to our families across the county and we want to make sure that we continue to offer the supportive and impactful services that you depend upon.

Whilst some of the responses we have received are very supportive of our proposals, we also know that some residents are concerned about losing services that you value.

We have listened carefully to feedback and as outlined in this document we have changed some of our proposals as a result.

Our consultation proposed a saving level of £1 million. As we have worked through the feedback you have given us and further developed our plans we have revised that figure. There will be a reinvestment of £100,000 meaning that the overall savings will now be £900,000.

We know that it is critical that families get help early and easily. Whilst the proposals outlined here will mean less is spent on Children's Centre buildings we are ensuring the same level of delivery of front line service. We can do this by delivering services in a different way, spending less on buildings, less on management and being more efficient and effective by delivering services in partnership with others.

This document outlines the feedback you have given and how we have listened to you and also what our data tells us about need in our county. We believe these final proposals will create a more flexible, responsive and targeted offer for families, providing seamless support for expectant mothers, right through to families with young adults.

We will ensure our services will be increasingly integrated with our District Early Help and social work services, with services for children with Special Educational Needs and with local community and health services.

By changing the use of some buildings we will also be increasing the capacity for childcare in key areas. We are committed to delivering services in a range of locations across Cambridgeshire and ensuring our renewed outreach offer meets the needs of more socially or geographically isolated families.

The new service is designed to be more responsive to the needs of a rapidly changing county by being increasingly flexible and targeted towards meeting families' needs locally.

Full Council will debate these proposals on October 17th 2017.

**Wendi Ogle-Welbourn, Executive Director:  
People and Communities**

**Cllr Simon Bywater, Chair of Children  
and Young People Committee**



## 2. Executive Summary

We want to see all families thrive in Cambridgeshire and we believe our redesigned Child and Family Centre Offer will support this ambition. We need to provide services within challenging financial circumstances and these proposals look to deliver savings of £900,000 whilst maintaining the same level of frontline delivery. We will do this by being more flexible, making more efficient and effective use of buildings, spending less on management and delivering in a more integrated way with others. The public consultation document set out our proposals and we undertook a public consultation from July 18th to September 22nd 2017.

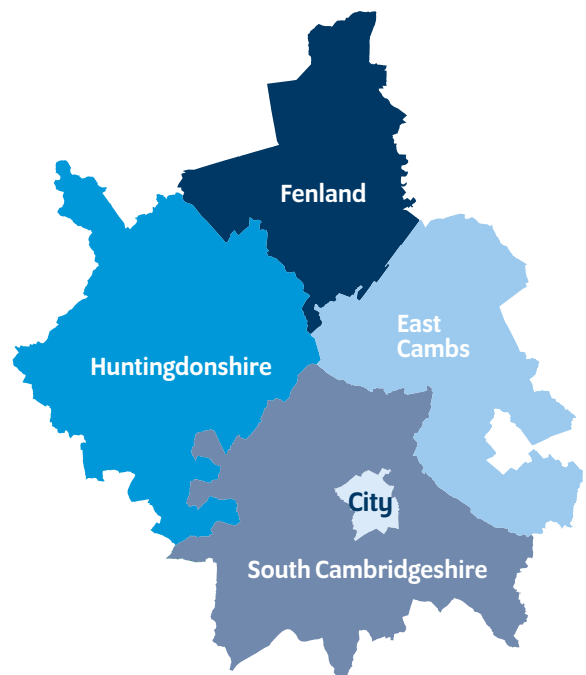
To ensure the consultation reached as many families as possible across Cambridgeshire it was publicised widely via staff events, public and partner events, media and social media (using videos and infographics). Both digital and paper copies of the consultations were made available. Please see Appendix A of this document for the full details of how we have helped the Cambridgeshire community engage with the consultation on Children's Centres.

We received two petitions. The first petition was from a parent of a child at Caldecote Primary School which received 345 signatures. This petition was *"to allow the Caldecote Care Clubs to continue to operate from the Caldecote Children's Centre building"*. Future proposals in relation to Caldecote are addressed in the district section for South Cambridgeshire.

The second was a public petition which contained more than 3,000 signatures. This petition was described as *"Objecting to the proposals brought forward by the Children and Young People Committee of Cambridgeshire County Council which would cut £1 million and close 19 of Cambridgeshire's 40 Children's Centres"*.

In line with the Council's constitution, the number of signatories to this petition triggered the debate at Full Council where the decision the about the future of Children's Centres will be taken the on 17th October 2017.

**We need to provide services within challenging financial circumstances and these proposals look to deliver savings of £900,000 whilst maintaining the same level of front line delivery**



### 3. Headline findings from the consultation

In total, 2,280 residents responded to the consultation. The consultation was available to all of Cambridgeshire's 652,110 residents.

The response to the consultation was evenly spread across the county with a small majority of respondents being located in Cambridge City and South Cambridgeshire, at 29% and 24% respectively.

Around three-quarters of respondents said they had read the full proposals. Cambridge City and South Cambridgeshire had a higher overall rate, and Fenland had the lowest. The percentage of young parents and parents of children with disabilities who responded was similar to the percentage of the general parent population.

Respondents responded favourably to both (Q1) 'Children's Centres should meet the needs of a wider age range' and (Q2) that they 'should focus on those that need them the most'. However, respondents were overall more supportive of the first, with 72.6% supporting or strongly supporting Q1 and 50.9% supporting or strongly supporting Q2. More respondents were unsure (19.1%) about Q2.

75.1% of respondents think that having health services in the same place as Child and Family services (Q3) is 'very important' or 'good to have', compared to 25.1% thinking it was 'not important' or unsure.

More respondents support (45.7%) than do not support (36.3%) the proposed redesigned offer which would include; maintaining some of our existing Children's Centres, delivering services in shared community spaces, providing outreach programmes at a local level, and a greater online offer. (Q4). However, 18% of respondents were unsure.

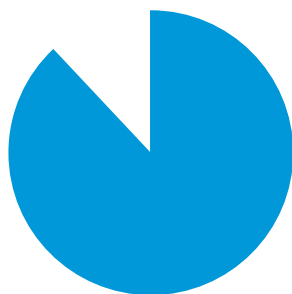
Overall, young parents are more supportive than the average respondent for all questions posed.

Parents whose children were all over 5 were more supportive of questions 1-4 than parents who had children under 5. For questions relating to specific districts, they were slightly less supportive in South Cambridgeshire, East Cambridgeshire and Fenland. For the rest they were about as supportive.

Parents with children with disability or illness were generally as supportive of questions 1- 4 as the average respondent. For questions relating to specific districts they were less supportive than the average respondent.



**Almost 2,300** people responded to the consultation, with almost equal share of respondents from all 5 districts.



**87%** of our respondents have children, **while 83% are current users** of our Children's Centre services.



You have told us having a **fuller online offer** is a good idea, but it must not be seen as a replacement for activities or face to face support.

We will further develop our offer so it supports those families who wish to help themselves, while not detracting from frontline services which will be maintained and delivered at our current level.



You have told us you recognise the importance and benefit of **making better use of shared spaces**, in places you know and already use.

There were some concerns about these spaces being disruptive and not confidential. We will work with staff to manage our delivery effectively, and sensitively.



You agree that it would be helpful to **access supportive services**, such as health, in the same places as Children's Centre services.

You have told us you **highly value**

the services we currently provide





## 4. Key themes from the consultation and how we propose things will change

**We have listened and improved our proposals in light of consultation feedback across a range of areas. Some of the significant changes are detailed below:**

- Resolving issues identified at Caldecote Children's Centre to ensure before and after school childcare is protected alongside identifying capacity for additional childcare provision.
- Increased provision in the south of Cambridge City after feedback identified gaps in the provision not identified in the original proposals.
- Increased investment in outreach provision in the north of the county, including the Farcet and Yaxley area.

Four overarching questions were asked in the survey followed by one question per District (Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire). Each gave respondents the opportunity to provide a comment. All of these comments have been read and analysed and the main themes are detailed in this section along with our response to these.

### Question 1

#### **Do you support our Children's Centres meeting the needs of a wider age range, from expectant parents to young adults?**

2,265 respondents answered this question. 72.6% of respondents supported this statement while 16.9% did not. The remaining 10.4% were unsure.

The detailed summary of the feedback on question one is in the Children's Centre Consultation Summary Report (see Appendix E). It is clear from the responses to question one that **the majority of the respondents agreed with the proposal.**

625 comments were received in relation to this question.

#### **You said:**

**You support us offering services across a broader age range.**

**There were concerns this would cost more money, and would require staff with different skills.**

#### **What you said**

There was significant support for the idea of offering services for a wider age range of children and young people; some responses described how their local centre already does this.

People felt that extending the age range would be beneficial to the family as a whole, that parents may need support whatever age a child is, and it would be helpful for parents with an older and a younger child if both children could visit the same centre or receive outreach services from the same worker.

Where respondents did not support the idea of extending the age range comments suggested that Children's Centres should be focused on providing early intervention for young children. Some were concerned that this would lead to resources for younger children reducing or that the needs of teenagers and young children were different and it would not be appropriate to mix them.

Some responses suggested staff would need different skills to support children of differing ages, and that the buildings and spaces would need to be designed carefully in order to be appropriate for all age groups.

## Our Response

The feedback largely supported the proposed model of Child and Family Centres. It is good to hear that people are already experiencing some of this from existing services and we will be building on this good practice. The very youngest children in our community remain a priority group with a commitment to the principles of 1,001 critical days (conception to age 2) (<http://www.1001criticaldays.co.uk/>). Many activities and programmes will continue to be focussed towards, and dedicated to, the youngest children in our communities.

The scheduling of activities in the buildings will be key to mitigating some of the concerns around meeting the needs of teenagers and young children in one building. Some of our Child and Family Centres and Zones are already multipurpose and support families with children of all ages, such as Broad Leas in St Ives and Scaldgate in Whittlesey. We will look to replicate this across all our Child and Family Centres.

We will deliver a wider range of services in our buildings, offering more appropriate family friendly spaces to our most vulnerable families including those children temporarily out of school or those supported by social care, and in doing so maximise the use of our resources.

Design is important to ensure that both families with young children and young people feel safe and comfortable accessing these spaces. We already have good examples where this works well and we will work with service users to make sure that we get this right.

Staff across our services have been working in a 'Think Family' way for some time which means that they focus on the outcomes of the whole family and our training and development programme for our staff supports whole family working. However, there will be some staff roles where they will retain a specialism, such as youth work or early years.

## What the proposed offer will be

- See detail of local provision in the District section, pages 15-24.

We will build on our current Children's Centre offer to offer services to families with children of all ages. The new Child and Family Centre Services will support families with children from expectant mothers, to babies and toddlers, right through to young adults.



## Question 2

### To what degree do you support the proposal to focus services on those families that need them most?

2,256 respondents answered this question. The majority (50.9%) of respondents supported this statement while 29.9% did not. The remaining 19.1% were unsure.

The detailed summary of the feedback on question two is in the separate Children's Centre Consultation Summary Report (Appendix E).

937 comments were received in relation to this question.

#### You said:

Many of you agree we should focus our services on those who need us most.

Early Intervention is important to our residents.

We need to ensure our access routes to services is clear

#### What you said

Some people strongly supported the idea of targeting services to vulnerable families and commented that services are insufficiently targeted on people with low incomes or with other needs at the moment. Some commented that targeting vulnerable families was likely to be the best use of resources in terms of impact. Other people described some difficulties they saw in targeting services – particularly around how to engage families with disadvantaged backgrounds and the risk of stigmatisation.

People commented that Children's Centres should be a universal service. Some people felt that the definition of 'need' is important, and the identification and assessment process needs to be robust. Some people expressed concerns that they would not be categorised as being 'in need', due to their income or because they are not involved with social care, family work or SEND services. They nevertheless appreciated the support they had received from Children's Centres when they had young children particularly the support for the mental health of new mothers, and the prevention of isolation. People commented that under the proposals, some parents with relatively low needs would not be supported and they could become worse and require more intensive services.

People particularly valued the contribution to the local community made by Children's Centre activities and services. A few people said they would be happy to pay a small amount to continue to attend activities.

## Our Response

Cambridgeshire County Council is committed to Early Intervention sServices as part of our ambition to see all Cambridgeshire Families thrive. The Child and Family Centre services alongside the district Early Help teams, and the Healthy Child Programme is key in delivering this. We want to ensure that the right people get the right service in the right place and at the right time. For some families this may mean one-off support from a family worker or access to online information to enable them to help themselves or access wider community support.

An element of effective Early Intervention is Proportionate Universalism, an idea first introduced by Sir Michael Marmot (<https://www.gov.uk/dfid-research-outputs/fair-society-healthy-lives-the-marmot-review-strategic-review-of-health-inequalities-in-england-post-2010>) meaning that solutions are made universally available, but with an intensity that is directly **proportionate** to the level of social disadvantage.

Within this context universal services will be a part of the Child and Family Centre offer including access to health support such as midwifery, health visiting, well baby Clinics, baby groups and stay and play activities for young families. Our Children's Centres have parent-led universal provision and we propose this will continue. We will also have universal information available from our buildings and on our website. In 2014 we introduced charging for some activities and we would expect this to continue although public health services would, as now, be free to access.

Child and Family Centre Services will be well-placed to build on the current support for families with additional support needs. New and first time parents will continue to be a priority and we will aim to work more closely with colleagues from midwifery and health visiting to ensure that mental health needs of new parents are identified early and support offered. There are numerous examples of successful groups supporting a range of families, including young parents, families with children with special educational needs and those with English as a second or additional language. We work closely with partners to identify individual families who need one-to-one support. These proposals will continue to build on this approach.

## What the offer will be

- See detail of local provision in the District section, pages 15-24.

Working alongside universal health and community and voluntary services, we will prioritise support for vulnerable families, those with children under the age of 3, families with children with disabilities, and those with other identified support needs.

## Question 3

### How important is it to have health services in the same place as your Child and Family services?

2,260 respondents answered this question. 75.1% of respondents thought this was either very important or good to have and 14.8% thought it was not important. The remaining 10.3% were unsure.

The detailed summary of the feedback on question three is in the Children's Centre Consultation Summary Report (Appendix E).

533 comments were received in relation to this question.

#### You said:

Having health services based with Children's Centre services could make it easier for people to access.

There were concerns this could create a space that was too clinical, and not welcoming.

#### What you said

People commented that they would find it easier (avoiding multiple appointments) to access both health and children's services if they were delivered in the same place. A number of people also commented that it would be helpful to have a familiar environment for both health and Child and Family Services, especially for children with Special Educational Needs. People also commented that it would be easier for professionals to communicate with one another if they were located in the same building. Some people commented that this was already in place at their local Children's Centre, which they tended to regard positively.

Some respondents disagreed with the proposal feeling that a 'medical' environment was not one that was relaxing or a space for play and social activities. Others felt they wanted to access some medical services in a clinical environment and that joint spaces were not always compatible. Some people mentioned specific local places in their comments. The use of Brookfields in Cambridge raised some concerns in relation to the presence of a drug rehabilitation services in the same building.

For many people, accessibility of services was more important than co-location. People said it was difficult to travel without a car with small children.

## Our Response

We believe that having more professionals co-located is generally beneficial and we already have good examples of this in our Children's Centres. Families will continue to be able to access other universal health services such as GPs in the way that they do now. Scheduling of activities and making the best use of building space has worked well to ensure that other health provision such as well baby clinics and midwifery can run alongside other Children's Centre activities.

We have carried out used a range of data to tell us about areas of need across the county to inform our Child and Family Centre services model. We want to ensure that our services are available to the right people, at the right time and in the right place. We have developed a model that is designed to be more responsive to the needs of a rapidly changing county by being increasingly flexible and targeted towards meeting local needs. Some of the existing centres and venues are not necessarily in the areas of highest population or need. Some provision has a lower level of usage and some are difficult to access due to opening hours or location suitability.

Services such as drug rehabilitation services help some of our more vulnerable families to stay safe. Any Child and Family offer would be managed alongside these services as appropriate and for Brookfields this would not be in the same part of the building. The Brookfields site has a range of good, shared delivery spaces and plenty of parking spaces

## What the offer will be

- See detail of local provision in the District section, pages 15-24.

You told us that being able to access support from health colleagues like midwives, health visitors and speech therapists from Children's Centres has been a good thing. This is important and we will look to further integrate our work with these partners across a range of venues to offer a seamless service to families.

## Question 4

### Our Child and Family Services will include the following:

- Maintaining some of our existing Children's Centres
- Delivering services in shared community spaces
- Providing outreach programmes at a local level
- A greater online offer.

### To what degree do you support this?

2,260 respondents answered this question. 45.7% of respondents supported this statement while 36.3% did not. The remaining 18% were unsure.

The detailed summary of the feedback on question four is in the Children's Centre Consultation Summary Report (Appendix E). It is clear from the responses to question four that more agreed with the proposed model than disagreed.

897 comments were received in relation to this question.

#### You said:

Many of you are attached to the building you currently use, even if they are underutilised.

Some people feel positively about services being delivered in other spaces, and feel it makes sense.

Many respondents have accessed outreach provision already.

#### What you said

Some respondents' comments showed that people recognise the importance of making the best use of community buildings and sharing resources across services makes sense, and saves money. Many have accessed outreach provision and supported this approach continuing in areas where there will no longer be a designated Children's Centre.

Some people commented that they were concerned about the proposals and, did not want to see any changes to the services they access. People suggested that it should not be preventative services where cuts are made, as it is felt that taking away money from these services could lead to greater problems in families later down the line.

Several people stated that they would like to see buildings kept, even if they are under-used and some respondents stated that they support the proposals in general, but they want their own local centre to remain open.

These comments especially related to the south of Cambridge City where provision will reduce significantly if the proposals are accepted. People have concerns that the population growth in that area of the City will mean that the proposed level of service will not be enough to meet their needs. There were also some particular concerns about what the proposals could mean for certain centre buildings where before and after school care is currently provided from.

There was support for an improved online offer via a good, clear website with information about all the services on offer, and links to other websites, and information and advice leaflets. People commented that this could save time and staff resources, as parents will be able to access this rather than phoning up or visiting a centre.

Some people commented that many families do not have access to the Internet and that we must be wary of discriminating against the families that potentially are in greatest need of our services if they cannot access online services.

## Our Response

The Local Authority remains committed to Early Intervention Services including delivery of the healthy child programme, district early help teams and sufficient early years provision alongside the proposed new Child and Family Services. We will protect the level of frontline delivery, although this will continue to change in emphasis and location as we respond to the changing needs in the county.

We will deliver a more flexible offer across Cambridgeshire, with an expanded outreach offer delivered into more communities and new housing developments. Restricting large proportions of our budget to maintain under-used buildings would mean we were unable to deliver this flexibility and limit our responsiveness to changing needs across the growing county.

In all areas where we are planning to re-designate the current Children's Centres we will maintain an outreach offer to enable families to access appropriate support within easy travelling distance.

We know that being able to access safe, consistent and up to date information online is important to support families. This online support will form an important part of our offer but will not replace face-to-face support for families.

We will ensure that families without easy online access can receive support as needed in other ways, including face-to-face, telephone support and supported internet access in community venues.

We have looked closely at our proposed delivery in the south of Cambridge and our revised proposals have built in additional capacity in the South of the City to address these concerns. In centres where we are currently co-located with before and after school care we will ensure that those services are not impacted.

## What the offer will be

- See detail of local provision in the District section, pages 15-24.
- We will create a network of 10 Child and Family Centres over 15 sites across the 5 districts – Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland
- We will create 12 Child and Family Zones across the County
- We will identify and allocate resource to deliver outreach provision in other areas to complement the Child and Family Centres or Zones.
- We will create an accessible and well informed online information service outlining the local offer of services for families across the county.
- We will re-designate some of the remaining Children's Centre buildings, to provide additional early years childcare provision

The detailed specification for the new Child and Family Centre model is attached at Appendix C.

A map showing where our Child and Family Centres and Zones will be located is shown on the next page.



## Services at a local level – Consultation questions focussed on District areas

# Question 5

## To what degree do you support our proposals for Cambridge City?

### You said:

You were concerned about the needs of the increasing population in the south of the city. We have listened and will be adding additional support in the Trumpington area and Cherry Hinton.

### What we proposed



### What you said – key themes

1,356 respondents answered this question, 662 of which were from Cambridge. Respondents, overall were more unsupportive (60.2%) than supportive (21.8%), with nearly one fifth unsure (18%).

- Respondents want to retain Romsey Mill, Homerton, Fawcett and Cherry Hinton as designated sites.
- Respondents proposed a second site is needed in the south of the City.
- Responses were received relating to transport – difficult accessing public transport with small children and buggies, cost, and accessibility.
- There were responses regarding the service provided by centres proposed for re-designation.
- There were responses regarding library space not being suitable.
- There were responses querying Brookfields as a site – queries included parking, being 0.2 miles from Romsey Mill and respondents referenced the substance misuse treatment service located on the site.
- There was support for the proposals for this area.
- There were comments about the cost of parking at the Grand Arcade and across the City.
- There were comments about the suitability of an online offer.
- There were responses asking about the future of the Romsey Mill young parent offer/contract.
- Respondents asked for clarity around the future of jobs at Homerton, Fawcett and Romsey Mill.

### Our response

We received feedback in relation to the level of resource in the south of the City. We have listened to this, along with the information presented in relation to an increase in the primary population, and have put additional support in Trumpington as a result. In addition we will be increasing our offer from Cherry Hinton as described below.

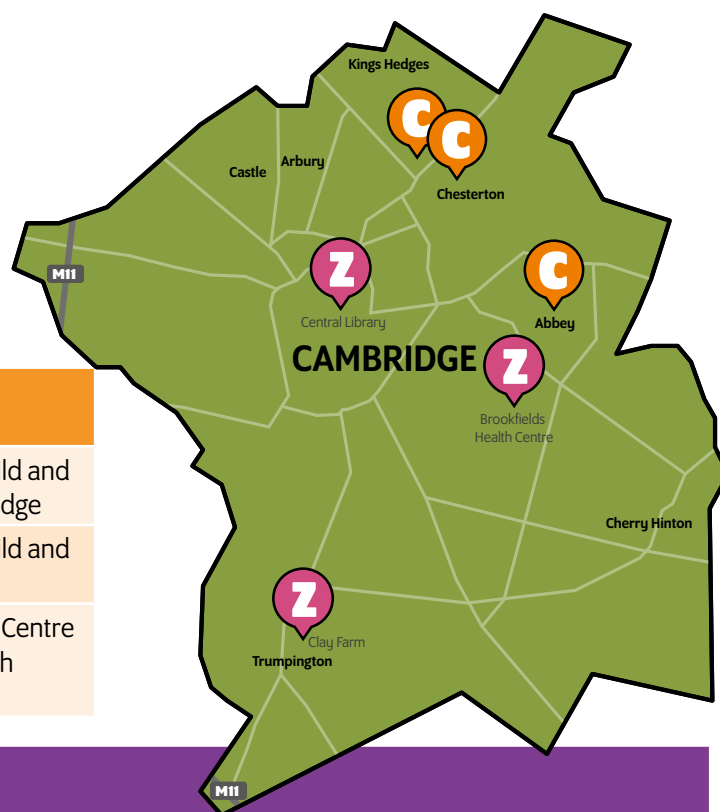
We will continue to run outreach provision in other areas of the city, building on our current practice as indicated in the attached 'What's On' (please see appendix F). We will be responsive to the changing needs in other growth areas of the city including Darwin Green and Eddington. There is no evidence of additional need that would support the wish to retain other named designated sites



## What the offer will be in the City (supported by an on-line offer)

### Where the provision will be in Cambridge City

Child and Family Centres	Commentary
Chesterton	This will operate as a split site Child and Family Centre with North Cambridge
North Cambridge	This will operate as a split site Child and Family Centre with Chesterton
The Fields	We will provide Child and Family Centre activities alongside local outreach venues



Child and Family Zones	Commentary
Brookfields	We will deliver Child and Family services from the Peacock Centre on Brookfields Hospital site in Cambridge. The Peacock Centre is a new base for various health services for children and young people opening early in 2018. We have identified a number of services which can be delivered from this base and continue to work with health partners on plans for joint delivery of services, including midwifery and health visitor clinics, as well as programmes and activities for children and young people.
Central Library	We will work with the Library Service to deliver child and family programmes and activities from the Central Library. Our programmes and activities will take advantage of the library's accessibility via public transport, high footfall, and existing library offer to children, young people and their families, and the longer opening hours at the library
Trumpington growth area	This includes Clay Farm and Trumpington. In response to the growing and changing levels of need in the southern fringe area of the city we propose to deliver the Child and Family Zone activities over an increased number of sites including Clay Farm and Fawcett school. We are having continuing conversations with local partners, including the Trumpington Federation, about how this will look.

We will continue to run outreach provision in other areas of the City, building on our current practice as indicated in the attached 'What's On'. We will be responsive to the changing needs in growth areas of the City including Darwin Green, Eddington and South Cambridgeshire developments.

## This is what re-designation will look like in the City

Repurpose for childcare or community use	Commentary
Cherry Hinton	We will re-designate the centre, and we are working with the school to agree significant outreach delivery from the site, as well as outreach activities from the Cherry Hinton library space.
Homerton	We will de-designate the Homerton Children's Centre. We are working with the nursery to explore maintaining some health and outreach activities from the site.
Romsey	We will de-designate the Romsey Mill Children's Centre. We are continuing conversations with the current provider about future activities from the building to complement service delivery from the Brookfields site.

## Question 6

### To what degree do you support our proposals for in South Cambridgeshire?

#### You said:

You have concerns about transport links, and the difficulty of moving around district.

We will increase our Outreach programme to better support families in small villages.

#### What we proposed

##### What we have



##### What we're proposing



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#### What you said – key themes

1236 respondents answered this question, 519 of which were from South Cambridgeshire. More Respondents were unsupportive (62.9%) than supportive (20.2%), with 16.9% unsure.

- There were responses received relating to transport – poor links, cost, traffic and travelling with small children.
- There were responses received regarding the proposal to have one centre in Cambourne; and a general feeling this is not sufficient for an area as large as South Cambs.
- Responses queried if future growth in the district has been considered.
- Responses highlighted isolation across the district.
- There were responses specific to the future of the after school club in Caldecote.
- There were responses highlighting the building at Bassingbourn as being very good and fit for purpose.
- There was support to retain services delivered from Sawston and Linton.
- There was support for proposals in this district.

#### Our response

We understand that in South Cambridgeshire many families live in small villages in rural areas which requires services to be flexible, as a result much of our delivery in South Cambridgeshire will be via our outreach programme. An example of what this might look like is shown in the attached 'What's On' (please see appendix F).

There are plans for large new communities to be developed across South Cambridgeshire and we will look to respond to the needs of these communities as they develop.

## What the offer will be (supported by an on-line offer)

### Where the provision will be in the South Cambridgeshire

Child and Family Centres	Commentary
Cambourne	This will operate as a Child and Family Centre

Child and Family Zones	Commentary
Waterbeach	This will be a Child and Family Zone with additional midwifery delivery.
Northstowe	This will be sited in the temporary community space at the Primary School until the permanent Civic Hub is completed.
Sawston	We are proposing a Child and Family Zone and have funding agreed to locate this in a permanent site in the new community hub building, alongside the library. We will continue to deliver from our current CC venue until construction is complete.
Melbourn	We are committed to delivering a Child and Family Zone in Melbourn. We are in discussions with Health colleagues, parish council and the local pre-school to investigate an improved multi-use space in Melbourn. We will continue to operate from our current location until this has been confirmed.



## This is what re-designation will look like in the City

Repurpose for childcare or community use	Commentary
Bar Hill	We will re-designate the Bar Hill Children's Centre. We are working with the school to explore future community use of the space, including maintaining outreach and health activities from the site.
Bassingbourn	We will re-designate the Bassingbourn Children's Centre. We are working with the onsite preschool to agree future usage of the building for families. We will continue to deliver outreach activities in Bassingbourn at our current site and other venues.
Caldecote	We will re-designate the Caldecote Children's Centre. A petition was submitted with 345 signatories requesting that the Caldecote Care Clubs be allowed to continue to operate from the Caldecote Children's Centre building. We are working with the school to agree future usage of the building for families including the continuation of wrap-around care. We will continue to deliver outreach activities from the site.
Histon	We will de-designate the Histon Children's Centre. We are working with the nursery school to maintain outreach activities from the site.
Linton	We will de-designate the centre but we are working with the Cathodeon Trust to agree significant outreach delivery from the site.
Papworth	We will re-designate the Papworth Children's Centre. We are working with the School and local community to explore future community use of the space, including possibilities for maintaining outreach activities from the site.

## Question 7

### To what degree do you support our proposals for in East Cambridgeshire?

#### You said:

You have been clear that transport links are an issue, with many of you living in rural locations.

We will tackle this by offering outreach provision in areas that are accessible to many.

#### What we proposed

##### What we have



##### What we're proposing



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#### What you said – key themes

1078 respondents answered this question, 269 of which were from East Cambridgeshire. Respondents were more unsupportive (54.9%) than supportive (24.8%), with 20.3% unsure. Residents in East Cambridgeshire seem to be more supportive of their local proposals than the total set of respondents. The reverse is true of Cambridge and South Cambridgeshire.

- Responses were received relating to transport – poor links, cost, traffic and travelling with small children.
- There were respondents wanting to retain services from sites proposed for re-designation (Bottisham and Sutton).
- Responses suggested investigating other sites such as Princess of Wales in Ely and the health centre at the Eastern Gateway in Soham.
- There was support for proposals in Soham and highlighting growth in the town.

#### Our response

We are aware that many families living in East Cambridgeshire live in rural locations with limited access to transport. A large part of our offer will be via our outreach provision as outlined in the attached 'What's On'.

Where there is growth in the district we will respond to the needs of the area through our flexible outreach programme.

## What the offer will be (supported by an on-line offer)

### Where the provision will be in the East Cambridgeshire

Child and Family Centres	Commentary
Ely	Ely Child and Family Centre will operate across a split site with Ely Library.
Ely Library	We will work with the Library Service to deliver child and family programmes and activities in conjunction with the Ely Children's Centre in High Barns. Our programmes and activities will take advantage of the library's central location within Ely, high footfall, existing offer for children and families at the library, and the longer opening hours available at the library, to target the needs of children and young people.
Littleport	This will operate as a Child and Family Centre



Child and Family Zones	Commentary
Soham	<p>We are committed to delivering a Child and Family Zone in Soham.</p> <p>We will continue to work with the Library Service to explore joint delivery of all Child and Family services from Soham Library. This will include services delivered by health colleagues, as well as programmes and activities for children and young people.</p> <p>We will continue to operate from our current location until this has been confirmed.</p>

## This is what re-designation will look like in the City

Repurpose for childcare or community use	Commentary
Bottisham	We will re-designate the Bottisham Children's Centre. The building will be occupied by the District Early Help team and will continue to be a venue for outreach and health provision.
Sutton	We will re-designate the Sutton Children's Centre. We are working with the onsite preschool to expand the childcare provision for that community along with maintaining outreach activities and health provision from the site.

## Question 8

### To what degree do you support our proposals for in Huntingdonshire?

#### You said:

Keeping access to services in a number of sites across the district is important as transport links aren't always good.

We have been in conversations with partners to continue and increase the delivery of our outreach programme.

#### What we proposed

##### What we have



##### What we're proposing



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#### What you said – key themes

1,047 respondents answered this question, 308 of which were from Huntingdonshire. Respondents were more unsupportive (56.3%) than supportive (23.3%), with 20.4% unsure. Residents in Huntingdonshire seem to be more supportive of their local proposals than the total set of respondents.

- Responses were received relating to transport – poor links, cost, traffic and travelling with small children.
- Some respondents wished to retain services from sites proposed for re-designation (Godmanchester, Somersham, Brampton and Farcet).
- There were queries about the proposed location of centres and why St Neots has two sites.
- There were responses about access to services in Yaxley and cross border into Peterborough.
- There was support for proposals in this area.

#### Our response

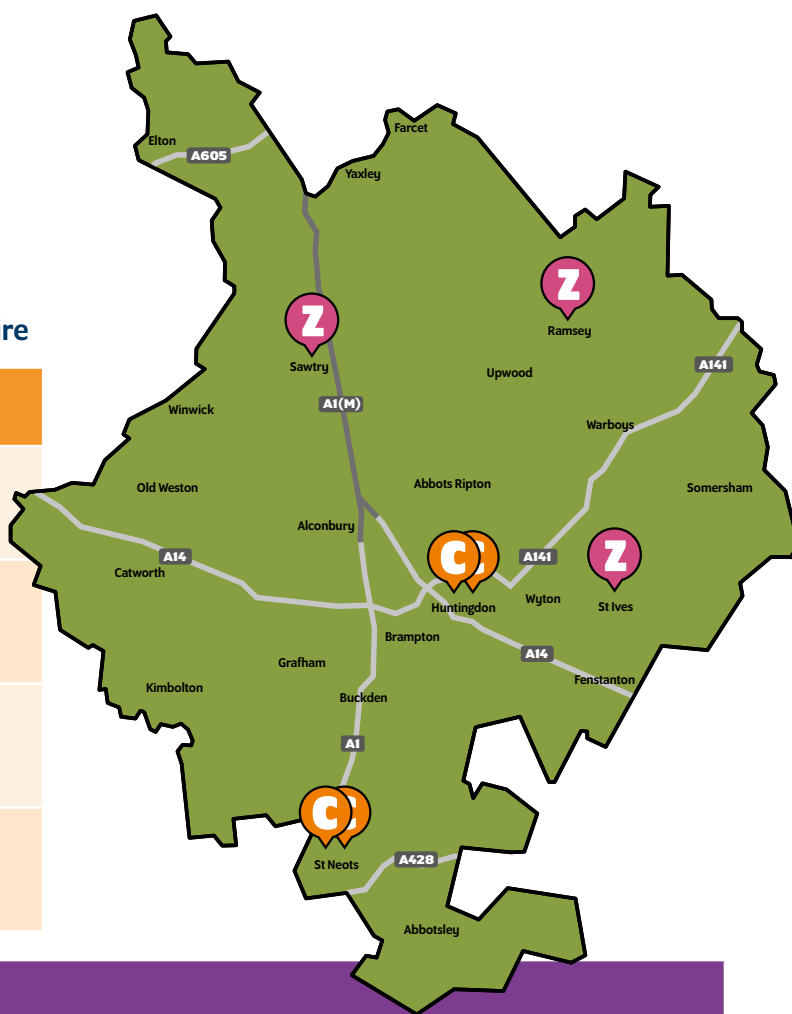
Huntingdonshire in addition to its urban areas has a wealth of rural communities and as such a significant part of our delivery in this district will be via our outreach programme. We have been in conversations with partners in Godmanchester, Brampton and Somersham and we will continue to deliver outreach from these sites. We have looked closely at the needs in the north of the district and have identified that we will need significant outreach provision around this area. We will maintain use of our building in Farcet for this purpose, delivering child and family centre activities alongside SEND provision and onsite childcare. An example of what this might look like is shown in the attached 'What's On'.

Due to the space available in the buildings in Huntingdon and St Neots, we will operate our provision from two sites in each town (Huntingdon Town and Huntingdon Youth Centre in Huntingdon, Eynesbury and Eaton Socon in St Neots) in order to ensure we have sufficient capacity.

## What the offer will be (supported by an on-line offer)

### Where the provision will be in the Huntingdonshire

Child and Family Centres	Commentary
Eaton Socon	This will operate as a split site Child and Family Centre with Eynesbury
Eynesbury	This will operate as a split site Child and Family Centre with Eaton Socon
Huntingdon Youth Centre (HYC)	This will operate as a split site Child and Family Centre with Huntingdon Nursery School
Huntingdon Nursery School	This will operate as a split site Child and Family Centre with Huntingdon Youth Centre (HYC)



Child and Family Zones	Commentary
Ramsey	We will continue to operate in the Ramsey Community Hub building
St Ives	We will continue to operate a Child and Family Zone in the Broad Leas Centre
Sawtry Youth and Community building	We are committed to delivering a Child and Family Zone in Sawtry and have funding agreed to locate this in a new community building alongside the Library and District Early Help Team. We will continue to deliver from our current venue until this work is complete.

## This is what re-designation will look like in the City

Repurpose for childcare or community use	Commentary
Farcet	We will re-designate the Farcet Children's Centre. We are working with the district team, school and local pre-school to address the community needs for this area which will include maintaining significant outreach activities from the site.
Godmanchester	We will re-designate the Godmanchester Children's Centre. We are working with the school to explore future community use of the space, including maintaining outreach and health activities from the site.
Brampton	We will re-designate the Brampton Children's Centre. We are working with the school and local community to explore future community use of the space, including maintaining outreach activities from the site.
Somersham	We will re-designate the Somersham Children's Centre. We are working with the school, onsite kids club and the onsite preschool to agree future usage of the building for families. We will continue to deliver outreach activities in Somersham at our current site and other venues.



## Question 9

### To what degree do you support our proposals for in Fenland?

#### You said:

You were concerned that Whittlesey would be served by a Child and Family Zone and not a Centre.

We will maintain the same level of provision in Whittlesey but relocate the services in a shared use building more suitable for providing activities for children of all ages.

#### What we proposed



#### What you said – key themes

1,181 respondents answered this question, 430 of which were from the Fenland district. Unlike in other districts, residents of Fenland were more supportive (64.5%) than unsupportive (16.3%) of proposals for their area, with 19.3% unsure. When including all respondents, overall views of the Fenland proposals were only slightly more unsupportive (39.7%) than supportive (38.9%), with 21.4% unsure. Residents in Fenland seem to be substantially more supportive of the local proposals than the total set of respondents.

- There were comments about the proposal to re-designate Murrow with some respondents confusing the proposals to re-designate Murrow Children's Centre with closing the pre-school provision.

- Responses were received relating to transport – poor links, cost and travelling with small children.
- Respondents stated that the quality of service provision is more important to them than retaining buildings.
- There were queries relating to retaining Chatteris and Whittlesey becoming Child and Family Zones.
- There were responses highlighting the need for outreach services in rural areas.
- Respondents living in South Cambridgeshire and Cambridge City queried why resource is being allocated to Fenland rather than where they live while others understand and support the proposal.

#### Our response

We are committed to significant delivery across Fenland as we know from the data analysis that we have substantial need in this district and it is essential that we targeted our resources to people with highest need. Fenland is very rural and as such a significant part of our delivery in this district will be via our outreach programme. We agree that there is need for outreach provision from Murrow and will continue to offer sessions from here and other villages such as Wisbech St Marys and Parson Drove. An example of what this will look like is shown in the attached 'What's On'.

Our delivery in Whittlesey will be classified as a Child and Family zone based alongside the District Early Help team in a shared use building. We are planning an equivalent level of service from Whittlesey compared to Chatteris or March.



## What the offer will be (supported by an on-line offer)

### Where the provision will be in the Fenland

Child and Family Centres	Commentary
Chatteris	This will operate as a Child and Family Centre
March	This will operate as a Child and Family Centre
The Oasis, Wisbech Town	This will operate as a Child and Family Centre
Wisbech South	This will operate as a Child and Family Centre



Child and Family Zones	Commentary
Whittlesey	We are committed to delivering a Child and Family Centre zone in Whittlesey. This will be located in Scaldgate alongside District Early Help Services. The current space in New Road will be handed over to the school as part of the school expansion programme.

## This is what re-designation will look like in the City

Repurpose for childcare or community use	Commentary
Murrow	We will re-designate the Murrow Children's Centre. We are talking to local childcare providers to expand the childcare provision for that community along with maintaining outreach activities and health provision in Murrow and surrounding villages.

## 5. Interdependent Priorities

**There are a number of interdependent priorities that are linked to the redesign of the Child and Family Centre model. These are outlined below.**

### Library Service

We will continue to work with the Library Service, jointly pursuing opportunities to deliver child and family activities and programmes using library buildings and services. Opportunities will vary according to location and need. In some instances this will entail operating jointly in a single building. In others, we will work with the Library Service to plan and deliver outreach programmes from libraries, based on the specific local needs.

The Library Service is currently looking to further transform services. This includes exploring ways in which libraries can serve as the ‘front door’ of public services. This and future consultations will inform changes to library service delivery.

### Adult Learning and Skills

The new model for delivery of Child and Family Centres, Child and Family Zones and Outreach will provide improved access to adult learning opportunities and employment support by enabling access to information about employment, education and training and links with Job Centre Plus and local training providers.

We will provide education and training for adults such as literacy, numeracy, ICT, ESOL, PEEP in line with local need. Many of these courses will be run in conjunction with local colleges and higher education providers and the Family Learning Partnership.

We will ensure that our services support the strategic aims of the Family Learning delivered by Adult Learning and Skills and help to deliver these aims.

### Supervised Contact

Child and Family services will be run from family-friendly buildings and we want to ensure these are available to facilitate the delivery of supervised contact visits for some of our most vulnerable children.

Cambridgeshire supports contact between looked after children and their family members and friends where it is in their best interest. It is often deemed necessary in the interests of safeguarding the child that this direct contact is supervised. Our Child and Family Centres and Zones will be enabled to ensure this happens in appropriate surroundings for these families.

### Childcare Sufficiency

With effect from September 2017 the universal entitlement to 15 hours weekly free childcare for all 3 and 4-year-olds will be extended to 30 hours for working parents.

This will have an impact to a greater or lesser degree in all districts and require an increase in the number of available childcare places if the Council is to fulfil its sufficiency duty with regard to the provision of childcare places for this age group.

The redesigning of Children’s Centre services will lead to some spaces becoming available for childcare provision. .

## 6. Financial implications

The 2017/18 budget for Children's Centres is £5,272,159. This budget includes property service budgets for our current Local Authority managed Children's Centres. By building a new service for Cambridgeshire Families, a permanent budget saving of £900,000 will be delivered. A £900,000 saving, represents 17% of the current total budget for Children's Centres. The revised budget for the Child and Family Centre offer in 2018/19 will therefore be £4,372,159 (subject to a potential uplift for cost inflation).

A £900,000 saving will be achieved by re-designating existing Children's Centre buildings and streamlining both our management and back office support and overhead costs. We intend to maintain the current level of expenditure on frontline delivery.

Many of the Children's Centre buildings were funded wholly or partly from Sure Start Capital grant funding received from the Department for Education. We know that claw-back of capital grant funding could be triggered where an asset funded wholly or partly by the Department for Education is either disposed of, or if the asset is no longer used to meet the aims and objectives consistent of the grant payment. We will mitigate against any claw-back and will make best use of our buildings in order to increase childcare capacity, working with existing providers that are currently rated good or better by Ofsted.'

The table below shows the different areas of spend, the current budget versus the proposed budget and the savings.

Category of Spend	Current Budget 2017/18 £	Current Budget % of total spend	Proposed Budget 2018/19 £	Proposed Budget % of total spend	Proposed Budget Saving £	Proposed % Budget Saving
Management costs	1,228,942	23%	772,665	18%	456,277	37%
Building and infrastructure costs	706,150	13%	456,702	10%	249,448	35%
Business Support costs	773,975	15%	513,708	12%	260,267	34%
Front Line Delivery Costs	2,563,092	49%	2,629,084	60%	(-65,992)	(-7%)
<b>Total</b>	<b>5,272,159</b>	<b>100%</b>	<b>4,372,159</b>	<b>100%</b>	<b>900,000</b>	

### Frontline Provision



Increased spend and level of delivery maintained



### Management and administration



Streamlined and integrated with districts



### Redesignating centres and provision



Delivering services where they are needed most



## 7. Workforce implications

The proposals to redesign and deliver Children's Centre services in a different way will have an impact on the workforce and its configuration. In addition there is expected to be movement of staff between organisations which will be covered by TUPE regulations. We will inform and consult with individuals affected by any proposals by way of a 45 day consultation period.

The iterative structure in Appendix B proposes the new staffing structure. Where roles could be placed at risk of redundancy postholders will follow the process previously put in place in previous structural changes.

The Council always seeks to avoid redundancy whenever possible and individuals will be encouraged to apply for a vacant role in the new structure. If unsuccessful they will be offered an alternative role where possible and capacity will be retained at the frontline. If the alternative role offered is one grade below their current grade pay protection will be offered for one year.

## 8. Implementation Timeline

**An implementation team will be set up following full Council decision on 17 October 2017. This group will develop the key milestones and activities required to implement the model for April 2018.**

The following outline timeline has been drafted for the staff consultation.

Implementation timeline for the staff consultation	Date
Briefing of trade union representatives	October 2017
Consultation document to be launched including an explanation of the rationale for the changes and arrangements for providing comments on the proposal. Launch for a 45 day consultation.	October 2017
At risk of redundancy notifications issued.	
TUPE information and consultation sessions for affected staff	Dates to be arranged with current employers
Drop in sessions for all affected staff	Dates to be confirmed – throughout November 2017
Frequently asked questions will be issued at regular intervals	Weekly/fortnightly throughout the consultation period
Closing date for consultation. All comments and suggestions from staff to be received by this date.	December 2017
Response to consultation. All feedback and comments will be considered and the final structures, including any resulting changes, will be communicated to staff.	December 2017
Application deadline	January 2017
Shortlisting	January 2017
Recruitment to new posts	January / February 2017
Confirm all roles	January / February 2017
Notice of redundancy to be issued to those who have been unsuccessful in applying for new roles.	Following appointment rounds
Appeals against dismissal on grounds of redundancy to be lodged within five working days of notice stating the grounds for appeal.	Following appointment rounds
Implementation	1st April 2018



## **APPENDIX A – HELPING THE CAMBRIDGESHIRE COMMUNITY ENGAGE WITH THE CONSULTATION ON CHILDREN’S CENTRES**

### **Before the consultation**

A service user satisfaction survey on Cambridgeshire Children’s Centres was open from December 2015 to May 2017 to allow families, carers, and childminders to give feedback on their local services. Nearly 1,200 people responded in this time, 90% of whom were parents.

Feedback received as part of the satisfaction survey was used to inform the proposals in the Children’s Centres consultation.

### **Pre-consultation engagement**

Five pre-consultation engagement workshops were held in June 2017, one in each district in Cambridgeshire. Over 150 officers from a variety of agencies attended the workshops. This included representatives from the NHS, voluntary organisations, schools, Healthwatch, Early Years providers, and many more. Officers discussed the draft proposals and gave feedback which was fed into the final consultation document.

### **Consultation drop-in events**

A number of consultation drop-in events were held across the county. Cambridgeshire County Council staff were available to take questions about the consultation, and to allow community members to have an informal chat about the proposals.

<b>Children’s Centre Consultation Drop In Events</b>		
<b>Date</b>	<b>Time</b>	<b>Children Centre</b>
2 <sup>nd</sup> August 2017	9.30am to 11.30am	Eaton Socon Children’s Centre
3 <sup>rd</sup> August 2017	14.30pm to 16.30pm	Cambridge North Children’s Centre
7 <sup>th</sup> August 2017	9.30am to 11.30am	Ely Children’s Centre
15 <sup>th</sup> August 2017	13.00pm to 15.00pm	Waterbeach Children’s Centre
23 <sup>rd</sup> August 2017	13.00pm to 15.00pm	Oasis Children’s Centre, Wisbech
24 <sup>th</sup> August 2017	16.00pm to 18.00pm	CPDC, Cambridge City South
30 <sup>th</sup> August 2017	14.00pm to 16.00pm	Murrow Children’s Centre

5 <sup>th</sup> September 2017	17.00pm to 19.00pm	Sutton Children's Centre
6 <sup>th</sup> September 2017	12.00pm to 14.00pm	Farcet Children's Centre
6 <sup>th</sup> September 2017	17.00pm to 19.00pm	Bar Hill Children's Centre
6 <sup>th</sup> September 2017	15.30pm to 17.30pm	Godmanchester Children's Centre
11 <sup>th</sup> September 2017	17.00pm to 19.00pm	Linton Children's Centre
11 <sup>th</sup> September 2017	17.00pm to 19.00pm	Bottisham Children's Centre
12 <sup>th</sup> September 2017	16.00pm to 18.00pm	Ramsey Library
12 <sup>th</sup> September 2017	17.00pm to 19.00pm	Histon Children's Centre
13 <sup>th</sup> September 2017	18.30pm to 20.00pm	Papworth Children's Centre
14 <sup>th</sup> September 2017	17.00pm to 19.00pm	Bassingbourn Children's Centre

### **Children's Centre staff**

Children's Centre Managers and District Managers have been involved in conversations about the future delivery of Children's Centre services over the last few years. Regular updates have been given to CCMs at the 6 weekly Children's Centre Managers meetings, and staff have been encouraged to give feedback on proposals.

Three pre-consultation engagement workshops were held for staff in the last two weeks of June 2017. Members of the Children's Centre staff teams attended the events to hear the draft proposals and give feedback which was fed into the final consultation document. Children's Centre staff were encouraged to give feedback on the proposals throughout the consultation, either by responding to the consultation or sending questions to the [ask.childrenscentres@cambridgeshire.gov.uk](mailto:ask.childrenscentres@cambridgeshire.gov.uk) email address.

### **Ask Children's Centres**

The [ask.childrenscentres@cambridgeshire.gov.uk](mailto:ask.childrenscentres@cambridgeshire.gov.uk) email address opened prior to the launch of the consultation and will remain open over the next year. Members of the public, staff members, and members of the Council were encouraged to send queries to this email address. All feedback is monitored and responded to, and is fed into the response to the consultation.



Over the course of the consultation 137 individual emails were received via the dedicated email address.

### **Online Engagement**

Webpages were built specifically on the Cambridgeshire County Council website, housing the full consultation document and survey. Supporting this was a data presentation showing key identified indices across the county, information that helped shape the proposals. The webpages also contained a full 'What's On' list of events and engagement opportunities for citizens, as well as a list of FAQs which were updated weekly based on public questions.

### **Physical Distribution**

A large number of District-specific consultation documents and surveys were produced, and sent to all existing Children's Centres, as well as Libraries. Alongside this, Children's Centre managers were given posters to promote the consultation, and leaflets to give to parents containing a link to the website, and a QR code linking to the online survey.

### **Social Media**

Messages about the Children's Centre consultation were sent out from the Cambridgeshire County Council Facebook and Twitter accounts several times each week throughout the course of the consultation. A number of infographics were produced focussing on the elements of the Child and Family Offer. These were shared both internally and externally.

The Children's Centre Facebook pages also shared messages to their users on a frequent basis, as well many local community groups and organisations.

### **Press**

The consultation was discussed and promoted in a wide range of media, including those in the following non-exhaustive list:

- Cambridge Evening News
- ITV Anglia
- Hunts Post
- Royston Crow
- Ely Standard
- Wisbech Standard
- Cambs Times
- Fenland Citizen
- Cambridge Independent

- BBC Radio Cambridgeshire
- Pinpoint
- Local voluntary sector websites
- Support Cambridgeshire
- Nursery World
- Parenta
- Healthwatch
- Parish Council newsletters
- Local Political Party websites and newsletters

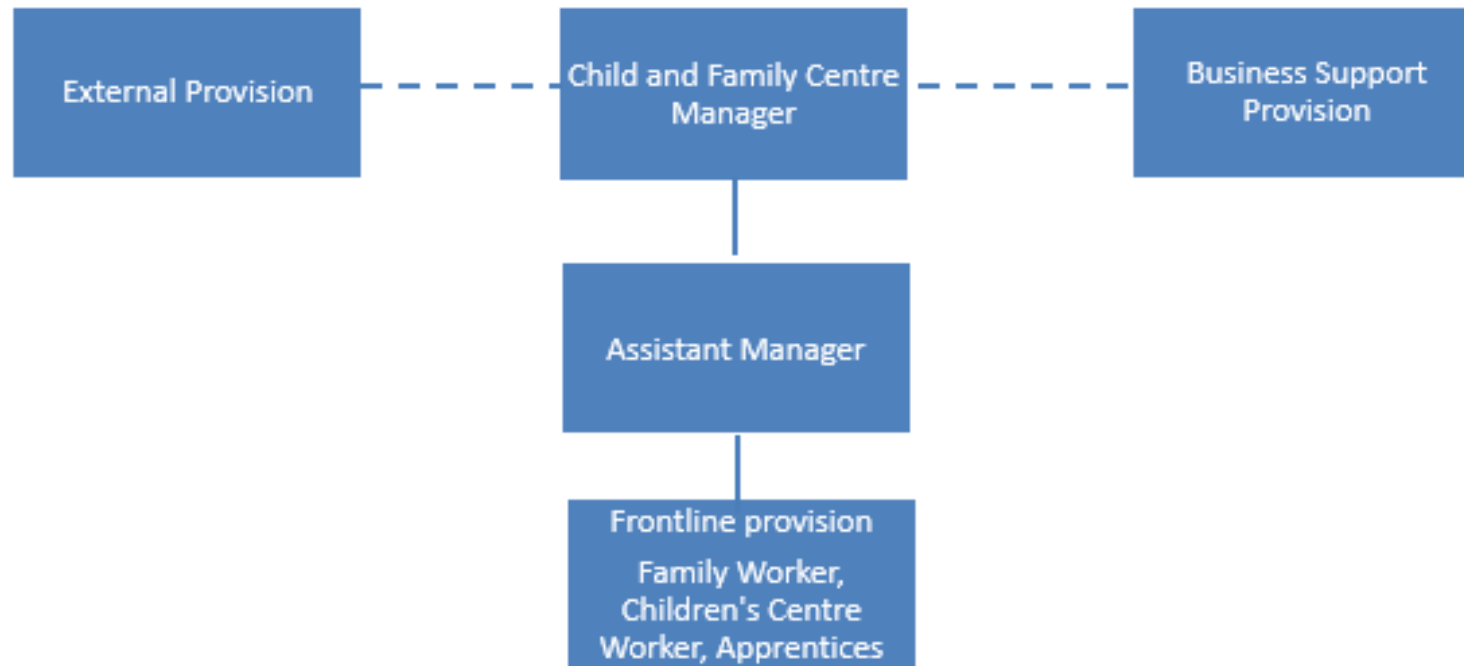
**Families and service users**

Children's Centre staff discussed the consultation at their summer activities held throughout the length of the consultation, and had hard copies available for families to answer.

Family Workers took the consultation out with them and supported the families they were working with to complete the questionnaire.

## APPENDIX B

### Iterative staffing structure per District (covering the five districts in Cambridgeshire)



## **Appendix C**

<b>Service</b>	Child and Family Centre Offer (Cambridgeshire)
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### **Overview**

#### **Context**

Following Public Consultation throughout the summer of 2017, Cambridgeshire County Council are committed to delivering a Child and Family centre offer building on the former Children Centre delivery model. This will see us extend provision across the age range from pre-birth through until adult hood, ensuring seamless delivery with Community Health partners and a flexible approach to meet the changing needs of a rapidly changing County.

#### **Current position**

In April 2017 District Teams were established bringing staff from Early Help and Safeguarding Units together into a single directorate as an outcome of the Cambridgeshire Children's Change Programme.

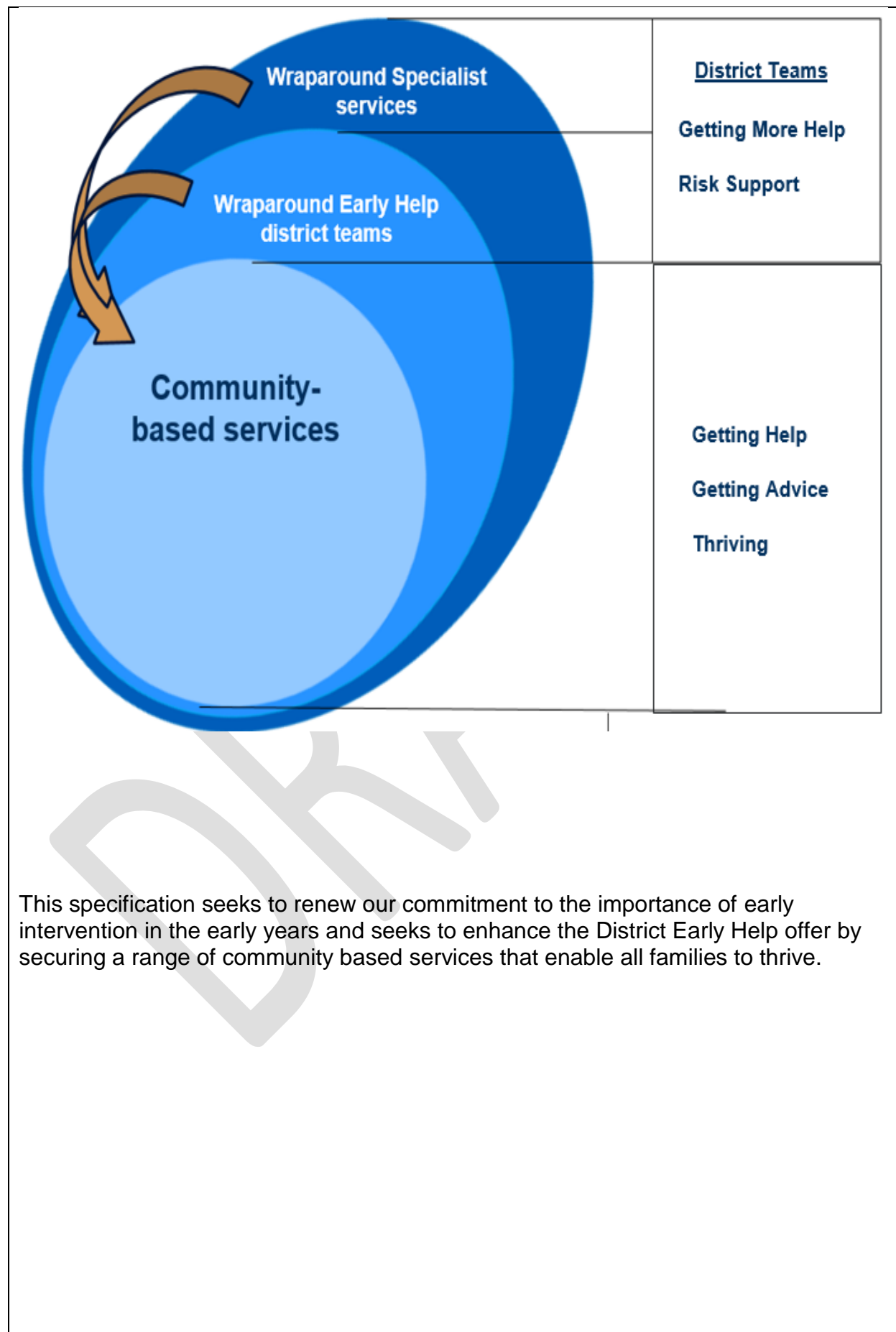
This has enabled joined up working at a District level to provide a seamless service, with minimal transfers for families and an alignment with Special Educational Needs and / or disabilities (SEND) team structures and District Councils.

The Integrated Front Door, incorporating the Early Help Hub (EHH) and Multi Agency Safeguarding Hub (MASH), is the single point of contact for all Early Help and Safeguarding referrals for the County. The EHH is responsible for managing the threshold of District Early Help services and the provision of information, advice and support to referrers.

The diagram below illustrates how targeted early help and specialist services in district teams can be drawn in or 'wrap-around' community-based services that families engage with, which we describe as their **helping network**.

The diagram also shows which areas of Thrive activity the different service areas deliver.

## Appendix C



### Overarching principles

- The effective engagement of families and partners is critical to achieving better outcomes. This offer will build upon and enhance existing partnerships to provide inclusive and accessible services that put people at the heart of a system that makes sense to them.
- Maximise access to the right support at the right time and in the right place ensuring that resources are targeted towards our most vulnerable groups including ensuring services are accessible to the range of diverse families within the target community.
- Services will be delivered within a Systemic Practice approach whereby interventions are delivered within the context of a family's existing 'helping network' which may include family members, neighbours, community-based services including education settings, health professionals including GPs etc.
- Deliver activities, groups and interventions informed by the Thrive model.
- It will seek to build the resilience of individuals, families and communities, reduce dependency on targeted/specialist interventions and increase the chance of sustainability.
- Services will seek to raise the aspiration of families by encouraging school readiness and lifelong learning which will have a direct bearing on family life
- In order to maintain and evidence improvement the service framework will be measurable and outcomes focused.

We aim to help children become **school ready, life ready and work ready**. The following thematic groupings should be provided for as areas of support.

Families with Young Children (under 5)	<b>Strengthening Attachment</b>	<b>Promoting Social Inclusion</b>	<b>Supporting Parents as First Educators</b>	<b>Promoting Positive Parenting Skills</b>
Families with children aged around 5-12	<b>Appropriate parenting and Boundary Setting</b> (Supporting positive behaviour)	<b>Ensuring Social and Educational inclusion for all Children</b> (Including supporting school attendance)	<b>Helping Parents to Support their Child's Learning and emerging Independence</b> (Including supporting school engagement)	<b>Building resilience in Children and Families</b> (Reducing Neglect)
Young people's work (age 13 upwards)	<b>Supporting the development of Strong Social and Emotional skills and resilience</b>	<b>Positive Peer and Community involvement</b> (Including supporting school attendance and Citizenship and Social Inclusion)	<b>Achieving positive educational participation and transition into adulthood</b> (Including supporting school engagement)	<b>Promoting Healthy Relationships</b> (reducing child sexual exploitation (CSE) neglect and risk taking behaviours,

## Appendix C

				and promoting positive sexual health, transitions)	
<b>Service Description</b>					
<p>The service provider will:</p> <ul style="list-style-type: none"> <li>• Deliver evidence based parenting programmes and targeted support for Domestic Abuse in conjunction with the wider District Early Help offer and service specification to include: <ul style="list-style-type: none"> <li>- Triple P (group teen)</li> <li>- Triple P (stepping stones)</li> <li>- Incredible Years Webster Stratton</li> <li>- Incredible Babies Webster Stratton</li> <li>- Raising Children (Sharing Parenting)</li> <li>- Raising Teens (Sharing Parenting)</li> </ul> </li> <li>• Provide a range of opportunities for families to access information and advice through workshops (including one off sessions on subjects including breastfeeding, healthy eating and parenting skills) and drop in's across the District in family friendly spaces as agreed on a local basis in line with what our data, families and partners are telling us.</li> <li>• District delivery of outreach groups and activities to ensure access for families, particularly those in rural locations and those who may be socially isolated e.g English as an additional language (EAL). Service to be maintained in line with the current What's on? guide and developed on a local basis in line with what our data, families and partners are telling us. These will include new parents groups, stay and play sessions, and groups to support child development.</li> <li>• Manage and undertake functions relating to building and facilities management to enable spaces to run as family friendly buildings to ensure they are available to facilitate the delivery of: <ul style="list-style-type: none"> <li>- Supervised contact visits</li> <li>- Extended opening hours</li> <li>- Targeted interventions from service partners with vulnerable children and young people, for example the SEND service</li> <li>- Meetings with families, for example Team around the Family, children in need (CIN) and Core groups</li> <li>- Health and safety of the facility including risk assessments</li> <li>- Day to day security</li> <li>- Day to day maintenance</li> <li>- Ensuring payment of all associated costs to open and run the buildings</li> </ul> </li> </ul>					

## **Appendix C**

- Direct Family Work:
  - Allocate support to families using the Early Help Assessment and associated systems and processes direct from the EHH in line with the District Delivery operating protocol
  - 1:1 interventions using a whole family, systemic approach whilst maintaining a focus on the 0-5's
  - Contribute to EHA and family plans
  - Undertake the role of Lead Professional as applicable
  - Assertive outreach support to target groups on a local basis in line with what our data, families and partners are telling us
- Secure and manage partnerships with key stakeholders to develop a District offer with a key focus around:
  - Partnership work with District Early Help, SEND and Safeguarding Teams to ensure seamless transfers for families. This will include the service provider helping to identify the most vulnerable families in communities and provide information and support to these families. These families will include in particular those who have children in need, are in care, have child protection plans and are identified as vulnerable including unborn children. It will also include support to families at the point of closure to social care units.
  - Access to child and family health services including access to ante-natal and post-natal services, communication, speech and language development, and child health services. Each Child and Family Centre will also host health visiting services, including but not exclusively baby clinics, baby checks and weaning clinics.
  - Adult learning opportunities and employment support including enabling access to information about employment, education and training and links with Job Centre Plus and local training providers
  - Provision of education and training for adults such as literacy, numeracy, ICT, ESOL, and PEEP in line with local need.

Support the outcomes of the Healthy Child Programme including:

- Access to Community Midwifery services in line with the 'Better Births' process
- Provision of support for Communication, speech and language development



## **Appendix C**

- Supporting the healthy weight agenda, delivering universal and targeted services to families in line with evolving healthy weight pathways.
- Working in partnership with health practitioners on public health promotion in relation to issues such as smoking cessation, immunisations, dental health, low birth rates and home safety
- Information and support to parents during pregnancy and in the early year's period.
- Support families to access their funded entitlement to free early education, with a priority on the most disadvantaged families
- Support teenage parents in conjunction with other partners including the Family Nurse Partnership.

### **Quality standards**

- Ensure Safeguarding standards support and reflect the Cambridgeshire LSCB policy and procedures.
- Adhere to Practice Standards including recording and case audit requirements
- Use the CCC outcomes framework and Think Family (TF) requirements
- Adhere to the CCC Performance framework (or equivalent) including annual appraisal and Evaluating Professional Practice policies
- The service will need to maintain current standards in line with Ofsted requirements for example Self Evaluation Framework and Service Development plans
- Staff induction and development is linked to the relevant workforce development pathway documents.

### **The Service Provider must ensure all spaces are Family Friendly, based upon the following criteria:**

- Flexible access across the day, week and year services operating in the evenings, weekends and summer holidays.
- Activity Rooms for use by individual families or groups. Maintained with appropriate activity equipment for all ages and abilities – this will include access for families having contact
- Confidential Spaces suitable for meetings with families, including potentially safeguarding meetings or health consultations (equipped with hand-washing facilities)
- Staffed reception with skilled staff to welcome, triage, signpost and provide information
- Maximised Use - equipped with secure storage for groups, removable tables and chairs to change use of buildings, out of hours secure partner entry, etc
- Safe and Secure - Security on access so children are kept safe, and unaccompanied children can't leave the building.

## **Appendix C**

- SEND Accessible buildings including accessible toilets and changing spaces, appropriate equipment and toys. Autism friendly environment
- Work Space for CCC staff and partner organisations to touch down and complete their work including access to secure Wifi.

DRAFT

**COMMUNITY IMPACT ASSESSMENT Appendix D**

Directorate / Service Area		Officer undertaking the assessment
People and Communities		<p>Name: Paul Tadd</p> <p><b>Job Title:</b> Senior Transformation Advisor</p> <p><b>Contact details:</b>  <a href="mailto:transformation.team@cambridgeshire.gov.uk">transformation.team@cambridgeshire.gov.uk</a> </p> <p>Date completed: 6<sup>th</sup> October 2017</p> <p>Date approved: 6<sup>th</sup> October 2017</p>
Proposal being assessed		
<p>Children's Centres redesign: Creating a flexible, responsive and targeted Child and Family Centre offer which supports families, from expectant mothers to babies and toddlers right through to young adults. The service will be increasingly integrated with health services and delivered in a variety of locations across Cambridgeshire.</p> <p>We are proposing to change how and where our services are delivered. We are proposing changing the use of some existing buildings and in doing so increasing capacity in key areas. We propose making better and more efficient use of other Cambridgeshire County Council buildings and some other community and shared facilities. The outreach provision is core to the new service and will be delivered at a local level and based on specific and emerging needs. The new service is designed to be more responsive to the needs of a rapidly changing County by being increasingly flexible and targeted towards those in greatest need.</p>		
<b>Business Plan Proposal Number (if relevant)</b>	A/R.6.224	
Aims and Objectives of the Service or Function affected		
<p>The Childcare Act 2006 places a statutory duty on local authorities to have "sufficient Children's Centres to meet the needs of young children and parents living in the area, particularly those in greatest need of support".</p> <p>Children's Centres provide information and access to services for children aged 0-5 years and their families, bringing together:</p> <ul style="list-style-type: none"> <li>• Health services</li> <li>• Family support services</li> <li>• Family activities information</li> <li>• Early years education and childcare</li> <li>• Employment and training advice</li> </ul> <p>Children's Centre staff can support parents and carers to find the information they need. Activities currently take place both within each of the original centres and through approximately 120 outreach venues, making services more accessible to families.</p> <p>There are currently approximately 40,000 children under the age of five in Cambridgeshire, of which 30,000 are registered with a children centre.</p>		

## What is the proposal?

Cambridgeshire County Council (CCC) proposes to redesign Children's Centres creating a flexible, responsive and targeted Children and Family Centre offer which supports families, from expectant mothers to babies and toddlers through to young adults.

Under the Childcare Act 2006, local authorities continue to have duties to consult before opening, closing or significantly changing Children's Centres. We have undertaken a public consultation on these proposals from July 18<sup>th</sup> to September 22<sup>nd</sup> 2017. The response has been good with 2280 completed responses in addition to two petitions, one (with 345 signatories) to allow the Caldecote Careclubs to continue to operate from Caldecote Children's Centre building and a public petition objecting to the Children's Centre proposals which had 3049 signatories (Cambridgeshire residents listed only). In light of the Council constitution the second petition will be debated alongside the consultation response and final proposals at Full Council on October 17<sup>th</sup> 2017.

The Children and Family Centre Offer would deliver services across Cambridgeshire. As a large county, Cambridgeshire requires a flexible service for families. The Children and Family Centre offer has been designed to ensure that residents can access services wherever they live in the county. CCC proposes to offer services in the four ways demonstrated by the following diagram – Child and Family Centres, Child and Family Zones, Outreach services and an online information portal. It is proposed that there will be significant integration with health visiting and community midwifery services and the Council's District Early Help Services.



All families across the county will have access to the service. Child and Family Centres are proposed to be located in areas with high population and 'high need areas'. The proposals have also considered growth forecasts over the next ten years. 'High need areas' have been identified as having higher levels of deprivation and/or low achievement. The proposals ensure that Child and Family Centres are equipped to meet the needs of children, with special educational needs and/or disabilities. The Centres would offer inclusive and accessible spaces and activities across the age range, and be accessible to vulnerable families with children with Special Educational Needs and / or Disabilities SEND.

We would continue to consider our youngest children as a priority group with an ongoing commitment to the first '1001 Critical Days'.

CCC is looking to maximise its Children's Centre assets to deliver services across a wider age and need range. The new service is designed to be more responsive to the needs of a rapidly changing County by being increasingly flexible and targeted towards meeting local needs.

Some of the existing centres and local venues have been in place for many years and are not necessarily located in the areas of highest population or need. Some Centres have a lower level of usage and some have poor accessibility issues in relation to flexible opening hours or location suitability.

In order to reduce unnecessary spend on buildings and ensure families have flexible access to good quality child care and child and family services we propose:

- Reducing the number of fixed centres by re-designating some buildings to increase childcare provision.
- Making better use of other CCC buildings where families already access services. As part of maximising its assets, CCC is committed to exploring provision for service delivery to children and families in a number of libraries.
- Sharing space with other partner organisations where families already access services e.g. Health, District Councils and other community buildings.

Making use of data sets listed below and through consultation with stakeholders and residents (users of the service and others), a Children and Family Centre offer has been proposed that is targeted and provides improved value for money whilst maintaining the same level of front line service delivery.

Children and Young People Committee had agreed a funding reduction of £1million in 2016/17 planned for the financial year 2018/19. This is to be achieved by re-designating buildings to reduce overheads, streamlining the management structure of the Children's Centres and ensuring back office costs are minimised. Following changes to the original proposals as a result of consultation feedback it is now proposed that savings of 900k could be delivered in 2018/19.

Feedback from the consultation has heard that Children's Centre users strongly support being able to access support from health colleagues including midwives, health visitors and speech therapists alongside other family support services. This is important and will be at the heart of further development of an integrated and seamless service for families; CCC seek opportunities for working more closely with partners.

#### How has the new service been designed:

To ensure that the new service best meets the needs of families in Cambridgeshire particularly for those with the 'greatest need for support' the following data has been used when developing the proposals and was made public on the consultation website:

Data Set	How this was presented in the public data pack	Source
Population estimates for Cambridgeshire	Figures given	Cambridgeshire Research Group population estimates base
Number of 0-4 years olds in Cambridgeshire by Lower Social Output Areas (LSOA)	Map showing distribution of 0-4 year olds around the country	Child Health Information System
Forecast population change for 0-4s between 2016 to 2026	Figures given Represented graphically by ward Map showing forecast change by ward	Cambridgeshire Research Group population estimates base
Income Deprivation Affecting Children Indicators (IDACI)	Map showing IDACI deprivation quintile by LSOA	Index of Multiple Deprivation
ACORN household mapping	Map showing deprived families as defined by ACORN	Dataset purchased by Cambridgeshire County Council
Distance from key services	Map showing average distance to key services by LSOA	Calculated using a subset of the Index of Multiple Deprivation 2015
Children at risk of harm (open	Map showing the number of	Children's Centre recording

Children's Social Care cases and Family Work involvements)	children aged 0-4 with an open social care involvement per area Map showing the number of children aged 0-4 with open family work involvement per area	
Children who need additional support to develop (special educational needs and disabilities)	Map showing children accessing Early Support by ward Map showing children with open SEN or EHCP involvement by LSOA	Children's Centre recording
Children who are ready for school (Early Years Foundation Stage score)	Map showing percentage achievement by Children's Centre reach area	Children's Centre recording
Key children's health indicators for Cambridge and South Cambridgeshire	Represented graphically	<a href="http://fingertips.phe.org.uk/profile/health-profiles">http://fingertips.phe.org.uk/profile/health-profiles</a>
Existing service delivery – Children's Centres satisfaction survey	Figures given	Response to the Cambridgeshire Children's Centres Satisfaction Survey
Cambridgeshire Children's Centre delivery locations	Maps showing current Children's Centre and outreach delivery locations across the county	Data collated from Children's Centre Managers
Referral and reason for use	Represented graphically	Response to the Cambridgeshire Children's Centres Satisfaction Survey
How often do people visit Children's Centres	Represented graphically	Response to the Cambridgeshire Children's Centres Satisfaction Survey
Outcomes of using Children's Centre services	Represented graphically	Response to the Cambridgeshire Children's Centres Satisfaction Survey

The data sets above helped inform a proposed offer which was then consulted on with the public. The results of consultation have been used to inform a final design of the service.

The county is diverse and our residents have a variety of needs. The redesigned offer needs to reflect that diversity and maximize on the variety of different opportunities that exist locally. How and where we provide services will be different in each of our districts. For example, districts with large rural areas are likely to need more outreach activities than those where most people live closer to larger towns. One way that CCC could offer outreach services is by leasing space in a community or shared facility, such as a village hall or community centre and for all residents with an assessed need a significant level of family work will be delivered in their own homes.

### Who will be affected by this proposal?

This proposal covers all of Cambridgeshire and could potentially affect everyone in the local authority area who engages with Children's Centres. This includes children, parents and child minders.

This proposal could also affect those people in the local authority area who do not currently engage with Children's Centres, but who could benefit from Children and Family Centres and their outreach services.

The current service user group is focused on families with children aged 0-5 and expectant parents.

The proposed service user group will include families with children from expectant mothers, to babies and toddlers, through to young adults. Families with a child with special educational needs and/or disabilities (SEND) up to the age of 25years will be able to access Child and Family Centres and Zones where SEND services will be delivered.

This proposal will affect staff and for some staff in external provision TUPE may apply. There will be less spend on management and back office within the new service. It is proposed that the level of front line delivery is maintained or enhanced.

The proposals for change ensure the Council remains compliant with its legal duties under the child care 2006 which emphasises that Children's Centres are designed to meet the needs of young children and parents living in the area, particularly those in greatest need.

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

Statistical analysis has informed service design so that services can be targeted in areas where there is the highest level of population and need.

Continuously monitoring need and demand and providing a flexible service that can be adapted and delivered in a variety of locations – particularly through the Children and Family Centre outreach activities.

Services for children, young people and families will continue to be local, of good quality and within local communities; enabling them to access targeted and universal services.

Services will be co-located with other partners making it easier for people to access all the services they need in one place, e.g. health visitors, midwives, libraries in one place. This will provide for a more joined up approach to planning and delivery of the service that families will experience as more seamless and easier to access.

Access to and much needed availability of early education/childcare places may be increased through re-designation of some sites.

Providing services peripatetically through the outreach activities would be likely to have a positive impact on people in areas where a need emerges but who are not currently close to a fixed centre and those families who struggle to engage in group settings.

CCC undertook a public consultation on the proposed redesign of the service and found that respondents were generally positive about the new service principles of being for a wider age range and focussing on those with the highest needs. Full details can be found in the consultation analysis report.

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

By redeploying some fixed centres and focussing on areas of particularly high need, some families will find that some services provided may not be as geographically convenient as before. A key challenge would be to maintain the current levels of engagement delivered from a network of fixed centres and outreach services with a newly designed service of fewer fixed centres and more outreach services.

People will still have access to a similar level of service but may have to travel further than before to access them. Having an understanding of the ability and the propensity to travel for the key users/prospective users for Children's Centres is important. The review of Transport links and access has informed the location of the remaining fixed Child and Family Centres and the increase in provision of outreach activities, as part of the offer, will help to mitigate negative impacts for individuals.

Management restructuring has potential negative impacts as a result of reduced senior staff capacity. This has been mitigated by ensuring the spans of proposed control will ensure enough management capacity to direct and support staff, as well as manage the wider operation of the Child and Family Centre offer.

CCC undertook a public consultation on the proposed redesign of the service. Respondents providing additional comments were more likely to provide negative feedback when discussing issues around their areas, transport and time. Full details can be found in the consultation analysis report.

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

CCC will continue to meet its statutory duties under the Childcare Act 2006.

The proposal would continue to offer a similar service, albeit in alternative settings, therefore no groups should be significantly affected by the new ways of working. Impact will be on location of buildings rather than level of service.

CCC undertook a public consultation on the proposed changes. Full details can be found in the consultation analysis report.

#### **Impacts on specific groups with protected characteristics**

Specific consideration should be given as to whether the proposal has a particular or disproportionate impact on any of the groups listed below.

Please consider each characteristic and tick to indicate anywhere there will potentially be a disproportionate impact (positive or negative) from implementation of the proposal. Do not tick the boxes if the impact on these groups is the same as the impact on the community as a whole (described in the above sections)

Impact	Tick if disproportionate impact
Age	X
Disability	X
Gender reassignment	
Marriage and civil partnership	
Pregnancy and maternity	X
Race	X

Impact	Tick if disproportionate impact
Religion or belief	
Sex	X
Sexual orientation	
Rural isolation	X
Deprivation	X

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

*If any of the boxes above have been ticked to indicate that people with the protected characteristics will be affected more than other people then use this section to describe that impact and any measures which will be put in place to mitigate those potential impacts*

As this is a service for children, families and young people aged 0-19 years; those who are within this age category will experience a disproportionate impact. From a total of 2280 respondents, the majority of the respondents to the consultation had children (1992 respondents (87%)) and parents of children in all age categories were represented in the consultation: under 12 months (574 respondents (25%)); aged 1 – 2 (758 respondents (33%)); aged 3 – 4 (567 respondents (25%)); aged 5 – 10 (623 respondents (27%)); aged 11+ (375 respondents (16%)). 135 young parents (as defined as having at least one child and being under 25 years old) responded to the consultation.

For those living in areas with larger populations the impact will be neutral as the retention of fixed Children and Family Centres has been designed to maintain service delivery. For those in medium to small sized settlements, which currently have a fixed centre, there will be a perception of a reduced service. A key challenge for this group will be to maintain the current levels of engagement delivered from a fixed centre with the proposals for increased outreach services. The consultation had strong responses from across the county with all five districts represented: Cambridge City (671 respondents (25%)); South Cambridgeshire (555 respondents (24%)); East Cambridgeshire (288 respondents (13%)); Fenland (443 respondents (19%)); and Huntingdonshire (318 respondents (14%)).

As the outreach offer is widened some children, families and young people will have better access to Children and Family Centre services than before. To help mitigate negative impacts in areas where fixed centres or zones have not been placed, there will need to be significant outreach services delivered from various community buildings to target local need. A dedicated element of the budget is ring-fenced to this activity.

Children with SEND who benefit from Children Centres will continue to be a key user group and opportunities will be taken to further adapt services at Children and Family Centres as they arise. Utilising the data about geographic distribution of children with disabilities indicates that the impact will be minimal. There will be some individuals who have reduced access to a Child and Family Centre than they have currently – as with other groups this will be mitigated through outreach activities. There were 154 responses (7%) to the consultation from parents who have a child or children with a disability or illness and 142 responses (6%) from parents who themselves have a disability or illness. A significant number of individuals from both groups described the invaluable support that they had received from the current service. A key issue highlighted by a large number of parents who have an illness or disability was related to access to children centres if their closest children centre were redeployed and the challenges of using public transport or travelling long distances when disabled or ill. Mitigation to these concerns are the provision of outreach delivered locally and in families homes. There was concern raised by a some individuals who have an illness or disability or have a child with an illness or disability that an online offer could not provide the specialist support that they require or have required. The proposals anticipate that such groups would have access to other services beyond the online portal.



Children's Centres provide support to pregnant women and for parents following the birth of their child. For many the impact is likely to be neutral as the forecast of number and geographic distribution of 0-4 year olds from 2016-2026 has informed the proposed locations of Children and Family Centres and Zones across the County. For individuals who will have reduced access to centres, this will be mitigated through targeted outreach activities. The long standing integrated working relationships with Maternity Services, and hosting of midwifery services in centres will continue to be at the centre of service delivery and joint solutions will continue to be sought to resolve local issues.

If the proposed changes to Children and Family Centres take place, this could have an impact on families who have English as an Additional Language (EAL). This is due to the fact that some families with EAL may have issues accessing or understanding information in English. CCC could partially mitigate this impact by communicating any changes in multiple languages or enlisting the assistance of community leaders and organisations who can advise and assist in effectively targeting outreach to families with EAL. This could be further mitigated by having an improved on line portal responding to a range of different languages.

Statistically, women use Children Centres more than men and therefore would be disproportionately affected by the proposals. Women accounted for 2013 (88%) of the responses to the consultation and therefore their views have been well represented in the consultation.

The redeployment of Children Centres in rural areas is likely to have an impact on those who live there and currently access these services. Planned proposals for partnership working, further integration with Health colleagues, and scheduled outreach activities will work towards mitigating this.

The data relating to vulnerable families currently registered at each Children Centre, together with IDACI deprivation measures, have been used to inform proposals concerning the future locations of Children and Family Centres and Zones. Ensuring Child and Family Centre services sit within Cambridgeshire's Children's Services District delivery model will mean that the right services are targeted at the right children and families, and the impact on service users from areas of deprivation will be neutral. In pockets of deprivation in Cambridgeshire outreach services will be used to meet needs in a targeted way.

Ensuring the redesigned Child and Family Centres are accessible to families in greatest need will also support the venues being suitable places for children who are separated from their families by being Looked After to have Contact in high quality, family-friendly spaces.

# Children's Centres Consultation

## Summary Report

Version 1

Oct 2017

'Cambridgeshire Research Group' is the brand name for Cambridgeshire County Council's Research & Performance Function. As well as supporting the County Council we take on a range of work commissioned by other public sector bodies both within Cambridgeshire and beyond.

All the output of the team and that of our partners is published on our dedicated website [www.cambridgeshireinsight.org.uk](http://www.cambridgeshireinsight.org.uk)

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## Contents

Contents.....	3
Executive Summary.....	4
Introduction .....	8
Background .....	8
The proposals.....	8
Design and Delivery .....	10
Consultation Findings.....	12
Respondent Profile .....	12
Question 1: Do you support our Children’s Centres meeting the needs of a wider age range, from expectant parents to young adults? .....	17
Question 2: To what degree do you support the proposal to focus services on those families that need them most? .....	20
Question 3: How important is it to have health services in the same place as your Child and Family services? .....	23
Question 4: Our offer will include the following: maintaining some of our existing Children’s Centres, delivering services in shared community spaces, providing outreach programmes at a local level, a greater online offer. To what degree do you support this? .....	26
Question 5: Have you read our full proposals in the consultation document? .....	30
District Breakdown.....	32
Themes in the comments across all districts.....	32
The Cambridge proposals .....	33
The South Cambridgeshire proposals.....	35
The East Cambridgeshire proposals.....	37
The Huntingdonshire proposals.....	39
The Fenland proposals.....	41
Question 22: Your feedback will help inform and shape our proposals. Please feel free to add any further thoughts or comments here .....	43
Appendices.....	44
Appendix 1: Full Survey.....	44

## Executive Summary

### Key findings – quantitative analysis

2280 responses were received to this consultation.

Respondents responded favourably to both propositions that Children's Centres should meet the needs of a wider age range (Q1) and that they should focus on those that need them the most (Q2). Respondents were overall more supportive of the first, with 72.6% supporting or strongly supporting Q1 and 50.9% supporting or strongly supporting Q2.

75.1% of respondents think that having health services in the same place as Child and Family services is 'very important' or 'good to have', compared to 25.1% thinking it was 'not important' or unsure.

More respondents support (45.7%) than do not support (36.3%) our offer (Q4). However, 18% of respondents were unsure.

Overall, young parents are more supportive than the average respondent for all questions posed.

Parents whose children were all over 5 were more supportive of questions 1-4 than parents who had children under 5. For questions relating to specific districts, they were slightly less supportive in South Cambridgeshire, East Cambridgeshire and Fenland. For the rest they were about as supportive.

Parents with children with disability or illness were generally as supportive of questions 1-4 as the average respondent. For questions relating to specific districts they were less supportive than the average respondent.

### Key themes in comments – Children's Centres meeting the needs of a wider age range:

1. There were comments which **supported** the idea of offering services to meet the needs of a wide range of children, feeling it would be beneficial to the family as a whole.
2. There were also comments which **did not support** this idea, with concerns about reduction in the current quality of the service and losing focus on providing early intervention for young children and families.
3. Respondents made comments related to the **resources required** to meet the needs of a wider age range of children.
4. Respondents suggested that **different skills** would be needed to support both younger and older children.
5. Respondents were **positive about the services** from children's centres.
6. Respondents commented that they felt children's centres should be a **universal service**.

### Key themes in comments – Focus services on families that need them most

7. Respondents commented that children's centres should be a **universal service**.
8. There were also respondents who felt they would not be categorised as being 'in need' but had **greatly appreciated the support** they had received whilst they had young children.
9. Respondents valued the **social contact and contribution to the local community** made by the children's centres.
10. Respondents felt that all parents have needs, particularly in relation to **mental health** for new mothers.
11. Comments placed a high value on **preventative early help**. Some commented that parents with low need would not be supported and therefore their needs could become worse requiring more **intensive services**.
12. Respondents requested more information on the **definition of need** and commented that this definition is important to ensure the identification and assessment process is robust.
13. There were respondents who strongly **supported** the idea of focusing on those in need, feeling services are insufficiently targeting those with need at the moment.
14. There were respondents who felt there was **not enough information** provided to make the proposals clear.
15. Respondents commented that **travel** would be difficult with the longer distances involved and the difficulty of using public transport.

### Key themes in comments – Importance of health services in the same place as Child and Family services.

16. Respondents commented that they would find it **easier to access** or approach health and children's services if they were delivered in the same place.
17. Respondents felt that a **familiar environment** for both health and child and family services would be helpful, especially to those with special education needs.
18. There was also **disagreement** with the proposal, feeling it might be useful but not necessary.
19. There were respondents who expressed **concerns** about the mixed use of space for health and children's services, commenting that it would be inappropriate in some cases. Respondents commented that they would prefer to go to their GP to discuss health problems, with some commenting that a '**medical**' environment was not a relaxing space for play and social activities.
20. People felt that **accessibility of services** was more important than co-location.
21. People commented that this was **already in place** at their children's centre, which they tended to regard positively.

**Key themes in comments – Support for maintaining some existing Children’s Centres, delivering services in shared community spaces, outreach programmes and a greater online offer.**

22. There were respondents who commented that they **do not support the closure of any children’s centres**.
23. People felt there was already a **substantial amount of information available online**. There were people who **supported the development of the online offer** if it improved what is already available and made it more comprehensive.
24. People felt that the online offer would **not adequately replace face to face contact**. They valued the support from the professionals and local community that their children’s centres gave them. There were concerns that not everyone has access to the internet.
25. People commented that they **supported the shared use of spaces** for delivering services, suggesting it can be a more effective use of resources and a way of maintaining services. Some people felt that **shared spaces may not be appropriate** and would need careful planning to ensure users were safe and comfortable.
26. People commented that **face to face contact** was very important to prevent isolation and resultant mental health issues.
27. There were concerns about **travel** requirements resulting in some people becoming isolated due to the difficulties involved with travel.
28. People commented that it was important to have **local** wrap around child care.
29. People commented on particular locations where they wanted **service to be maintained**. These included Caldecote, Romsey Mill, Homerton, Histon, Gamlingay, Abbey ward in Cambridge, Murrow, Linton, Fawcett, Sutton, Somersham, Cherry Hinton, the southern part of Cambridge, Bottisham, Wisbech and Whittlesey. There were respondents who were concerned about the potential **redesignation of services** in South Cambridgeshire.
30. There were respondents who suggested they would be **willing to make a larger contribution** to services.

#### **Key themes in comments across all district questions**

31. There were respondents who questioned whether **libraries** are an appropriate space for children’s centres.
32. There were people who expressed concerns about the **longer term risks** for children of the proposal in terms of safeguarding, development and impact on other services.
33. There were people who commented that they wished to see **more funding for Early Intervention services**.
34. There were respondents who **disagreed with the proposals** redesignating centres or reducing funding. Respondents were concerned about maintaining the quality of service whilst reducing funding by £1 million.
35. People were concerned about the **accessibility and suitability of venues**, especially for people with limited mobility.

36. People were concerned whether **future growth** had been taken into account.
37. There were people who made reference to the increase in **councillor allowances**.

#### **Key themes in comments – Further thoughts and comments**

38. Across all questions people wanted to tell us that they **value the current services** from their Children's Centre.
39. People voiced **concern about budget reductions**. There were people who said there should be **no cuts in budget**.
40. There were comments on a **general disagreement** with the proposals.
41. Across all questions, people asked for **further information** about the proposals.
42. Across all of the questions, people were **concerned about the wording of the survey**. There were also people **questioning the consultation method**.
43. There were people who voiced **concern about closing centres**. There were also people who did not want to see a **reduction in services**.
44. Respondents were concerned about **transport to services** going forward.
45. Respondents questioned whether the consultation would have an **impact on proposals**.
46. Comments **supporting delivery** in particular areas or centres, highlighted in the district questions.



## Introduction

## Background

Cambridgeshire's first Children's Centre opened in 2005 with the aim of helping families in more deprived areas to give their children the best start in life. There has been significant growth and change in the level of provision over the past 12 years.

At the present time there are 38 designated Children's Centres across the County delivered by a combination of the County Council, schools and voluntary organisations. The contracts for externally delivered Children's Centres conclude in April 2018 and the County Council is looking at how to ensure that the money spent has the greatest positive impact on young children's development before re-tendering contracts.

The County Council published proposals (which are set out in outline below) and opened a public consultation, which ran from 17 July to 22 September 2017. This report sets out the results of the survey element of the consultation.

## The proposals

The proposals are described in broad outline below. This description is taken from the front page of the survey on the County Council's website. A full consultation document was also available.

*We will offer services in the following 4 ways:*

### *1. Child and Family Centres*

*We will create 10 Child and Family Centres at the heart of our communities, for families with children of all ages. These are proposed to be in our areas of highest need and population and designed to meet the following eight Family Friendly Criteria.*

- 1. Flexible access across the day week and year*
- 2. Activity Rooms*
- 3. Confidential Spaces*
- 4. Staffed reception*
- 5. Maximised Use*
- 6. Safe and Secure*
- 7. Accessible for Special Educational Needs and Disabilities*
- 8. Work space for staff and partners*

### *2. Child and Family Zones*

*We will continue to deliver a range of activities and interventions from other locations. We propose up to 12 Child and Family zones. These will be places where services will be*

*delivered either from some of our existing centres or other suitable buildings such as community centres, libraries, health centres etc.*

### **3. Outreach Programme**

*We know that in a county with a significant rural population it is essential that we have a flexible and responsive outreach service offer. These will include weekly sessions in community venues, a scheduled programme of courses including parenting programmes delivered across the district, and responsive support to meet local needs as they arise.*

### **4. Online Offer**

*We know that lots of families want to be able to help themselves and simply need support in knowing what is available and where. We will develop a comprehensive online offer, providing information and advice that guides and supports families in accessing good quality help in and across their area.*

*We will look to change the use or re-designate some of the remaining children's centre buildings, to provide additional early years provision.*

*Increases in free early education for vulnerable two, three and four year olds means that the Council needs to look at how to create more childcare place provision as part of its early years strategy. There is an opportunity to consider this alongside delivery of children's services.*

*Some Children's Centre services in your community may no longer be delivered from the same buildings that they currently are, especially if you live in less deprived areas. However you will have access to a range of Centres in other locations and other Government funded programmes such as free childcare, health services, and outreach services will be available to individual families in greatest need.*

*A network of 10 Child and Family Centres will be created over 15 sites across the 5 districts of Cambridgeshire. These will cover the highest areas of need and population while also covering 8 criteria; be flexible across the day, week and year in order for services to operate in the evenings, weekends and summer holidays; contain activity rooms, with appropriate equipment for all ages and abilities; have confidential spaces, suitable for family or safeguarding meetings and health consultations; have a staffed reception; have maximised use; be safe and secure; be SEND accessible; and contain work space for Cambridgeshire County Council and partner organisations to make use of, with secure Wifi.*

*These Child and Family Centres will be supported by 12 Child and Family Zones. Although they will vary in scale that will meet the majority of the 8 criteria of the Child and Family Centres. These will be located in buildings with shared space, across the districts. In order to ensure access for all families, particularly with consideration to those in rural locations there will also be an Outreach Programme. This will include weekly sessions in community venues, parenting programmes and responsive support to meet local needs that arise. Further to this*

*an Online Offer will be developed, giving families the ability to help themselves should they choose by giving access to good quality help, information and advice.*

## Design and Delivery

The consultation questions that were put to the public were designed with input from the County Council's Research Team (who support the whole organisation with consultation and survey work). The team provided quality assurance on the process and looked to ensure that the consultation complied with the agreed County Council Consultation Strategy. This included recognising key points within the organisations commitment to consult on important issues;

- Engaging people by giving them an opportunity to voice their opinions at a *formative stage*.
- Making sure that all consultation information includes a simple to understand summary and an explanation of any local implications. Giving people enough information to ensure that they can give an *intelligent response*.
- Providing *adequate time* for consideration and response; being clear as to the democratic process so that people are aware when key decisions will be taken
- The product of consultation must be *conscientiously taken into account* in finalising any proposals. Normally this means a report on the findings of consultation needs to be considered by the recognised committee or project board.

Publicising the consultation and the proposed changes to Children's Centres was led by the County Council's Communication Team who managed the use of social media as well as traditional channels of communication such as newspapers and broadcast media. The Children's Centre services themselves also played a significant role in ensuring that all stakeholders (people with an interest in the services) received the consultation material.

The consultation questions themselves were designed to be as neutral and clear to understand as possible, and were structured to enable people to comment on all the key areas of decision making. Helping people to understand and comment on both the County Council's strategy and the local implications of this.

There was a focus on grid questions with the option for respondents to enter comments on the majority of questions. Questions 6 to 10 related to local (district level) implications so respondents had the option to skip over areas / places that weren't relevant to them.

The main tool for gathering comments was an on-line survey although it was recognised that online engagement, whilst in theory available to all residents, could potentially exclude those without easy access to the internet. As a result, paper copies of the questions were

also available at Children's Centres and Libraries. Children's Centre staff were available throughout the consultation to support families to understand and respond to the survey, and inputted the paper responses onto the online survey once they were submitted. Other forms of response e.g. detailed written submissions were also received and have been incorporated into the analysis of the feedback.

## Consultation Findings

### Respondent Profile

In total, 2,280 residents responded to the online consultation. The consultation was available to all residents of Cambridgeshire – a population of 652,110<sup>1</sup>.

	Figure	% of total respondents
Total respondents	2280	100%
Of which are resident in:		
Cambridge	671	29%
South Cambridgeshire	555	24%
East Cambridgeshire	288	13%
Huntingdonshire	318	14%
Fenland	443	19%
Elsewhere	5	<1%
Respondents by gender		
Male	260	11%
Female	2013	88%
Other definition	7	<1%
Who have no children	288	13%
Who have children	1992	87%
Who currently use a children's centre	1655	73%
Who have disability or illness	142	6%
Who are young parents <sup>2</sup>	135	6%
Who have children aged <sup>3</sup> :		
under 12 months	574	25%
1 - 2 years	758	33%
3 - 4 years	567	25%
5 - 10 years	623	27%
11+ years	375	16%
with disability or illness	154	7%
Parents of children under 5	1516	66%

<sup>1</sup> Source: Cambridgeshire Research Group 2016 population estimates

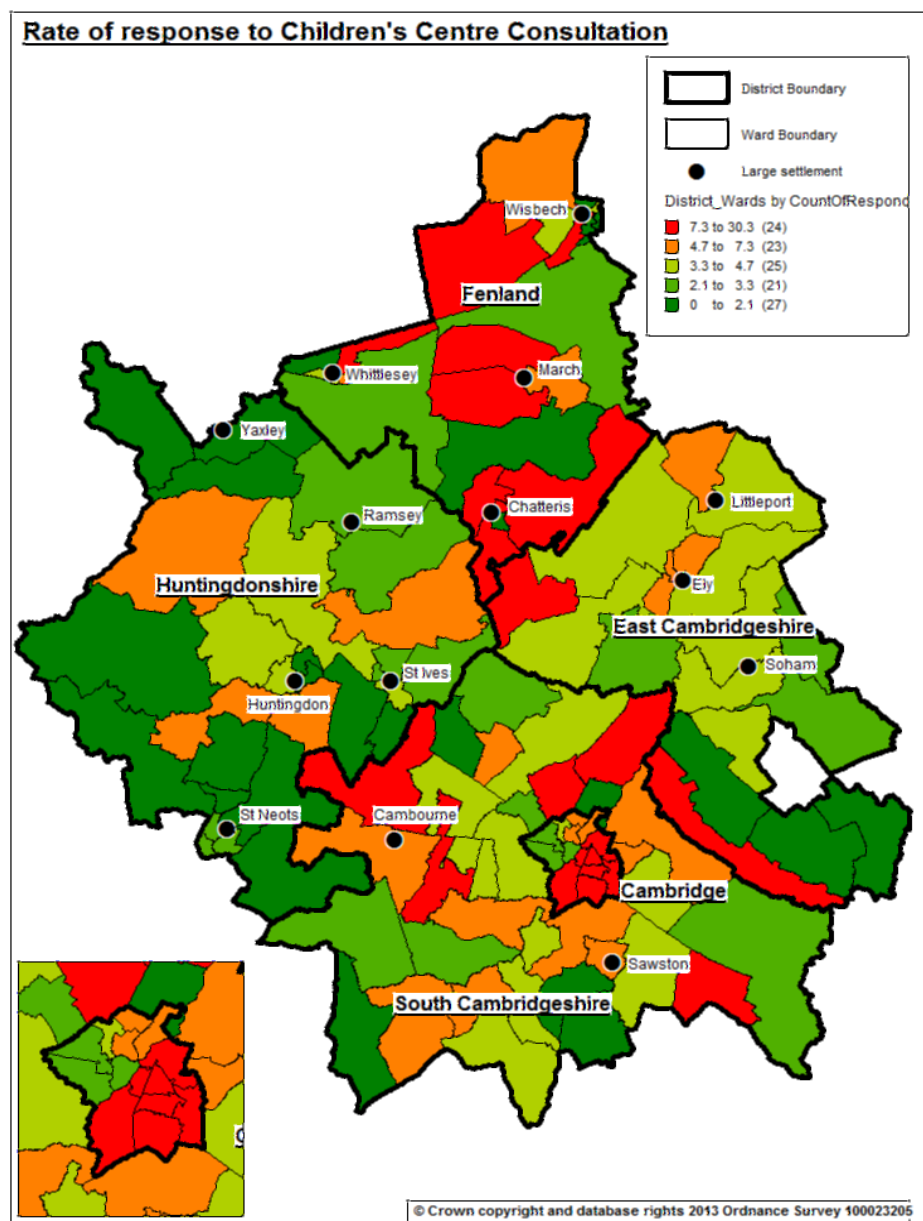
<sup>2</sup> In this report young parents have at least one child and are under 25 years old

<sup>3</sup> These categories are not mutually exclusive. Respondents can be counted more than once if they have more than one child or fit into multiple categories.

Parents with no children under 5	476	21%
Respondents by ethnicity group:		
White British	1816	80%
White (other)	233	10%
Asian (all categories)	62	3%
Mixed (all categories)	49	2%
Black (all categories)	10	<1%
Traveller/Gypsy/Roma	6	<1%
Any other	12	1%
Prefer not to say	92	4%

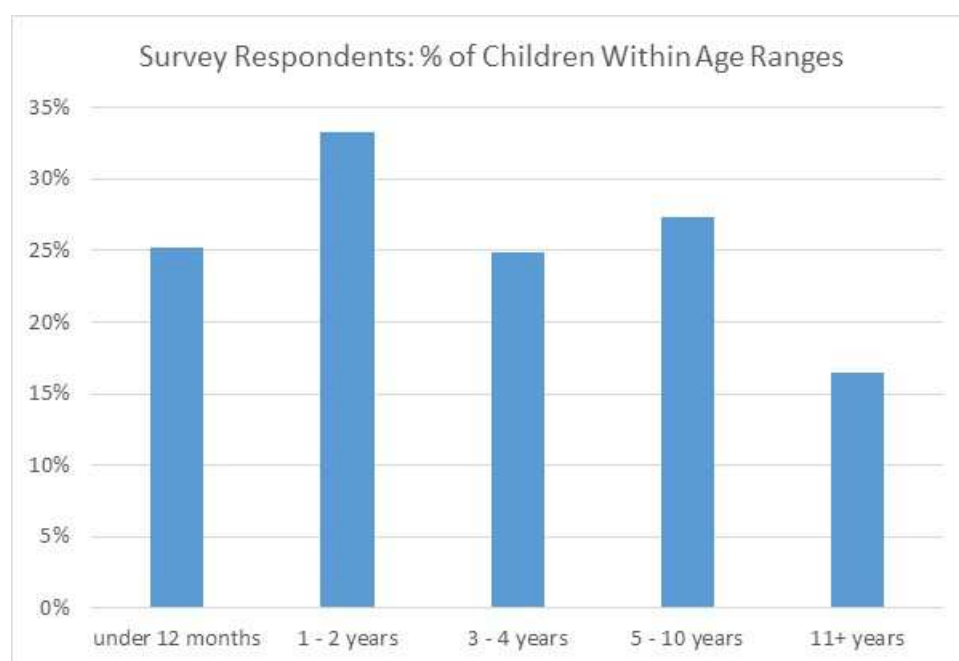
The following map breaks down the rate of response by district and ward:

Figure 1: Map of the Rate of Response by Location



87% of respondents indicated they had children, and 73% of respondents currently use Children's Centres. The following chart breaks down the age ranges of these children. Please note that these are not exclusive categories, one respondent can have multiple children across several age ranges.

**Figure 2: Percentage of Respondents' Children's Ages**



Of the respondents who indicated they had children, 23% had no children under the age of 5. 6% of those with children are considered young parents for the purposes of this report. Young parents are those who are aged under 25 years old.

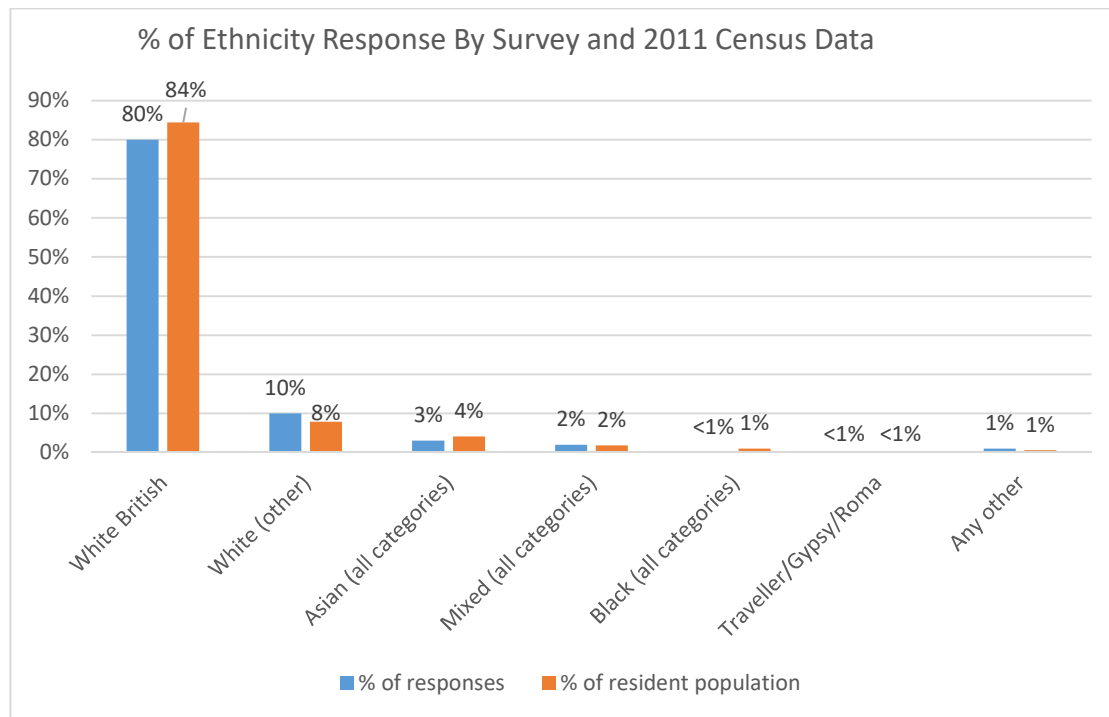
7% of respondents in this consultation had children with disability or illness, and 6% had disability or illness themselves. The proportion of children with disability or illness is slightly higher in the respondent profile than in the population.

- Only around 2% of children in the population under the age of 5 have Early Support involvement
- According to the 2017 School Census (which only relates to children aged over 5) only 3.1% of children have a Statement of Special Educational Need or an Education Health and Care Plan
- According to 2011 Census data from the Office for National Statistics (ONS) the percentage of people with long-term health problems in Cambridgeshire is 3.5% for those aged 0-15 years old

According to the 2011 Census, Cambridgeshire's ethnicity profile consists of 84% White British, 8% White Other, 4% Asian, 2% Mixed, 1% Black, less than 1% Traveller/Gypsy/Roma and 1% any other. In this consultation the majority of respondents were White British, 80%, followed by White (other), 10%. 3% of respondents were Asian, 2% mixed, 1% 'any other', with Black and Traveller/Gypsy/Roma making up less than 1% of respondents. 4% preferred not to say.



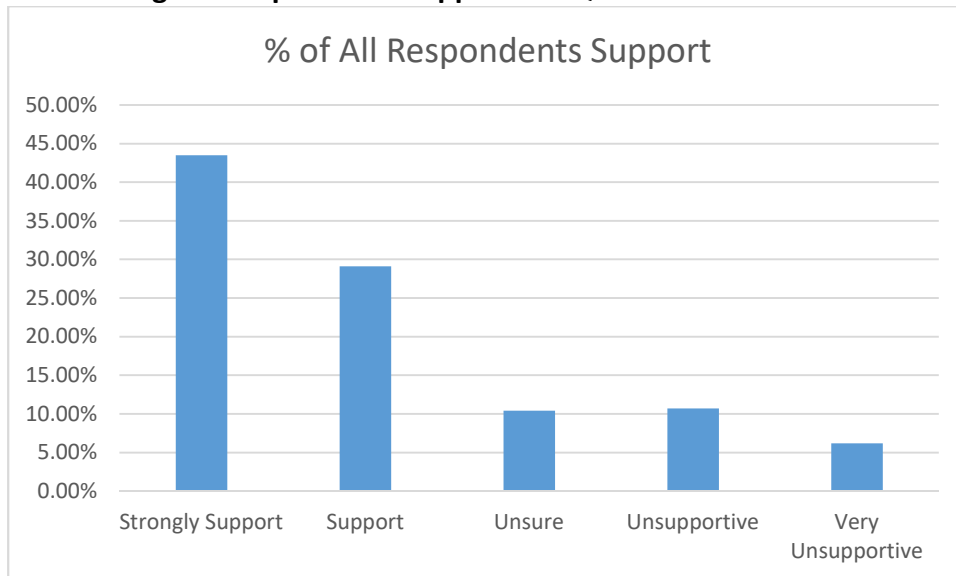
**Figure 3: Percentage of Respondents by Ethnicity**



## Question 1: Do you support our Children's Centres meeting the needs of a wider age range, from expectant parents to young adults?

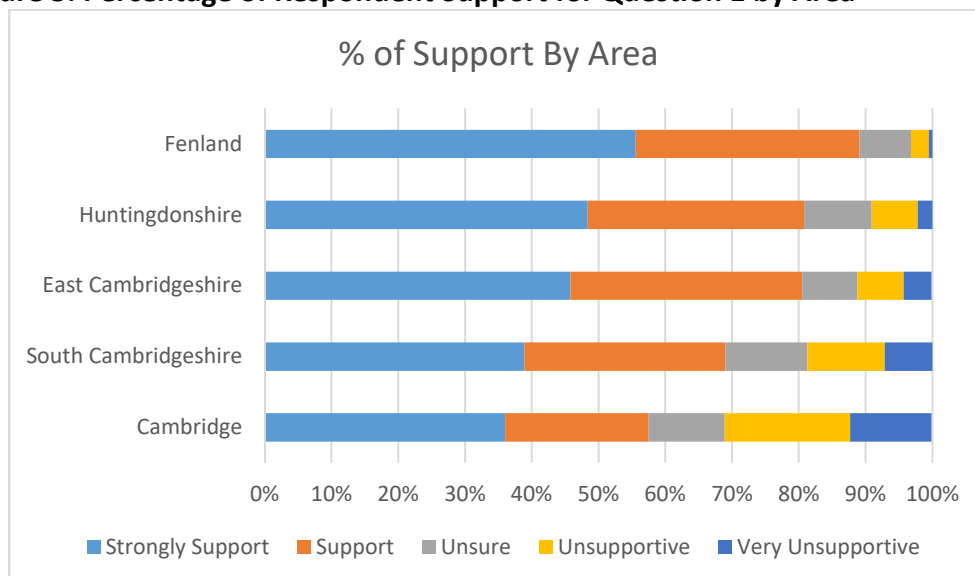
Question 1 asked respondents whether they supported the Children's Centres meeting the needs of a wider age range, from expectant parents to young adults. 2265 respondents answered this question. 72.6% of respondents supported this statement while 16.9% did not. The remaining 10.4% were unsure.

**Figure 4: Percentage of Respondents Support For Question 1**



A majority of people supported the statement across all district areas. The following chart breaks down the responses by area:

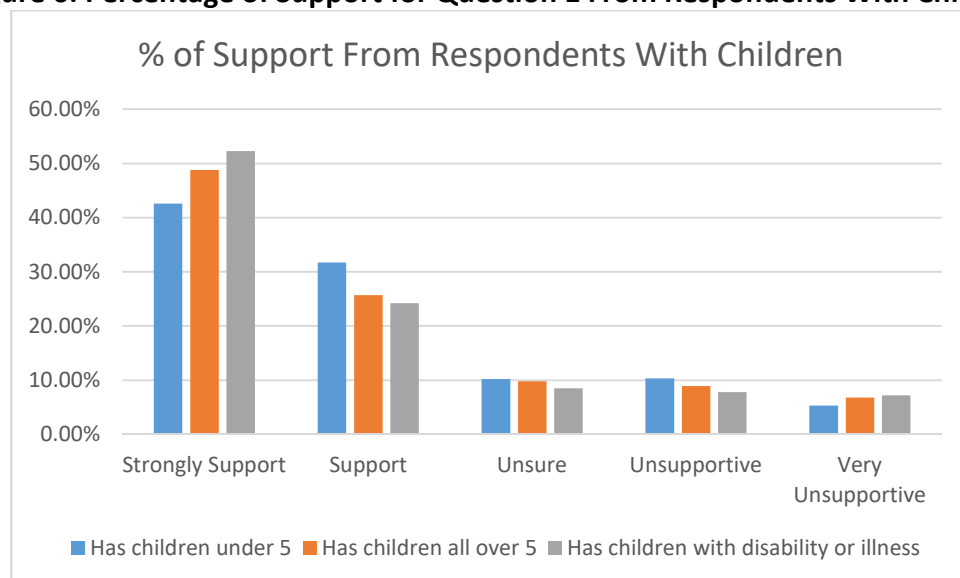
**Figure 5: Percentage of Respondent Support for Question 1 by Area**



74.3% of respondents with children under 5 were supportive of this statement, with respondents with all children over 5 similarly supportive at 74.5%. Respondents with

children with disability or illness with slightly more supportive at 76.5%. The following chart breaks down these responses:

**Figure 6: Percentage of Support for Question 1 From Respondents With Children**



Young parents were slightly more supportive of this statement, at 75.3%. They were also slightly less unsupportive, at 15.7%, and unsure at 9%. Those with disability or illness themselves were slightly less supportive, with 68.8% supporting this statement and 19.1% not supporting it. They were also slightly more unsure at 12.1%. Those with no children were the least supportive, with 60.9% supporting the statement and 26.4% not supporting it. They were also the most unsure at 12.7%.

### Comment analysis

In total 625 comments were received in relation to this question.

- Respondents supported the idea of offering services to meet the needs of a wide age range of children, young people and expectant parents. A few responses described how their local centre already does this. People felt that extending the age range would be beneficial to the family as a whole, that parents may need support whatever age a child is, and it would be helpful for parents with an older and a younger child if both children could visit the same centre.
- There were respondents who also did not support the idea of extending the age range. Many people making this comment felt that children's centres should stay as they are, and be focused on the needs of young children. People were concerned that to expand the age range would mean the focus on providing early intervention for young children and families would be lost, and reduce the quality of the existing service. Some people felt that the needs of teenagers and young children were so different that it would not be appropriate to mix them.
- Comments discussed the resources required to extend the age range. People were strongly supportive of the idea of extending the age range in principle, but concerned that doing so would mean that resources for younger children would

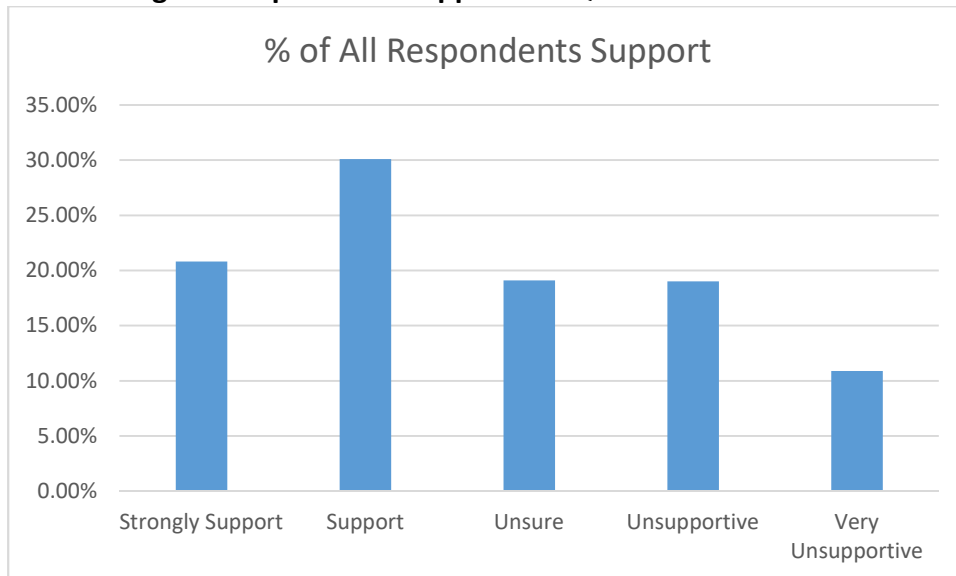
reduce and this would reduce the services available. There were people who felt that in the context of the reduction in budget, it would be impossible to meet the needs of a wider age range.

- Responses suggested staff would need different skills to support older and younger children, and that the buildings and spaces which children and young people from different age ranges would need to be designed carefully in order to be appropriate for both groups. Others suggested that schools or youth camps might do a better job of supporting young people of school-age.
- Responses asked for more information about the proposals, commenting that understanding the detail about the services that would be offered for older children is important in terms of deciding whether they support it or not.
- Comments referred to Children's Centres or services in specific locations, including Romsey Mill, Homerton and Fawcett in Cambridge, Caldecote, Linton, St Ives, St Neots and Ely. Some of these centres were described as already running services for a wide age range.
- People responded with positive comments about services, describing their experiences using children's centres as 'a lifeline', saying it 'really helped' them and they find them 'invaluable'. There were also respondents who felt that the question was unfair.
- There were respondents who commented that they felt children's centres should be a universal service.

## Question 2: To what degree do you support the proposal to focus services on those families that need them most?

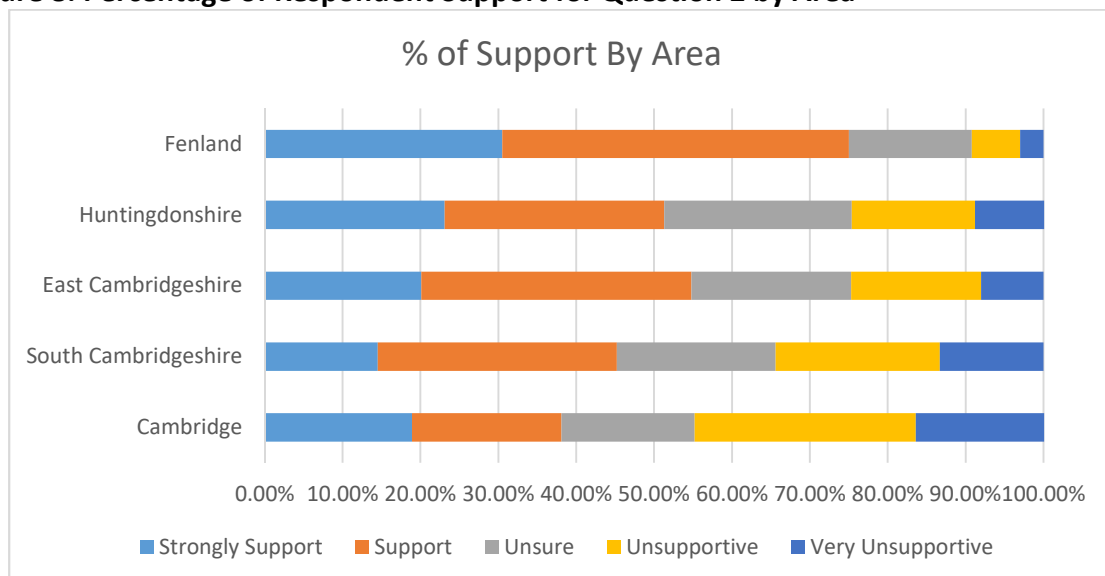
Question 2 asked respondents how supportive they were of the proposal to focus services on those families that would need them the most. 2256 respondents answered this question. 50.9% of respondents supported this statement while 29.9% did not. The remaining 19.1% were unsure.

**Figure 7: Percentage of Respondents Support For Question 2**



There was a majority supporting this statement in Fenland, Huntingdonshire and East Cambridgeshire. The following chart breaks down the responses by area:

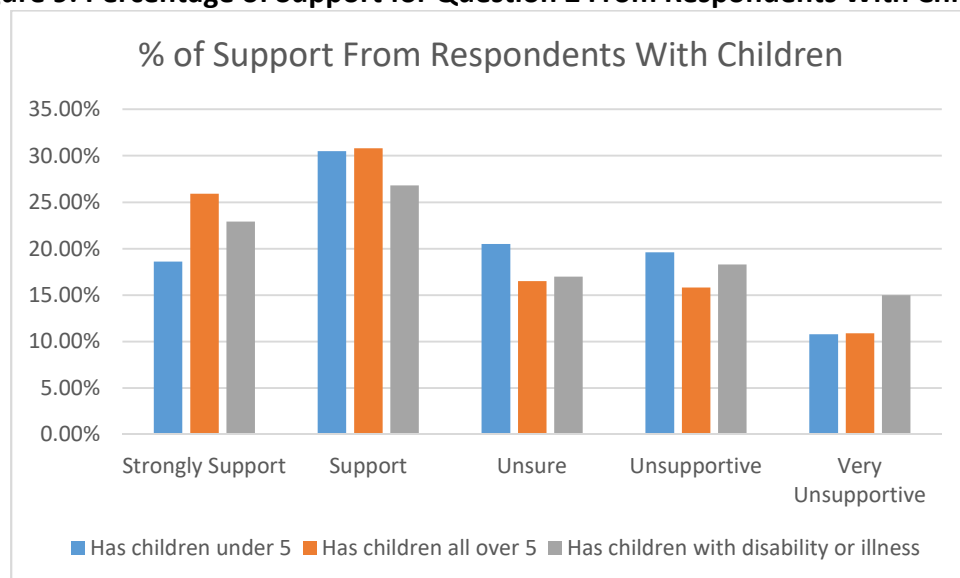
**Figure 8: Percentage of Respondent Support for Question 2 by Area**



Respondents with children under 5 were 49.1% supportive of this statement, while 30.4% did not. Respondents with all children over 5 were more supportive at 56.7%, with 26.7%

answering as not supportive. Respondents with children with disability or illness were 49.7% supportive, with slightly more being unsupportive at 33.3%. The following chart breaks down these responses:

**Figure 9: Percentage of Support for Question 2 From Respondents With Children**



Young parents were more supportive of this statement, at 57.4%, and only 22.4% responding as unsupportive. They were slightly more unsure at 20.1%. Those with disability or illness themselves were the least supportive, with 44.7% supporting this statement and 32.6% not supporting it. They were also slightly more unsure at 22.7%. Those with no children were 51.5% supportive, with 32.6% not supporting it. They were less unsure, at 16%.

### Comment analysis

937 people left additional comments after completing question 2.

- People commented that Children's Centres should help all families and be a universal service. There were people who felt that they would not be categorised as being 'in need', due to their income and the fact they are not involved with social care, family work or SEND services, but nevertheless had greatly appreciated the support they had received from children's centres whilst they had young children themselves. People also particularly valued the social contact and contribution to the local community made by Children's Centre activities and services. There were people who said they would be happy to pay a small amount to continue to attend activities.
- People felt that all parents have needs, particularly around the mental health of new mothers, and preventing them becoming isolated and lonely.
- People leaving comments on this theme also put a high value on preventative early help, suggesting that people's needs change over time and it is difficult to accurately identify need because people might not say anything. People commented that not all needs will

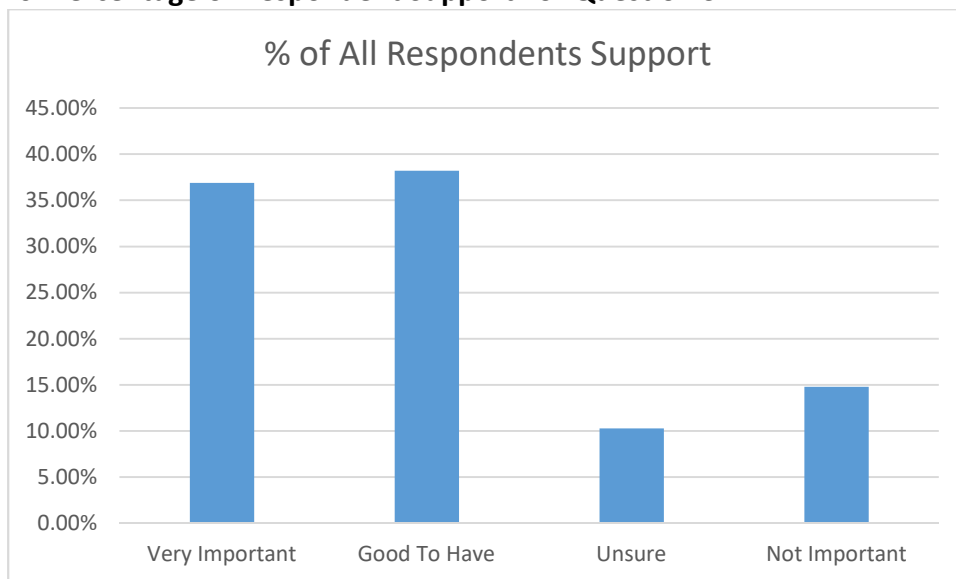
be obvious, or people may not be willing to discuss them, such as domestic violence; others commented that everyone experience challenges as a new parent. A universal service would allow them to be identified and supported because they were in contact with a wider community.

- People commented that under the proposals, some parents with relatively low needs would not be supported, and therefore their needs would become worse and require more intensive services.
- Respondents also commented that the definition of 'need' is important, and the identification and assessment process needs to be robust. People asked how 'need' is to be defined and how we would know whether someone was in need.
- People discussed the idea of targeting vulnerable families. There were also people who strongly supported this idea, and commented that they think the services are insufficiently targeted on people with low incomes or with other needs at the moment. There were people who commented that targeting vulnerable families was likely to be the best use of resources in terms of impact. Other people described some difficulties they saw in targeting services – particularly around how families with disadvantaged backgrounds can be engaged by services.
- People commented that maintaining a universal service would be the best way to target vulnerable families, because they would be less likely to attend activities known to be for poorer or more vulnerable families, as a result of social stigma; and because vulnerable families might not know about how to access support or have the confidence to do so.
- There were people who felt that the question was unfair or not enough information was provided to make the proposals clear.
- People commented that the proposals would mean they would have to travel longer distances and that was difficult on public transport.
- There were people who described particular areas in their comments, including Brompton, Fawcett and Fenland.

### Question 3: How important is it to have health services in the same place as your Child and Family services?

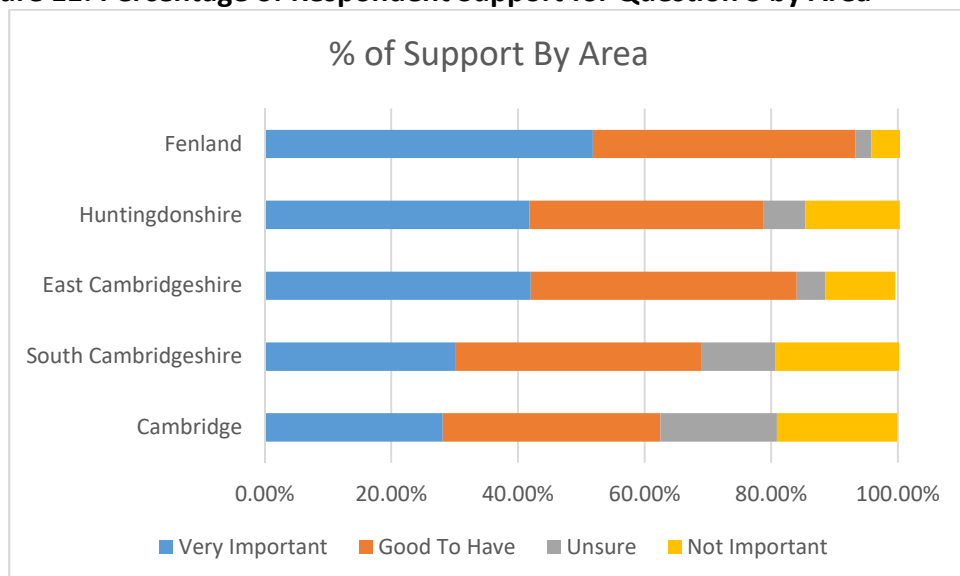
Question 3 asked respondents how important having access to health services in the same place as Child and Family services. 2260 respondents answered this question. 36.9% of respondents thought this was very important, 38.2% felt this was good to have and 14.8% thought it was not important. The remaining 10.3% were unsure.

**Figure 10: Percentage of Respondent Support For Question 3**



There was a majority across all areas of support for this question. The following chart breaks down the responses by area:

**Figure 11: Percentage of Respondent Support for Question 3 by Area**

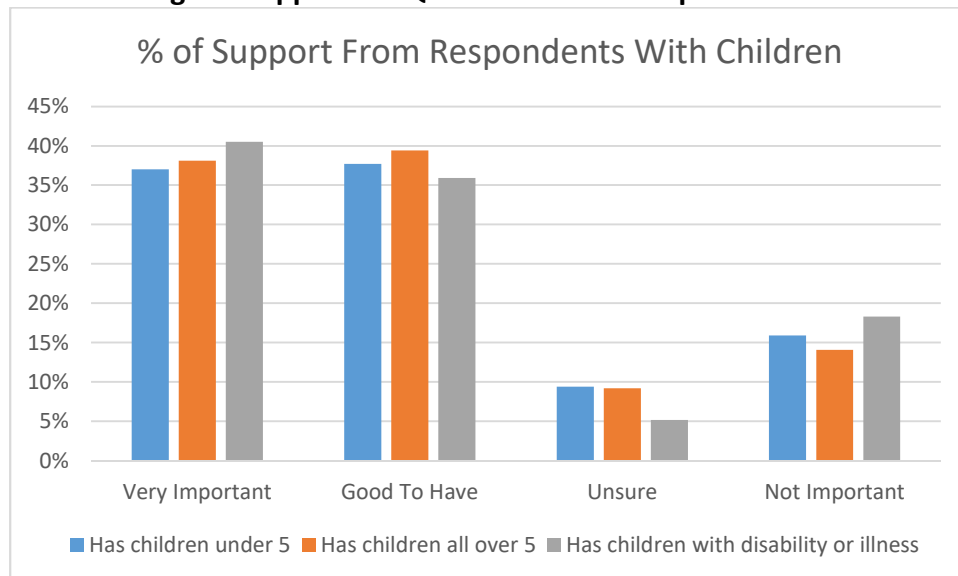


37% of respondents with children under 5 thought this was very important, 37.7% felt this was good to have and 15.9% did not think it was important. Respondents with all children



over 5 were slightly more supportive, 38.1% feeling it was very important, 39.4% responding that it was good to have and 14.1% answering as not important. A higher percentage of respondents with children with disability or illness felt it was important, at 40.5%, or not important at 18.3%. The following chart breaks down these responses:

**Figure 12: Percentage of Support for Question 3 From Respondents With Children**



More young parents felt this was very important, at 47.8%. Slightly less felt it was good to have, at 32.1% while less felt it was not important at 9%. Those with disability or illness themselves were slightly less supportive, with 33.3% feeling it was very important and 36.2% feeling it was good to have, while 20.6% felt it was not important. 9.9% were unsure. Those with no children were more unsure, at 16.7%. 34% felt it was very important, 39% that it was good to have and 10.3% that it was not important.

### Comment analysis

533 people left a comment on this question.

- People commented that they would find it easier to access or approach both health and children's services if they were delivered in the same place. People felt it would save multiple appointments, travel, and would make sense in terms of a one stop shop for support. People also commented that it would be helpful to have a familiar environment for both health and child and family services, especially for children with special educational needs. People also commented that it would be easier for the professionals to communicate with one another if they were located in the same building, which could improve services.
- There were people who disagreed with the proposal. They felt that this might be useful but not essential; and that whilst it was more convenient it wasn't necessary. People said they prefer to go to their GP if they had a health problem they wanted to

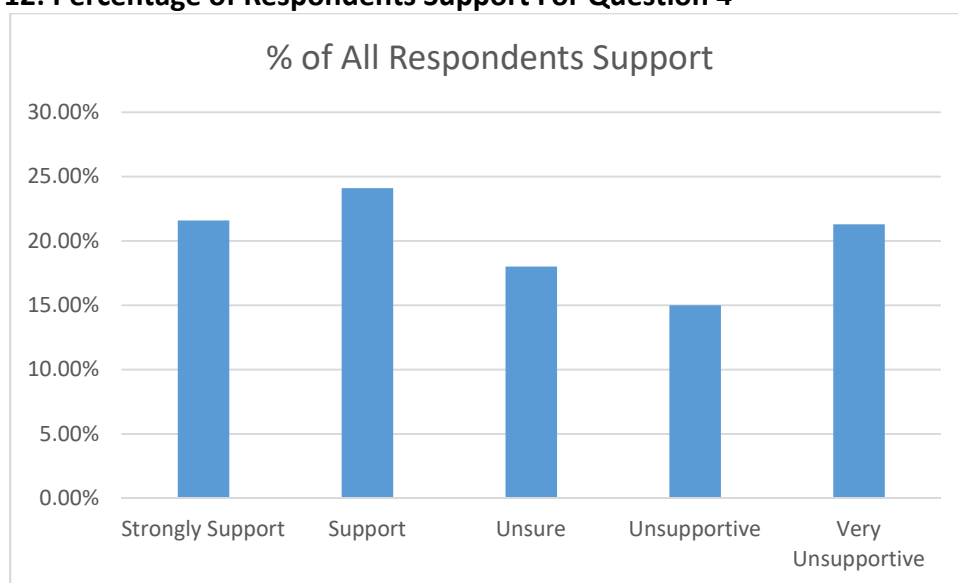
discuss. Other people disagreed more strongly, sometimes because they felt that a 'medical' environment was not one that was relaxing and a space for play and social activities. Others felt that the spaces required for each activity were not compatible – for example, some said they were concerned about catching infections, and others felt that the 'children' space could be noisy and be inappropriate for mixing with people waiting for health services.

- There were people who felt that accessibility of services was more important than co-location. People supported the idea in principle but commented that it was dependent on what was in practice available – it was more important that a service was available locally without having to travel far, and that it was open at the right times. People said it was difficult to travel without a car with small children.
- People commented that this was already in place at their local Children's Centre, which they tended to regard positively.
- People mentioned specific local places in their comments. The use of Brookfields in Cambridge was discussed, with some people expressing concerns about mixed use of a space for health and children's services being inappropriate in the case of some services (drug rehabilitation services were particularly highlighted). Some people highlighted that health services are already offered in some specific children's centres (Romsey Mill, Cherry Hinton, Waterbeach were all mentioned).
- There were people who felt the question was unfairly worded.

Question 4: Our offer will include the following: maintaining some of our existing Children's Centres, delivering services in shared community spaces, providing outreach programmes at a local level, a greater online offer. To what degree do you support this?

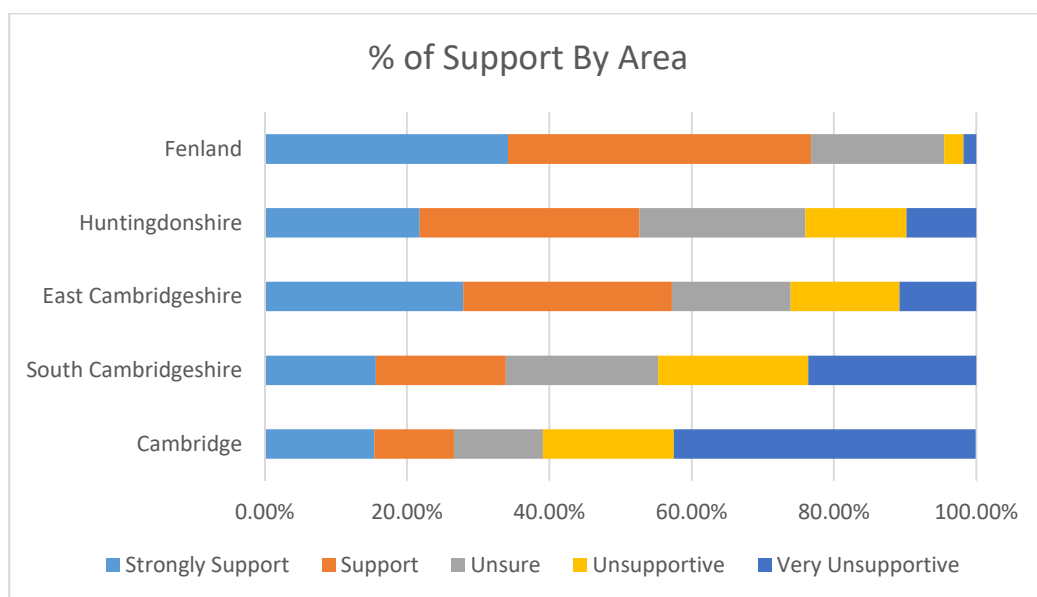
Question 4 asked respondents whether they supported the offer of maintaining some of the existing Children's Centres, delivering services in shared community spaces, providing outreach programs at a local level and a greater online offer. 2260 respondents answered this question. 45.7% of respondents supported this statement while 36.3% did not. The remaining 18% were unsure.

**Figure 12: Percentage of Respondents Support For Question 4**



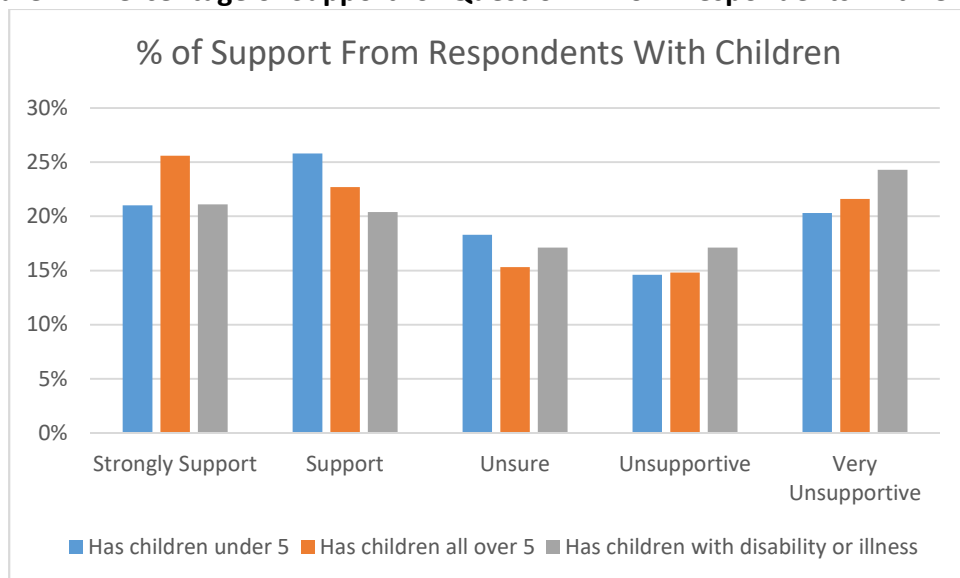
There was a majority of support for this proposal in Fenland, Huntingdonshire and East Cambridgeshire. The following chart breaks down the responses by area:

**Figure 13: Percentage of Respondent Support for Question 4 by Area**



Respondents with children under 5 were slightly more supportive of this statement at 49.1%, while 34.9% did not. Respondents with all children over 5 were also slightly more supportive at 48.3%, while also being slightly higher responding as not supportive, at 36.4%. Respondents with children with disability or illness were less supportive, with 41.5% supporting this statement and 41.4% being unsupportive. The following chart breaks down these responses:

**Figure 14: Percentage of Support for Question 4 From Respondents With Children**



More young parents supported this statement, at 53.8%, while 27.6% did not. A similar percentage were unsure, at 18.7%. Those with disability or illness themselves were less supportive, with 39.4% supporting while 37.4% were not supportive. More respondents in this category were unsure, at 23.2%. Those with no children were also more unsure, at 20.5%. They were also the least supportive, with 35% supporting and 44.5% not supporting.

## Comments analysis

897 comments were left on this question.

- People commented that they do not support the closure of any Children's Centres. A common comment was that Children's Centres are a valuable part of the local community, or people described positive experiences they had when using Children's Centres. Some people supported the principles set out in the question, but did not want this to be taken as support for closing Children's Centre buildings; a few felt the service should be expanded in the way described in the question. A few people felt that the proposed offer would negatively impact on early intervention for families.
- People discussed the online offer in their comments. People felt that there was already a substantial amount of information available online, although some people supported the development of the online offer, especially if it was improved compared to what is offered now and comprehensive. People felt that an online offer would not adequately replace a face to face discussion with professionals or support workers. People valued the relationships and sense of community they found in physically going to centres, in terms of the support from professionals, the involvement of their children in activities and support from other people in the community. People were concerned that not everyone has access to the internet, or the confidence or literacy levels to access online services. There were also people who commented that face to face services would be more appropriate and useful if someone was feeling overwhelmed or in crisis.
- People discussed the use of spaces or buildings in their comments. There were comments focused on whether shared spaces would be appropriate, and that this would need to be carefully thought through. For example, midwifery services might need a personal room, and not all community venues may be suitable safe spaces for children to play. There were commenters who supported the shared use of spaces as a way of delivering services, suggesting that it can be a more effective use of resources and a way of maintaining service delivery; and that the services that are being delivered are more important than where they are based. Respondents pointed out that the use of shared spaces in communities would need to be carefully marketed to ensure that people knew about them.
- Having local services was a key theme also. People commented that face to face contact is very important because it prevents new parents from being isolated and suffering from issues with mental health as a result. A concern was expressed that people in rural villages would become more isolated as a result of changes to children's centres buildings. A similar concern was expressed by people who felt that travelling further to attend building-based services was very difficult, both in

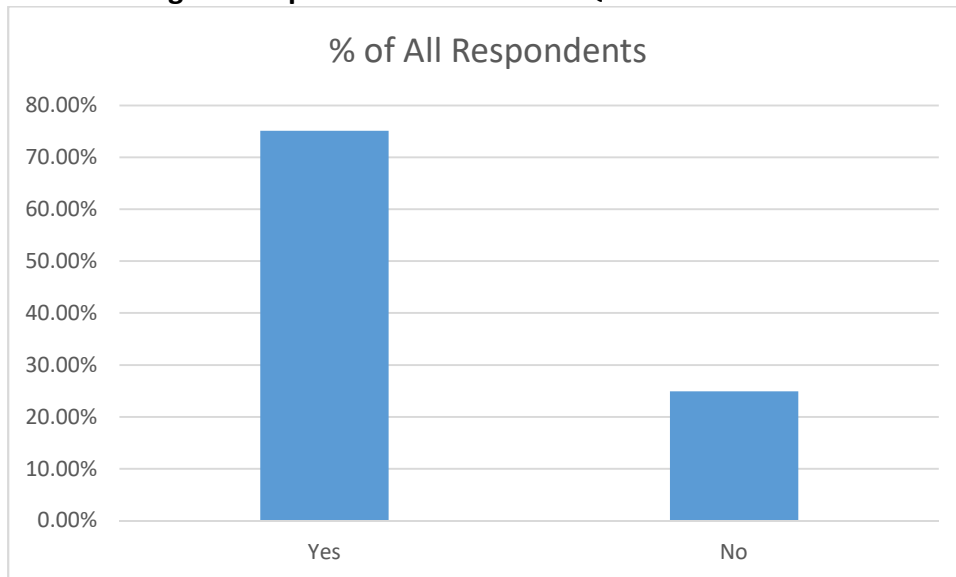
terms of travelling between villages and within Cambridge on public transport and by car. There were people who defined 'local' as within walking distance.

- There were people who commented that wrap around child care locally was important to them.
- Some particular locations were mentioned in the comments, particularly where people were commenting that they wanted service to be maintained in the area. Locations mentioned included Caldecote, Romsey Mill, Homerton, Histon, Gamlingay, Abbey ward in Cambridge, Murrow, Linton, Fawcett, Sutton, Somersham, Cherry Hinton, the southern part of Cambridge, Bottisham, Wisbech and Whittlesey.
- More generally, respondents were concerned about the potential redesignation of services in South Cambridgeshire, highlighting the rurality of the district.
- People commented that further information on the detail of the proposal would be useful, particularly about what services would be offered from where in shared community spaces and outreach work. There were people who commented that the proposal was misleading or dishonest. Others commented that the proposal was 'just cost-cutting', with a few suggesting they would be willing to make a larger contribution to services.

## Question 5: Have you read our full proposals in the consultation document?

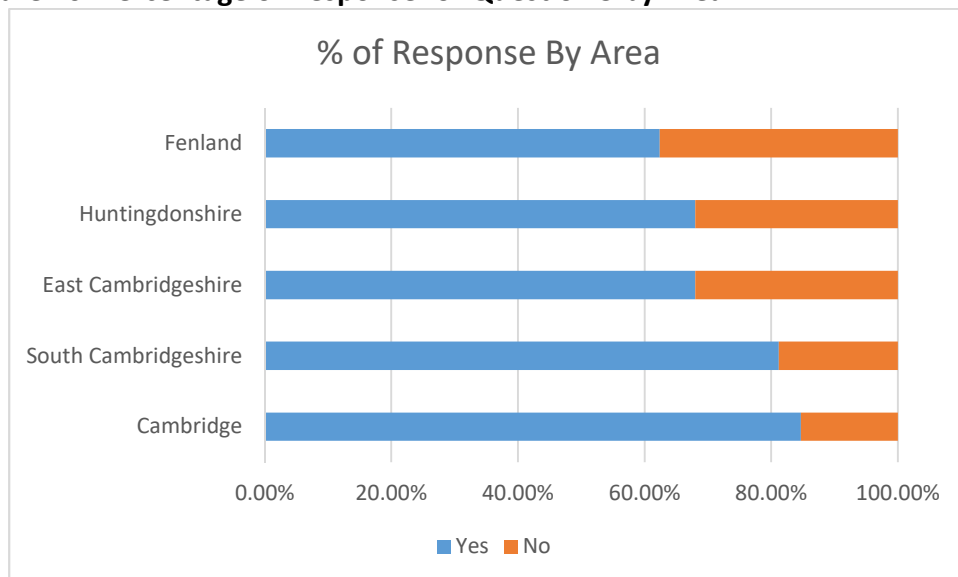
Question 5 asked respondents if they had read the full proposal that is available from the consultation document. 2231 respondents answered this question. 75.1% of respondents had read the full proposal while 24.9% did not.

**Figure 15: Percentage of Respondents Answer For Question 5**



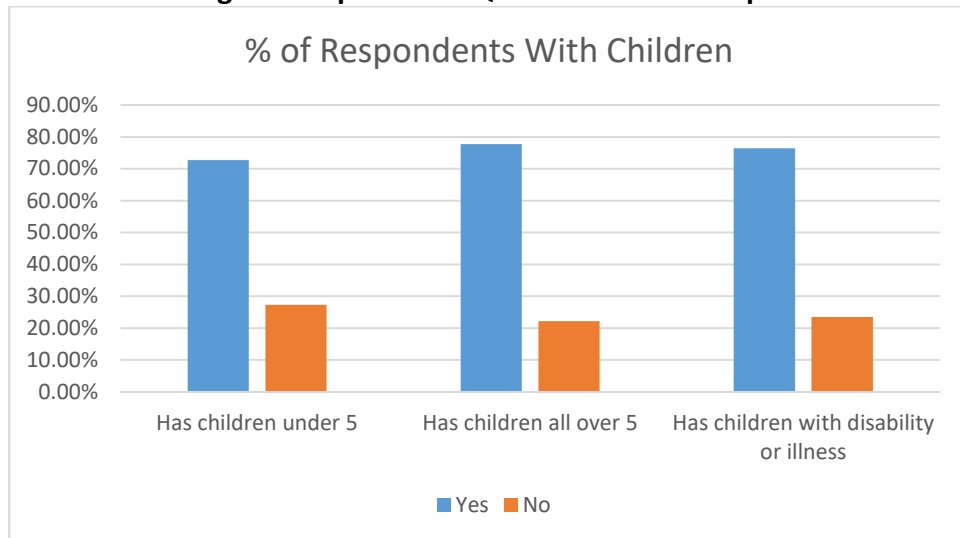
The following chart breaks down the responses by area:

**Figure 16: Percentage of Response for Question 5 by Area**



Slightly less respondents with children under 5 had read the full proposal, at 72.7%, with 27.3% not having read it. Slightly more respondents with children over 5 had read the full proposal, at 77.8% and 22.2% having not read it. Slightly more respondents with children with illness or disability had read the full proposal, at 76.5%, while 23.5% had not. The following chart breaks down these responses:

**Figure 17: Percentage of Response for Question 5 From Respondents With Children**



Less young parents had read the full proposal, at 71%, while 29% had not. More respondents with no children had read the full proposal, at 83.2%, while 16.8% had not. More of those respondents with disability or illness had read the full proposal, at 82.7%, while 17.3% had not.



## District Breakdown

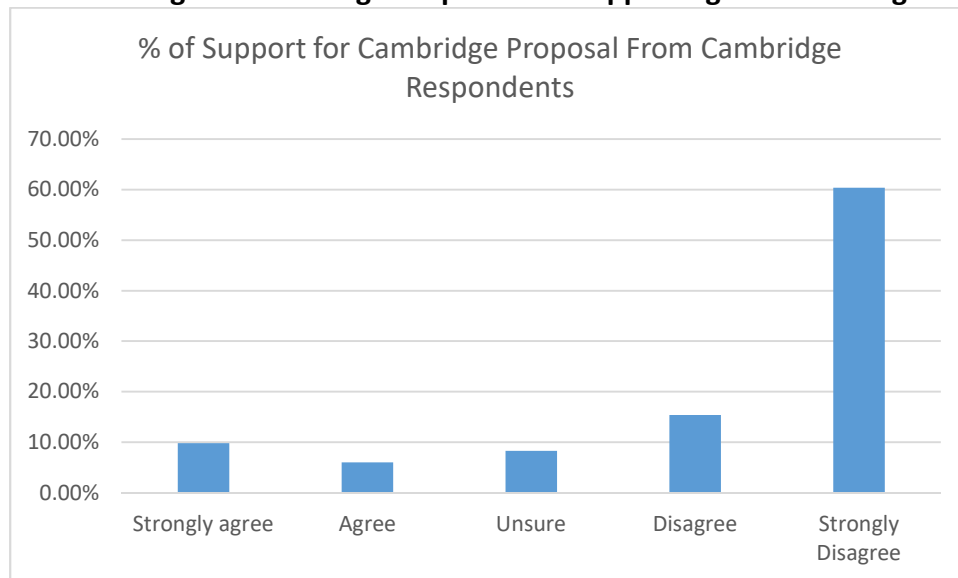
### Themes in the comments across all districts

- People felt the consultation document was misleading, confusing, does not contain sufficient information or data was inaccurate. Questions people asked included:
  - What does split site mean?
  - Shared staff?
  - Split opening hours?
  - What is a zone?
  - What hours will it open?
  - What can you access at a zone?
  - What does outreach mean & what does it mean for communities without a centre?
  - What are the implications for activities delivered by partners, for example Health, childminders, voluntary sector?
  - What does 'redesignate' mean?
- There were people who questioned whether libraries are the right space for Children's Centres. People were concerned about confidentiality, privacy and the noise levels that will be caused by bringing small children on site.
- People expressed concerns around the risk of the proposals in the longer term for children in terms of safeguarding, development and the impact on other services such as social care and health.
- People commented that they wished to see more funding for Early Intervention services.
- People made general comments about their disagreement with proposals to redesignate centres or reduce funding. A particular concern was maintaining the quality of service delivery whilst reducing funding by £1 million.
- People were concerned about the accessibility and suitability of venues that might be used for outreach services, especially for people with limited mobility.
- There were queries around whether or not future growth has been taken into account in the proposals.
- People made references to the increase in councillor allowances.
- Respondents made the comment that they do not live in or do not know enough about the District in question, and a high level of respondents also did not leave a comment to the District specific question.

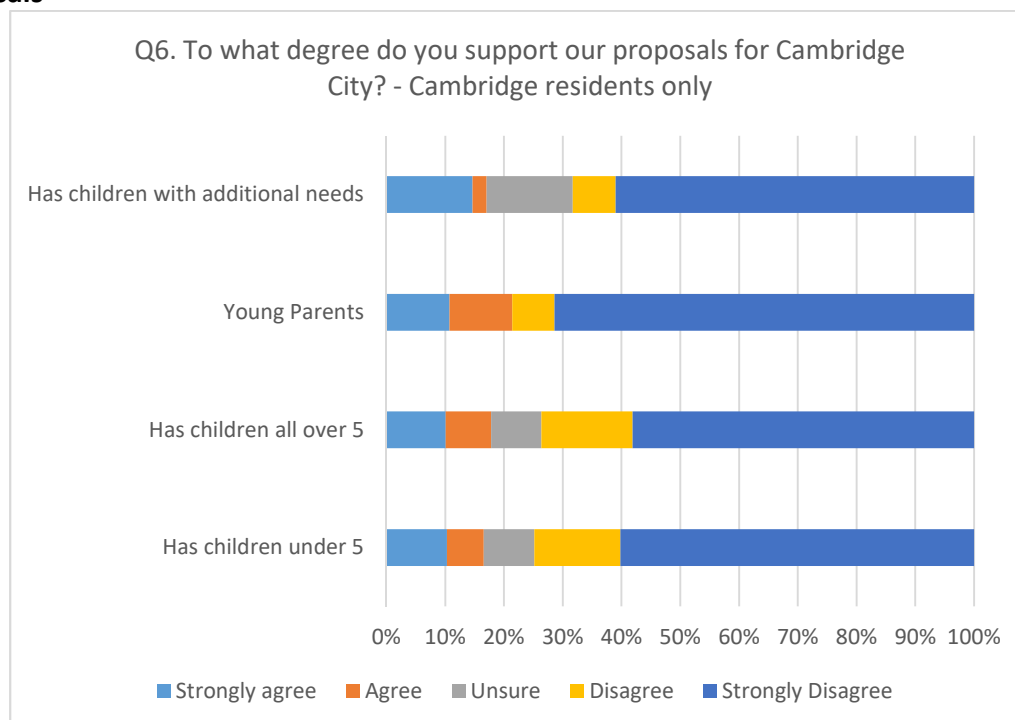
## The Cambridge proposals

1356 respondents answered this question, 662 of which were from Cambridge. Residents of Cambridge were more unsupportive (75.8%) than supportive (15.8%) of proposals for their area, with 8.3% unsure. When including all respondents, overall views of the Cambridge proposals were also more unsupportive (60.2%) than supportive (21.8%), with nearly one fifth unsure (18%).

**Figure 18: Percentage of Cambridge Respondents Supporting the Cambridge Proposal**



**Figure 19: Responses from people living in Cambridge with children about the Cambridge proposals**



	<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Grand Total</b>
Total respondents living in district	65	40	55	102	400	662
Has no children	9	4	8	21	74	116
Has Children	56	36	47	81	326	546
Has children under 5	43	26	36	61	251	417
Has children all over 5	13	10	11	20	75	129
Young Parents	3	3	0	2	20	28
Has children with additional needs	6	1	6	3	25	41
Has additional needs themselves	5	2	4	5	33	49

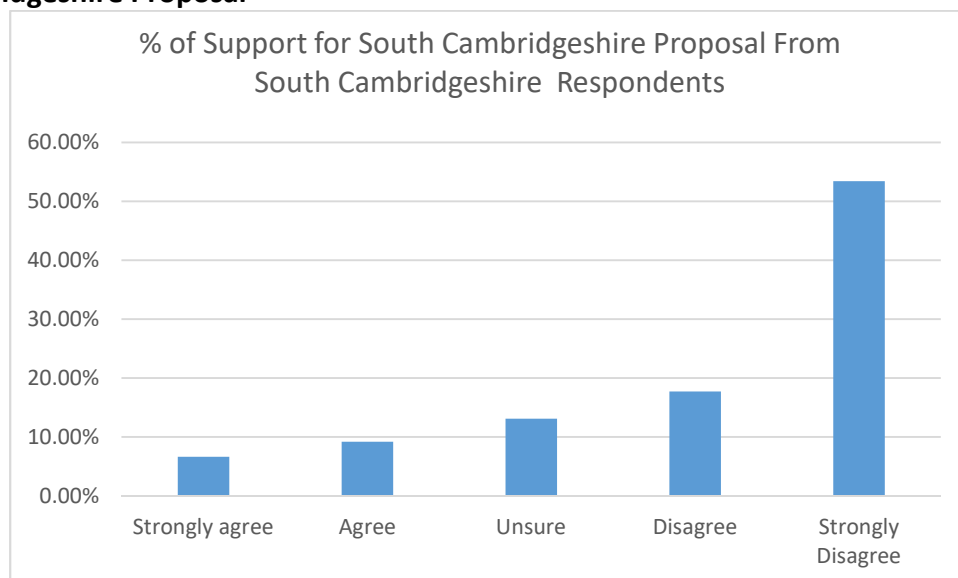
### Comment analysis

- Respondents want to retain Romsey Mill, Homerton, Fawcett & Cherry Hinton as designated sites.
- Respondents proposed a second site is needed in the South of the City.
- Responses were received relating to transport – difficult accessing public transport with small children & buggies, cost, and accessibility.
- There were responses regarding the service provided by centres proposed for redesignation.
- There were responses regarding library space not being suitable.
- There were responses querying Brookfields as a site – queries include parking, being 0.2 miles from Romsey Mill & some respondents referenced the substance misuse treatment service located on the site.
- There was support for the proposals for this area.
- There were comments about the cost of parking at the Grand Arcade & across the City.
- There were comments about the suitability of an online offer.
- There were responses asking about the future of the Romsey Mill young parent offer/contract.
- Respondents asked for clarity around the future of staff jobs at Homerton, Fawcett & Romsey Mill.

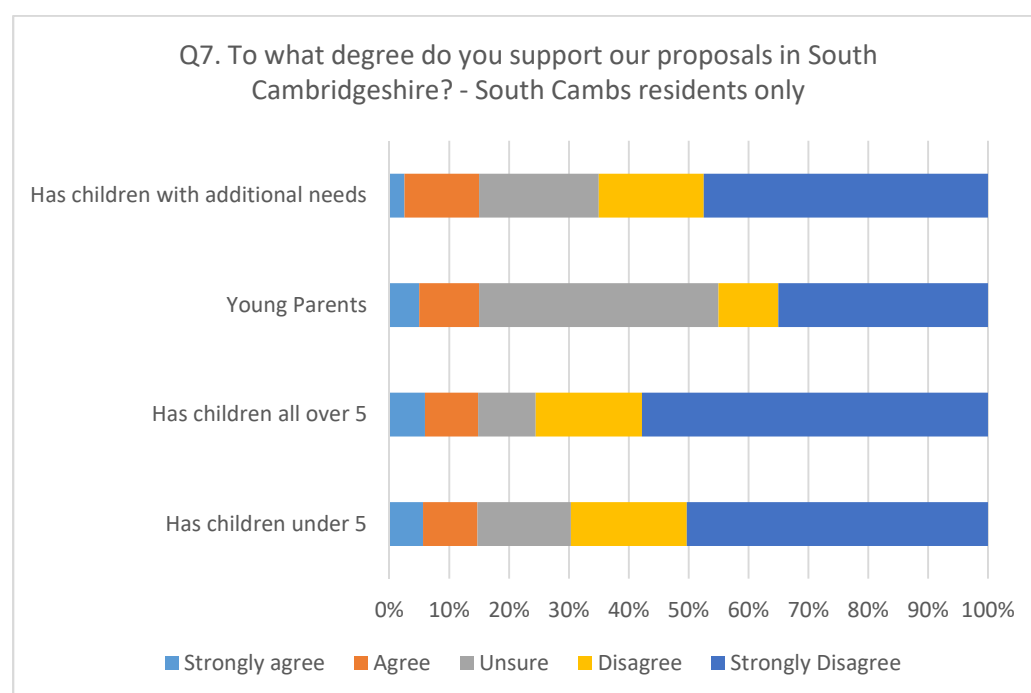
## The South Cambridgeshire proposals

1236 respondents answered this question, 519 of which were from South Cambridgeshire. Residents of South Cambridgeshire were more unsupportive (71.1%) than supportive (15.8%) of proposals for their area, with 13.1% unsure. When including all respondents, overall views of the South Cambridgeshire proposals were also more unsupportive (62.9%) than supportive (20.2%), with 16.9% unsure.

**Figure 20: Percentage of South Cambridgeshire Respondents Supporting the South Cambridgeshire Proposal**



**Figure 21: Responses from people living in South Cambridgeshire with children about the South Cambridgeshire proposals**



	<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Grand Total</b>
Total respondents living in district	34	48	68	92	277	519
Has no children	8	7	5	6	38	64
Has Children	26	41	63	86	239	455
Has children under 5	18	29	50	62	161	320
Has children all over 5	8	12	13	24	78	135
Young Parents	1	2	8	2	7	20
Has children with additional needs	1	5	8	7	19	40
Has additional needs themselves	1	5	4	6	18	34

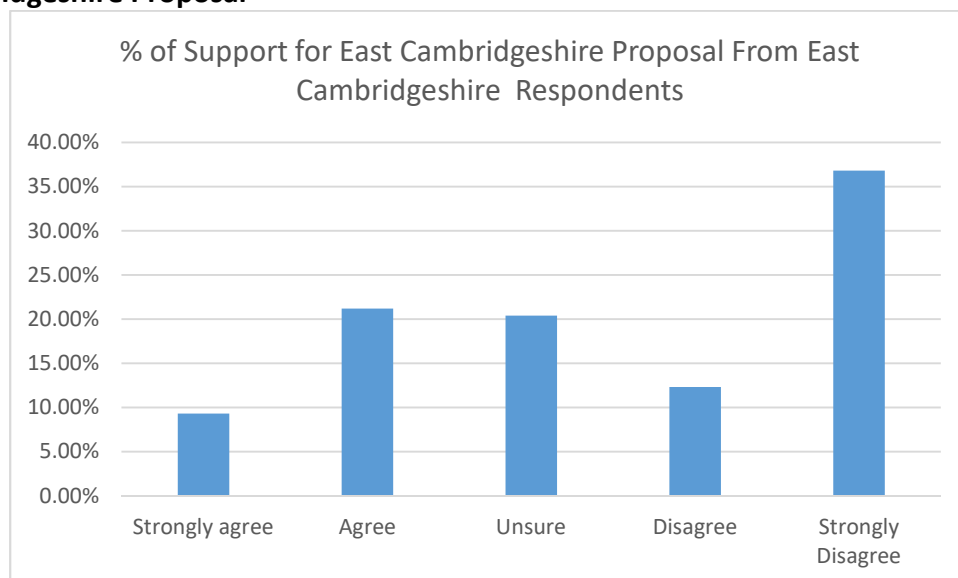
### **Comment analysis**

- There were responses received relating to transport – poor links, cost, traffic & travelling with small children.
- There were responses received regarding the proposal to have one centre in Cambourne; and a general feeling this is not sufficient for an area as large as South Cambs.
- Responses queried if future growth in the District has been considered.
- Responses highlighted isolation across the District.
- There were responses specific to the future of the after school club provision in Caldecote.
- There were responses highlighting the building at Bassingbourn as being very good & fit for purpose.
- There was support to retain services delivered from Sawston and Linton.
- There was support for proposals in this area.

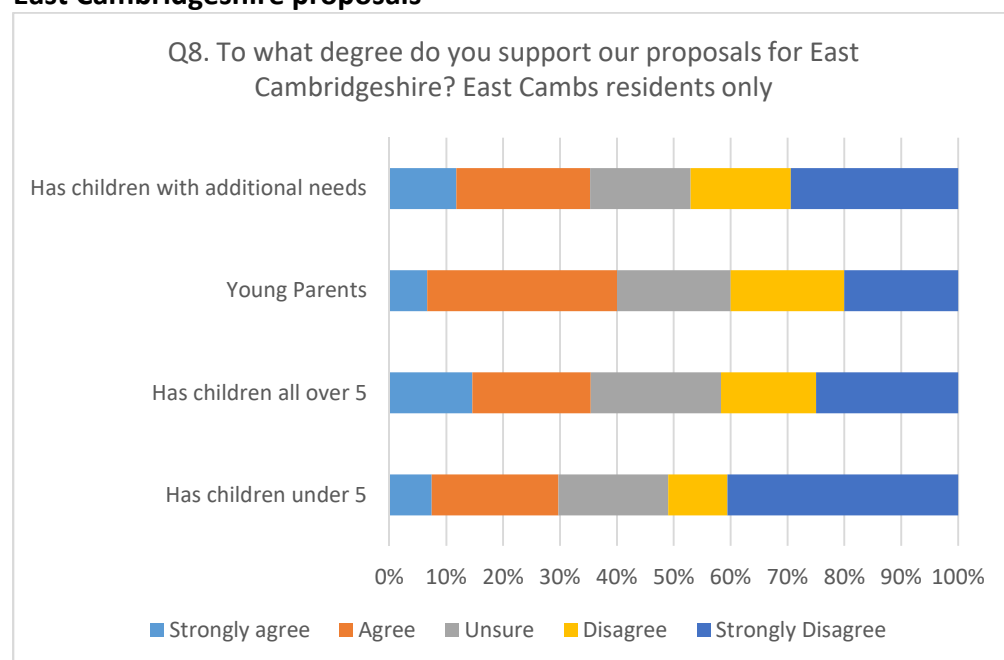
## The East Cambridgeshire proposals

1078 respondents answered this question, 269 of which were from East Cambridgeshire. Residents of East Cambridgeshire were more unsupportive (49.1%) than supportive (30.5%) of proposals for their area, with 20.4% unsure. When including all respondents, overall views of the East Cambridgeshire proposals were also more unsupportive (54.9%) than supportive (24.8%), with 20.3% unsure.

**Figure 22: Percentage of East Cambridgeshire Respondents Supporting the East Cambridgeshire Proposal**



**Figure 23: Responses from people living in East Cambridgeshire with children about the East Cambridgeshire proposals**



	<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Grand Total</b>
Total respondents living in district	25	57	55	33	99	269
Has no children	3	2	5	4	5	19
Has Children	22	55	50	29	94	250
Has children under 5	15	45	39	21	82	202
Has children all over 5	7	10	11	8	12	48
Young Parents	1	5	3	3	3	15
Has children with additional needs	2	4	3	3	5	17
Has additional needs themselves	0	1	2	1	5	9

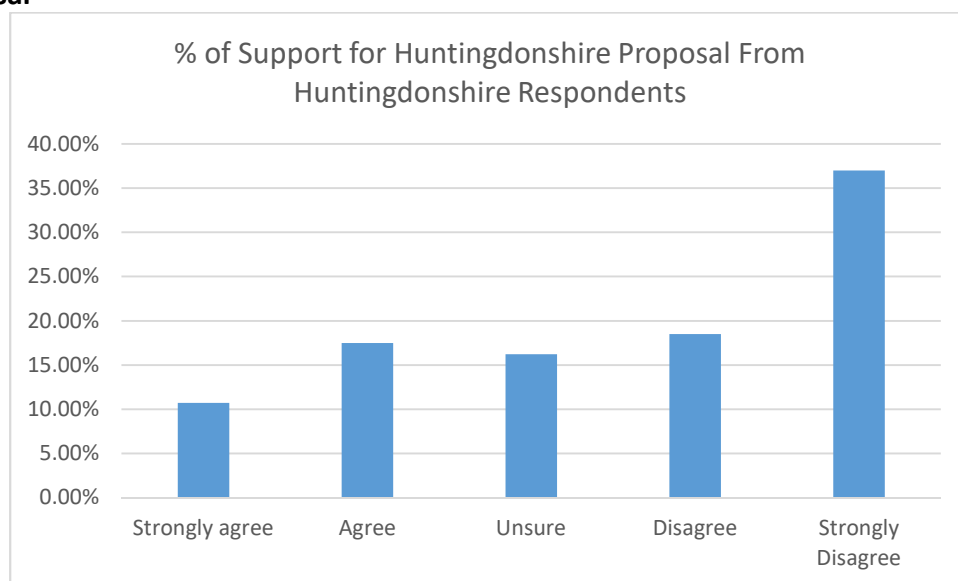
### **Comment analysis**

- Responses were received relating to transport – poor links, cost, traffic and travelling with small children.
- There were respondents wanting to retain services from sites proposed for redesignation (Bottisham & Sutton).
- Responses suggested investigating other sites such as Princess of Wales in Ely & the health centre at the Eastern Gateway in Soham.
- There was support for proposals in Soham and highlighting growth in the town.

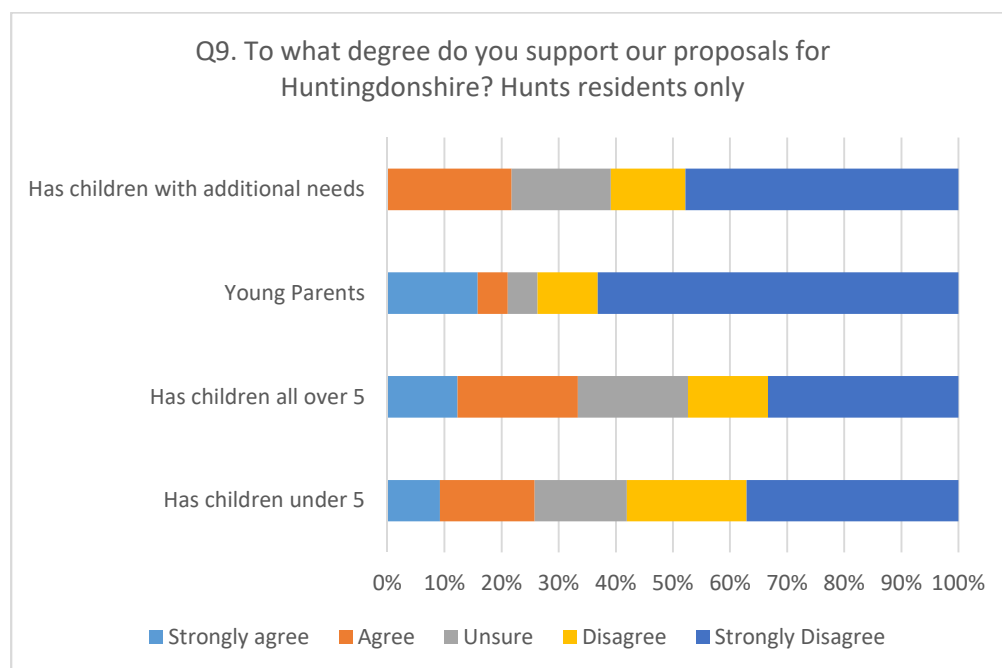
## The Huntingdonshire proposals

1047 respondents answered this question, 308 of which were from Huntingdonshire. Residents of Huntingdonshire were more unsupportive (55.5%) than supportive (28.2%) of proposals for their area, with 16.2% unsure. When including all respondents, overall views of the Huntingdonshire proposals were also more unsupportive (56.3%) than supportive (23.3%), with 20.4% unsure.

**Figure 24: Percentage of Huntingdonshire Respondents Supporting the Huntingdonshire Proposal**



**Figure 25: Responses from people living in Huntingdonshire with children about the Huntingdonshire proposals**





	<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Grand Total</b>
Total respondents living in district	33	54	50	57	114	308
Has no children	5	4	2	1	10	22
Has Children	28	50	48	56	104	286
Has children under 5	21	38	37	48	85	229
Has children all over 5	7	12	11	8	19	57
Young Parents	3	1	1	2	12	19
Has children with additional needs	0	5	4	3	11	23
Has additional needs themselves	1	4	3	3	8	19

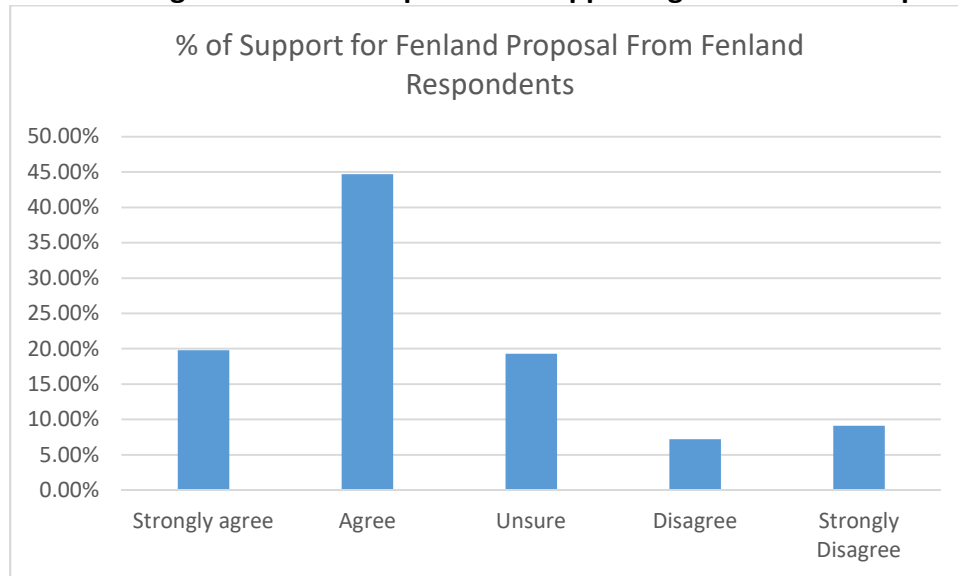
### Comment analysis

- Responses were received relating to transport – poor links, cost, traffic and travelling with small children.
- There were respondents who wanted to retain services from sites proposed for redesignation (Godmanchester, Somersham, Brampton & Farcet).
- There were queries about the proposed location of centres & why St Neots has two?
- There were responses about access to services in Yaxley & cross border into Peterborough.
- There was support for proposals in this area.

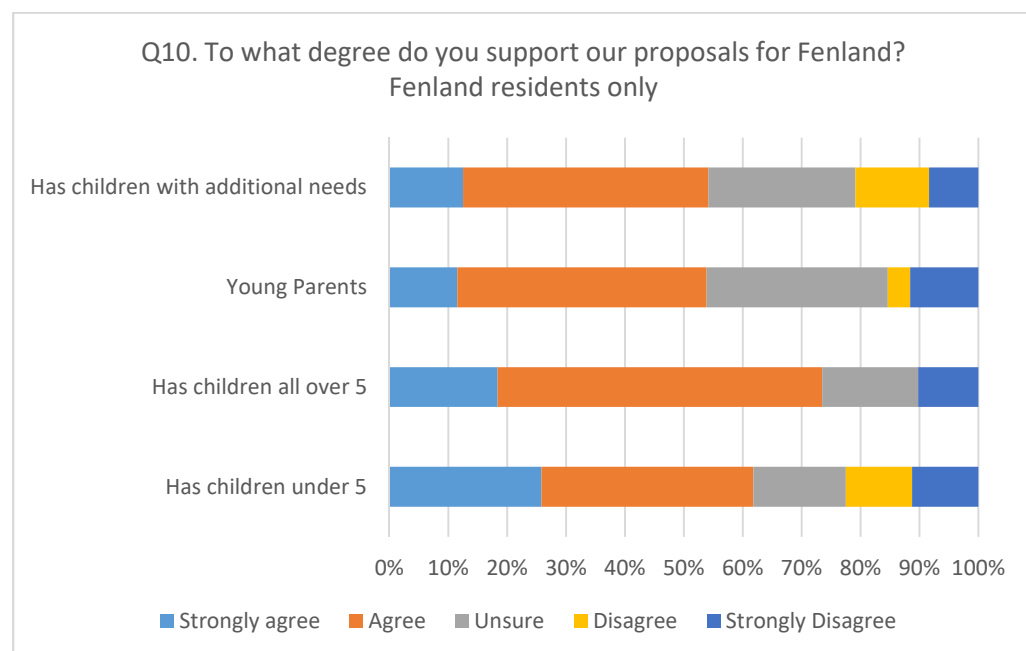
## The Fenland proposals

1181 respondents answered this question, 430 of which were from the Fenland district. Unlike in other districts, residents of Fenland were more supportive (64.5%) than unsupportive (16.3%) of proposals for their area, with 19.3% unsure. When including all respondents, overall views of the Fenland proposals were only slightly more unsupportive (39.7%) than supportive (38.9%), with 21.4% unsure.

**Figure 26: Percentage of Fenland Respondents Supporting the Fenland Proposal**



**Figure 27: Responses from people living in Fenland with children about the Fenland proposals**



	<b>Strongly agree</b>	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Grand Total</b>
Total respondents living in district	85	192	83	31	39	430
Has no children	6	21	11	5	4	47
Has Children	79	171	72	26	35	383
Has children under 5	56	139	58	16	25	294
Has children all over 5	23	32	14	10	10	89
Young Parents	9	27	8	0	5	49
Has children with additional needs	3	11	8	1	3	26
Has additional needs themselves	3	10	6	3	2	24

### Comment analysis

- There were comments about the proposal to redesignate Murrow.
- Responses were received relating to transport – poor links, cost & travelling with small children.
- Respondents confused proposals to redesignate Murrow CC with closing the pre-school provision.
- Respondents stated that the quality of service provision is more important than retaining buildings.
- There were queries about the thinking behind retaining Chatteris and Whittlesey becoming a zone.
- There were responses highlighting the need for outreach services in such a rural area.
- Respondents living in South Cambs & City queried why resource is being allocated in Fenland rather than where they live while others understand & support the proposal.
- Response asking about the availability of translated consultation documents.

Question 22: Your feedback will help inform and shape our proposals. Please feel free to add any further thoughts or comments here

- People wanted to tell us that they value the current services from their Children's Centre.
- People voiced concern about budget reductions with an addition number saying there should be no cuts in budget.
- People expressed general disagreement with the proposals.
- People were concerned about the wording of the survey with an additional small number questioning the consultation method.
- People voiced concerns about closing centres with an additional number not wanting to see a reduction in services.
- As with other questions, respondents were concerned about transport to services going forward.
- Respondents questioned whether the consultation would have an impact on proposals.
- There were also comments supporting delivery in particular areas or centres, these have been picked up as part of the district questions.

## Appendices

### Appendix 1: Full Survey

#### Section 1: Children Centres Future Delivery

Questions related to the user's views on the substance of the proposals.

1. Do you support our Children's Centres meeting the needs of a wider age range, from expectant parents to young adults?
  - a. Strongly Support
  - b. Support
  - c. Unsure
  - d. Unsupportive
  - e. Very Unsupportive

Do you have any additional comments?

2. To what degree do you support the proposal to focus services on those families that need them most?
  - a. Strongly Support
  - b. Support
  - c. Unsure
  - d. Unsupportive
  - e. Highly Unsupportive

Do you have any additional comments?

3. How important is it to have health services in the same place as your Child and Family services?
  - a. Very Important
  - b. Good to have
  - c. Unsure
  - d. Not Important

Do you have any additional comments?

4. Our offer will include the following:
  - Maintaining some of our existing Children's Centres
  - Delivering services in shared community spaces
  - Providing outreach programmes at a local level
  - A greater online offer.

To what degree do you support this?

- a. Strongly Support
- b. Support
- c. Unsure
- d. Unsupportive
- e. Very Unsupportive

Do you have any additional comments?

## Section 2: Districts

Questions relating to proposals for specific districts.

*You will now be shown our plans for the 5 districts in Cambridgeshire.*

*You can respond to any or all of them, or skip through any which are not relevant to you.*

5. Have you read our full proposals in the consultation document?
- a. Yes
  - b. No
6. To what degree do you support our proposals for Cambridge City?
- a. Strongly Agree
  - b. Agree
  - c. Unsure
  - d. Disagree
  - e. Strongly Disagree
  - f. Skip to the next district

Comments:

7. To what degree do you support our proposals in South Cambridgeshire?
- a. Strongly Agree
  - b. Agree
  - c. Unsure
  - d. Disagree
  - e. Strongly Disagree
  - f. Skip to the next district

Comments:

8. To what degree do you support our proposals in East Cambridgeshire?
- a. Strongly Agree
  - b. Agree
  - c. Unsure
  - d. Disagree
  - e. Strongly Disagree
  - f. Skip to the next district

Comments:

9. To what degree do you support our proposals in Huntingdonshire?
- a. Strongly Agree
  - b. Agree
  - c. Unsure
  - d. Disagree
  - e. Strongly Disagree
  - f. Skip to the next district

Comments:

10. To what degree do you support our proposals in Fenland?

- a. Strongly Agree
- b. Agree
- c. Unsure
- d. Disagree
- e. Strongly Disagree
- f. Skip to the next district

Comments:

### Section 3: About You

Personal information asked of respondents for analysis purposes.

*Information will remain confidential and will only be used to analyse this survey*

11. Please define your gender.

- a. Male
- b. Female
- c. Other Definition

12. What age range do you fall into?

- a. Under 18
- b. 18 – 24
- c. 25 – 44
- d. 45 – 64
- e. 65+

13. Are there any children in your household within the following age ranges:

(Please tick all that apply)

- a. I do not have children
- b. Under 12 months
- c. 1 – 2
- d. 3 – 4
- e. 5 – 10
- f. 11+

14. Do you or a child in your household have any long-standing illness, disability or infirmity that limits mobility? [respondents can tick both – IN]

- a. You
- b. A child in your household

15. What Cambridgeshire district do you live in?

- a. Cambridge City
- b. South Cambridgeshire
- c. East Cambs
- d. Huntingdonshire
- e. Fenland
- f. Other (please specify)

16. Please can you provide your postcode:  
(This will only be used to analyse the survey and not for any other purpose)

17. Do you or does anyone in your household drive and own a car?

- a. Yes
- b. No

18. To which of these ethnic groups do you consider you belong?

- a. White British
- b. White Irish
- c. White Other
- d. Asian or Asian British – Bangladeshi
- e. Asian or Asian British – Indian
- f. Asian or Asian British – Pakistani
- g. Any other Asian Background
- h. Mixed White and Black
- i. Black or Black British – African
- j. Black or Black British – Caribbean
- k. Any other Black Background
- l. Mixed Other
- m. Chinese
- n. Traveller/Gypsy/Roma
- o. Any Other
- p. Prefer Not to Say

19. Do you or your family currently use a Children's centre?

- a. Yes
- b. No

20. How have you become aware of our proposals for Cambridgeshire Children's Centres?

- a. I attended a consultation event
- b. I read the proposals online
- c. Word of mouth
- d. Other (please specify):

21. Have you completed this survey on behalf of someone else:

- a. No, this is my own response
- b. I am filling this in for someone else
- c. I am a member of CCC and am inputting this on behalf of someone else

22. Your feedback will help inform and shape our proposals.  
Please feel free to add any further thoughts or comments here





## APPENDIX F

Please find 5 Sample 'What's Ons', for Child and Family Centre Activities. These provide indicative timetables for each of the 5 districts, and give a sense of what the offer will look like in real terms for families.

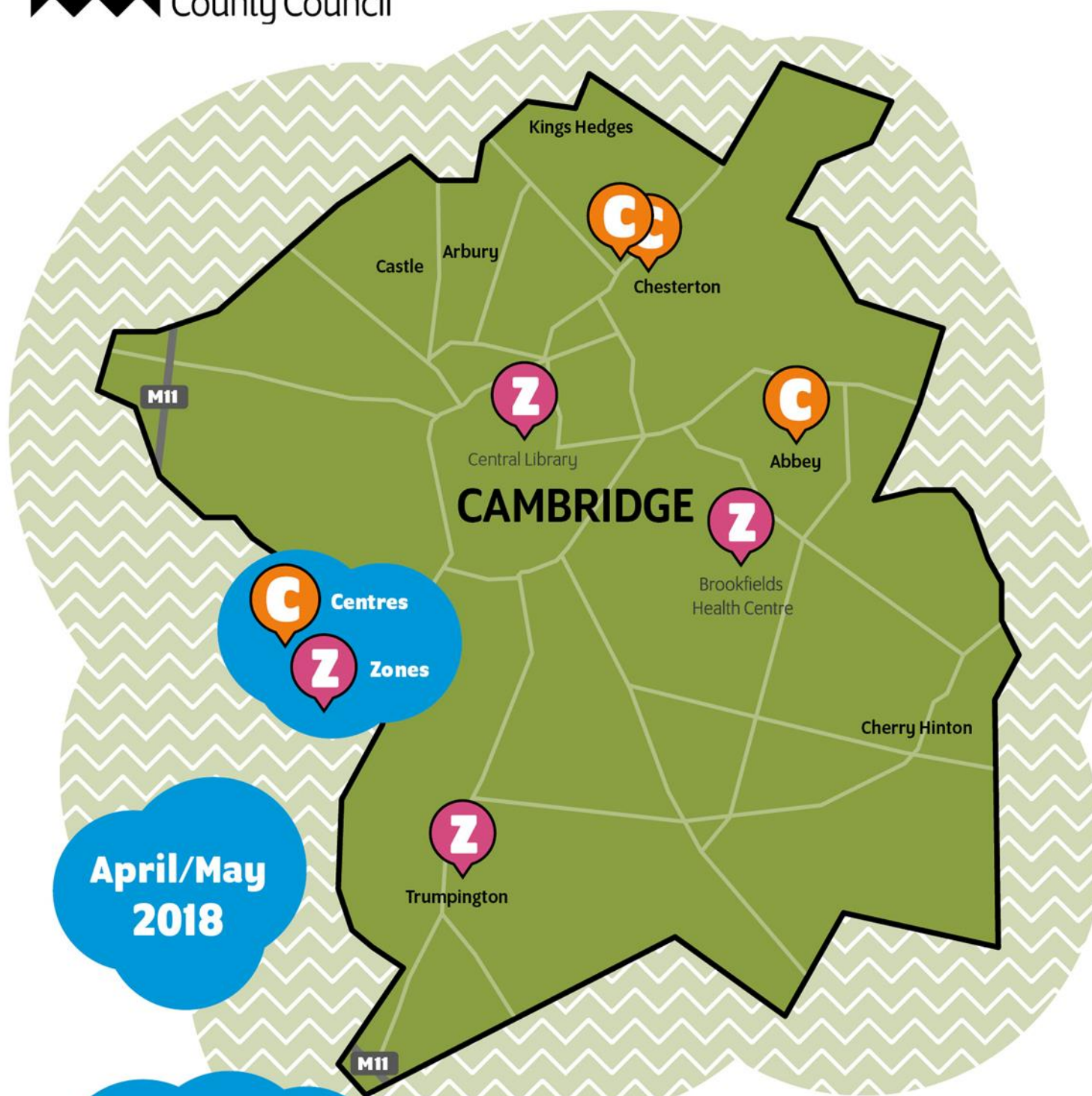
These have been developed based on our understanding of need and demand for each type of activity and taking into consideration what families have told us through their responses to the consultation survey.

These documents provide an indication of the volume of activities that will continue to be delivered through the Child and Family Centre offer. The offer described is based on protecting the level of frontline delivery described in the response document.

They are only samples, and the precise details of locations and timings of some activities may change. By their very nature, these will be organic, working documents, subject to change every term, as services will be reviewed to ensure they are still meeting the needs of our communities. Also there may be additional activities that are delivered by partner agencies, or in conjunction with partners that have not yet been included.

- **Cambridge City** (Pages 2-8)
- **East Cambridgeshire** (Pages 9-15)
- **Fenland** (Pages 16-23)
- **Huntingdonshire** (Pages 24-32)
- **South Cambridgeshire** (Pages 33-39)
- **Description of all activities** (Pages 40-44)

*(This will be included at the end of each What's On when they are published, but for ease, there is just one copy of this text included in this document.)*






Cambridge City






Whats'n

Child and family centre activities

# Central and North Cambridge City and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/ community venue

## Monday

<b>Tiny Tots</b> 10.30am to 11.15am	Weekly	Parent-lead group Ages 0 to 3	[£]	Chesterton	
<b>Young Parents Group</b> 10.30am to 12pm	Weekly	For parents aged 25 and under and their children (up to age 8)		North Cambridge	
<b>Clothing and Book Swap</b> 1.30pm to 2.30pm	Weekly	Ages 0 to 5	One- off annual [£]	North Cambridge	
<b>Early Explorers</b> 2pm to 3pm	Weekly	Ages 0 to 5	[£]	Chesterton	
<b>Child Health Clinic</b> 1.30pm to 3pm	Weekly	Drop-in		North Cambridge	

## Tuesday

<b>Parenting Programme</b> 10am to 11.30am	Weekly	Programmes will vary throughout the year	[C][B]	Chesterton	
<b>Family Worker Drop-In</b> 9.30am to 12pm	Weekly	For families with children aged 0 to 16		North Cambridge	
<b>Orchard Park Childrens Morning</b> 9.30am to 12pm	3 April 1 May	Parent-lead but supported by the Child and Family Centre	[£]	Orchard Park Community Centre	
<b>Little Music Makers</b> 9.30am to 10.15am	Weekly	Ages 0 to 2	[£]	Chesterton Methodist Church	
<b>Little Music Makers</b> 10.30am to 11.15am	Weekly	Ages 2 to 5	[£]	Chesterton Methodist Church	




## Wednesday

<b>Family Worker Drop-In</b> 9.30am to 12pm	Weekly	For families with children aged 0 to 16		Chesterton	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	St Lukes Church Centre	
<b>Breastfeeding Information and Support</b> 10am to 12pm	Weekly	For under 1s		Chesterton	
<b>Wednesday's Together (Stay and Play)</b> 10am to 12.30pm	Weekly	For 1 to 3s Funded by National Lottery funding		North Cambridge	
<b>Wednesday's Together (Stay and Play)</b> 1pm to 3pm	Weekly	For under 1s Funded by National Lottery funding		North Cambridge	
<b>Toy Library</b> 2pm to 4pm	Weekly	Parent-lead		Brownsfield Community Centre	



## Thursday

<b>Storytime</b> 10.30am to 11.15am	Weekly	Ages 0 to 5		Arbury Court Library	
<b>Bumps to Babies</b> 1pm to 2pm	Weekly	Ages 0 to 6 months		North Cambridge	
<b>Mini Movers</b> 3pm to 4.15pm	Weekly	Ages 0 to 5	[£]	Chesterton	

## Friday

<b>Additional Needs Group</b> 10am to 12pm	Weekly	For parents with children with additional needs Ages 0 to 5	[R]	North Cambridge	
<b>Free Baby and Toddler Swim</b> 11.30am to 12pm	Weekly	For under 1s	[B]	Kings Hedges Learner Pool	
<b>Free Baby and Toddler Swim</b> 12pm to 12.30pm	Weekly	For under 3s	[B]	Kings Hedges Learner Pool	

## Saturday

<b>Parent First Aid</b> 10am to 12pm	14 April		[B] [£]	St Andrews Hall, Chesterton or Akeman Street community centre	
<b>Saturday Swimming</b> 10am to 11am 11am to 12pm	Weekly, term time only	Volunteer lead, bookings taken by North Cambridge. Subsidised rates for some families Ages 0 to 6	[£] [B]	The Grove Primary School	



Please note: activities in nearby areas including Orchard Park and Milton are shown in the South Cambridgeshire document

## South Cambridge City and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/ community venue

## Monday

<b>Midwife Clinic</b> 9.30am to 4pm	Weekly	By appointment only	[B]	The Fields	
<b>Antenatal Clinic</b> 9am to 4pm	Weekly	By appointment only	[B]	Trumpington	
<b>Story and RhymeTime</b> 10am to 11.30am	Weekly	Ages 0 to 5		Trumpington	
<b>Stay and Play</b> 10am to 11.45am	Weekly	Ages 0 to 5	[£]	The Centre at St Paul's, Hills Road	
<b>Stay and Play</b> 10am to 12.30pm	Weekly	For under 3s	[£]	The Fields	
<b>Bookstart/ Clothes Swap / Cookbags / Toy Library Hire</b> 11.30am to 1pm	Weekly	Ages 0 to 5		The Fields	
<b>Well Baby Clinic</b> 1pm to 2.30pm	2, 16, 30 April 14 May	Drop-in		Trumpington	
<b>Stay and Play</b> 1pm to 3pm	Weekly	For non-walking babies	[£]	The Fields	

<b>Youth Support Drop-in</b> 1.30pm to 4.30pm	Weekly	Ages 11 to 16		3 <sup>rd</sup> Floor Cambridge Central Library	
<b>Parenting Programme</b> 7pm to 9pm	Weekly	Programmes will vary throughout the year	[C] [B]	Bewick Bridge Community Wing, Cherry Hinton	


## Tuesday

<b>Childminder group</b> 9.30am to 11.30am	Weekly	For childminders, nannies, au pairs and the children they look after	[£]	East Barnwell Community Centre	
<b>Messy Play</b> 9.15am to 11am	Weekly	Ages 0 to 5	[£]	Trumpington	
<b>Health Visitor Clinic</b> 9.30am to 12pm	Weekly	Drop-in		Bewick Bridge Community Wing, Cherry Hinton	
<b>Additional Needs Group</b> 1pm to 2.30pm	Weekly	For families of children with additional needs Ages 0 to 5	[R]	The Fields	
<b>Free Baby and Toddler Swim</b> 1pm to 3pm	Weekly	Ages 0 to 5	[B]	Abbey Swimming Pool	
<b>Stay and Play</b> 2pm to 3.30pm	Weekly	Ages 0 to 5	[£]	Bewick Bridge Community Wing, Cherry Hinton	











## Wednesday

<b>Rhymetime</b> 10am to 10.30am	Weekly	Ages 0 to 5		Cherry Hinton Library	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	The Fields	
<b>New Parents Group</b> 12.30pm to 2pm	Weekly	Ages 0 to 1	[£]	Brookfields	
<b>Child Health Clinic</b> 2pm to 3.30pm	Weekly	Drop-in		Brookfields	
<b>Hearing Impairment Group</b> 1pm to 2.30pm	Weekly	Run by Health colleagues	[R]	Trumpington	


## Thursday

<b>Antenatal Clinic</b> 9am to 4pm	Weekly	By appointment only	[B]	Trumpington	
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<b>Midwife Discharge Clinic</b> 9.15am to 10.45am	Weekly	Please contact your midwife to book	[B]	The Fields	
<b>Midwife Clinic</b> 9.30am to 12.30am	Weekly	By appointment only	[B]	Bewick Bridge Community Wing, Cherry Hinton	
<b>Parenting Programme</b> 9.30am to 11.30am	Weekly	Programmes will vary throughout the year	[C] [B]	The Fields or Central Library	 
<b>New Parents group</b> 12pm to 2pm	Weekly	For under 1s	[£]	The Fields	
<b>Stay and Play</b> 12.30pm to 2.30pm	Weekly	Ages 0 to 5	[£]	The Fields	
<b>Well Baby clinic</b> 1pm to 2.30pm	Weekly	Drop-in		The Fields	
<b>Sensory Play</b> 2pm to 3pm	Weekly	Ages 0 to 5	[£]	Fulbourn Library	
<b>Youth Support Drop-in</b> 1.30pm to 4.30pm	Weekly	Ages 11 to 19		3 <sup>rd</sup> Floor Cambridge Central Library	
<b>Bike Project</b> 4pm to 5pm	Weekly	Ages 10 to 16	[R]	Malta Road Centre	
<b>ESOL Course</b> 7pm to 9pm	Weekly	Free to EU residents No crèche	[C] [B]	Bewick Bridge Community Wing, Cherry Hinton	

## Friday

<b>Stay and Play</b> 9.15am to 11.15am	Weekly	Ages 0 to 5	[£]	Christ the Redeemer	
<b>Stay and Play</b> 9.15am to 11am	Weekly	Ages 0 to 5	[£]	Trumpington	
<b>Midwife Clinic</b> 9.30am to 4am	Weekly	By appointment only	[B]	The Fields	
<b>Midwife Clinic</b> 9.30am to 11am	Weekly	By appointment only	[B]	Brookfields	
<b>ESOL class</b> 9.30am to 11.30am	Weekly	Free to EU residents No crèche	[C] [B]	The Fields	
<b>Free Baby and Toddler Swim</b> 11.45am to 12.45pm	Weekly	Ages 0 to 5	[B]	Abbey Swimming Pool	



<b>Youth Support Drop-in</b> 1.30pm to 4.30pm	Weekly	Ages 11 to 19		3 <sup>rd</sup> Floor Cambridge Central Library	
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Cambridgeshire  
County Council






April/May  
2018

East Cambs

What's on

Child and family centre activities

# Ely and Littleport and surrounding area

 : Child and Family Centre  
 : Child and Family Zone  
 : Outreach location/  
 community venue

## Monday

<b>Midwifery Clinic</b> 9.30am to 4.30pm	Daily	By appointment only	[B]	Ely	
<b>Toddler Time</b> 10am to 11.30am	Weekly	Ages 1 to 3	[£]	Ely	
<b>PEEP</b> 10am to 11.30am	Weekly	Ages 0 to 3		Littleport	
<b>Make and Munch</b> 10am to 11.30am	2, 9, 16, 23 April	Families have an opportunity to cook together	[C] [B]	Sutton	
<b>Parenting Programme</b> 12.45pm to 2.45pm	2, 9, 16, 23, 30 April 7, 14 May	Raising Toddlers	[C] [B]	Littleport	
<b>Toy Library</b> 10am to 4pm	Weekly			Ely	
<b>Toy Library</b> 10am to 3pm	Weekly			Littleport	
<b>Baby Massage</b> 1.15pm to 2.15pm	2, 9, 16, 23, 30 April	Ages 0 to 6 months	[C] [B]	Ely	



## Tuesday

<b>Midwifery Clinic</b> 9.30am to 4.30pm	Daily	By appointment only	[B]	Ely	
<b>Baby &amp; Child Health Clinic</b> 9am to 11am	3, 10, 17, 24 April 1, 8, 15, 22, 29 May	Drop-in		Sutton	
<b>Rhyme time</b> 10am to 11am	3, 10, 17, 24 April 1, 8, 15, 22, 29 May			Sutton	

<b>English and Maths for Adults</b> 9.30am to 11.30am	Weekly	Delivered through CRC Creche available	[C] [B]	Littleport	
<b>Monkey Music</b> 12pm to 12.30pm	Weekly	Ages 0 to 1	[£]	Littleport	
<b>Monkey Music</b> 12.45pm to 1.15pm	Weekly	Ages 1 to 3	[£]	Littleport	
<b>Monkey Music</b> 1.30pm to 2pm	Weekly	For over 3s	[£]	Littleport	
<b>Baby and Child Health Clinic</b> 12pm to 1pm	Weekly	Drop-in		Littleport	

## Wednesday



<b>Midwifery Clinic</b> 9.30am to 4.30pm	Daily	By appointment only	[B]	Ely	
<b>Midwifery Clinic</b> 9.30am to 12pm	Weekly	By appointment only	[B]	Sutton	
<b>English and Maths for Adults</b> 9.30am to 11.30am	Weekly	Delivered through CRC	[C] [B]	Ely	
<b>Parenting Programme</b> 9.30am to 11.30am	Starts 4 April, then weekly for 10 weeks	Raising Children	[C] [B]	Littleport	
<b>Baby Massage</b> 9.30am to 10.30am	Weekly	For non-mobile babies, from 6 weeks	[B] [£] [C]	Sutton	
<b>Stay and play</b> 10am to 11.30am	Weekly	For under 5s	[£]	Ely Scout Hut	
<b>New arrivals</b> 10.30am to 12pm	Weekly	For under 1s		Littleport	
<b>Multiple Births Group</b> 10am to 11.30am	4, 18 April 2, 16 May	Ages 0 to 5	[£]	Ely	
<b>Additional Needs Group</b> 1pm to 2.30pm	Weekly			Ely	
<b>Baby Clinic</b> 1.30pm to 3pm	11, 25 April 9, 23 May	Drop-in		Haddenham Baptist church	





<b>Baby Rhyme Time</b> 2pm to 3pm	Weekly	For under 1s		Ely Library	
<b>Mindfulness Course</b> 6pm to 7.30pm	Weekly for 6 weeks	For parents		Littleport	

## Thursday



<b>Baby and Child Health Clinic</b> 9am to 10.30am	Weekly	Drop-in		Ely	
<b>Midwifery Clinic</b> 9.30am to 4.30pm	Daily	By appointment only	[B]	Ely	
<b>Midwifery Clinic</b> 9.30am to 12pm	Weekly	By appointment only	[B]	Sutton	
<b>Midwifery Clinic</b> 9.30am to 12pm	Weekly	By appointment only	[B]	Littleport	
<b>Parenting Drop-in</b> 9.15am to 10.45am	Weekly	For parents with children aged under 16		Spring Meadow School, Ely	
<b>Little Explorers</b> 10am to 11.30am	Weekly	For under 5s.	[£]	Littleport	
<b>Breastfeeding Support</b> 1.30pm to 2.30pm	Weekly	Drop-in		The Olive Tree, Ely	
<b>Young Parents Antenatal Group</b> 1pm to 2pm	5, 12, 19, 26 April	For under 24s who are pregnant	[B]	Ely	
<b>Smoking in Pregnancy Clinic</b> 1pm to 3pm	5, 19 April 3, 17, 31 May		[B]	Littleport	
<b>Parenting Programme</b> 12.45pm to 2.45pm	Starts 5 April, 10 week course	Stepping Stones	[C] [B]	Ely	

## Friday

<b>Midwifery Clinic</b> 9.30am to 4.30pm	Daily	By appointment only	[B]	Ely	
<b>Little Ones</b> 10pm to 11.30pm	Weekly	Ages 0 to 2	[£]	Littleport	

<b>Stay and play</b> 10pm to 11.30pm	Weekly	For under 3s.	[£]	Sutton	
<b>Additional Needs Group</b> 10am to 11.30am	Weekly	For children with additional needs	[R]	Ely	
<b>Pinpoint</b> 12.30pm to 2.30pm	Monthly	Support for parents with children with additional needs		Ely	
<b>Rhyme Time</b> 2pm to 3pm	Weekly	Ages 0 to 5		Ely Library	


## Bottisham, Soham and surrounding area

 : Child and Family Centre
  : Child and Family Zone
  : Outreach location/  
community venue

### Monday

<b>Midwifery Clinic</b> 9.50am to 3.30pm	Daily	By appointment only	[B]	Soham	
<b>Breastfeeding support</b> 9.45am to 10.45am	Weekly	Parent Lead support Drop-in		Soham	
<b>Stay and Play</b> 9.30am to 11.30am	Weekly	For under 5s	[£]	Bottisham	
<b>Baby 5 to Thrive</b> 1pm to 2.30pm	Starts 2 April, 12 week course.	Age 0 to 3 months		Soham	
<b>Midwifery Clinic</b> 1.30pm to 3.30pm	Weekly	By appointment only	[B]	Bottisham	
<b>Rhyme Time</b> 2pm to 3pm	Weekly	For under 5s Run by Library staff		Soham	

### Tuesday

<b>Parenting Course Taster</b> 9.15am to 11.15am	3, 10, 17 April	An opportunity for parents to learn new skills that will help them and their children	[C] [B]	Bottisham	
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<b>Midwifery Clinic</b> 9.50am to 3.30pm	Daily	By appointment only	[B]	Soham	
<b>PEEP</b> 10am to 11.30am	Weekly		[C] [B]	Soham	
<b>Well Baby Clinic</b> 12.30pm to 2pm	3, 17 April 1, 15 May	Drop-in		Bottisham	
<b>Well Baby Clinic</b> 12.30am to 2pm	10, 24 April, 8, 22 May	Drop-in		Mandeville Hall, Burwell	
<b>Pathways to Positivity</b> 7pm to 8.30pm	Weekly	Support Group for adults aged 16+. Arts, crafts and relaxation	[R]	Soham	
<b>Parenting Programme</b> 6pm to 8pm	Weekly for 10 weeks	Raising Teens	[B] [C]	Soham	



## Wednesday

<b>Midwifery Clinic</b> 9.50am to 3.30pm	Daily	By appointment only	[B]	Soham	
<b>Midwifery Clinic</b> 9.30am to 12.30 pm	Weekly	By appointment only	[B]	Bottisham	
<b>Childminder Drop-in</b> 9.30am to 11.30am	Weekly		[£]	Bottisham	
<b>Little Wrigglers</b> 12.30pm to 1.30pm	Weekly	Ages 0 to 10 months	[£]	Soham	
<b>Young Parents Group</b> 2pm to 3.30pm	Weekly	For parents aged under 25		Soham	

## Thursday

<b>Stay and Play</b> 9.30am to 11.30am	Weekly	For under 5s	[£]	Burwell Sports Centre	
<b>Midwifery Clinic</b> 9.50am to 3.30pm	Daily	By appointment only	[B]	Soham	
<b>Well Baby Clinic</b> 1.30am to 3pm	Weekly	Drop-in		Soham	

## Friday

<b>Midwifery Clinic</b> 1.30pm to 3.30pm	Daily	By appointment only	[B]	Soham	
<b>Breast Feeding Support</b> 12:45pm to 2pm	Weekly	Parent lead breast feeding support group		Soham	



**April/May  
2018**






**Fenland**

**What's on**

**Child and family centre activities**


# March, Chatteris & Whittlesey and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/  
community venue

## Monday

<b>Family Worker Drop-In</b> 9.30am to 1pm	Weekly	For parents with children aged 0 to 16		March	
<b>Health Visitor Development Checks/Health Clinic</b> 9am to 3pm	Weekly	Drop-in		Chatteris	
<b>Toddler Rhyme Time</b> 9.45am to 10.30am	Weekly	For over 1s		March Library	
<b>Baby Rhyme Time</b> 10.30am to 11am	Weekly	For under 1s		March Library	
<b>Introducing Solids Workshop</b> 10am to 11am	16 April 21 May		[B]	Whittlesey	
<b>Baby Drop-in</b> 12.30pm to 2.30pm	Weekly	For under 1s	[£]	Whittlesey	
<b>Childminder Drop-in</b> 12.30pm to 2.30pm	2, 16 April 7, 21 May	For childminders, nannies and au pairs and the children they look after	[£]	Chatteris	
<b>Well Baby Clinic</b> 1pm to 2.30pm	Weekly	Drop-in		March	
<b>Youth Club</b> 6.30pm to 8.30pm	Weekly	Ages 11 to 19		Young People March	
<b>Parenting Programme</b> 7pm to 9pm	Starts 2 April for 10 weeks	Likely to be Raising Teens	[C] [B]	March	



## Tuesday

<b>Baby Drop-in</b> 9.30am to 11.30am	Weekly	For under 1s	[£]	Chatteris	
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<b>Stay and Play (Busy Bodies)</b> 10am to 11am	3, 24 April 15 May	Ages 2 to 4	[£]	Chatteris	
<b>Stay and Play (Busy Bodies)</b> 10am to 11am	10 April 1, 22 May	Ages 2 to 4	[£]	March	
<b>Stay and Play (Busy Bodies)</b> 10am to 11am	17 April 8, 29 May	Ages 2 to 4	[£]	Whittlesey	
<b>Rhymetime</b> 10am to 11am	Weekly	Ages 0 to 3		New Road Primary School, Whittlesey	
<b>English and Maths Level 2</b> 10am to 12pm	Weekly	Delivered by CRC	[C] [B]	Chatteris	
<b>Food Fun</b> 1pm to 2.30pm	17, 24 April 1, 8 May	Families have an opportunity to cook together	[C]	Chatteris	
<b>Stay and Play</b> 1pm to 2.30pm	Weekly	Ages 0 to 5	[£]	Whittlesey	
<b>Young People's Drop-in</b> 6.30pm to 9pm	Weekly	Ages 11 to 25		Young People March	

## Wednesday

<b>Health Visitor Development Checks/ Health Clinic</b> 9am to 3pm	Weekly	Drop-in		March	
<b>Stay and Play (Little Learners)</b> 9am to 10.15am	Weekly	Ages 0 to 4	[£]	Kingsfield Primary School, Chatteris	
<b>Introducing Solids Workshop</b> 10am to 11am	18 April 23 May		[B]	Chatteris	
<b>Childminder Drop-in</b> 12.30pm to 2pm	4, 18 April 9, 23 May	For childminders, nannies, au pairs and the children they look after	[£]	Whittlesey	
<b>Stay and Play (Little Learners)</b> 1pm to 2.15pm	Weekly	Ages 0 to 4	[£]	Whittlesey Youth Centre	
<b>Well Baby Clinic</b> 1.15pm to 2.45pm	Weekly	Drop-in		Chatteris	



<b>Sleep Support Workshop</b> Time tbc	Once per term	For parents of children aged under 11	[B]	Various primary schools	
<b>Junior Youth Club</b> 6pm to 8pm	Weekly	Ages 7 to 11		Young People March	

## Thursday




<b>Stay and Play (Little Learners)</b> 9.15am to 10.30am	Weekly	Ages 0 to 4	[£]	Westwood Primary School, March	
<b>Baby Rhyme Time</b> 9.45am to 10.30am	Weekly	For under 1s		Chatteris Library	
<b>Well baby Clinic</b> 9.30am to 12.30pm	Weekly	Drop-in		Whittlesey	
<b>Family Worker Drop-In</b> 9.30am to 1pm	Weekly	For parents of children aged 0 to 18		Whittlesey	
<b>Toddler Rhyme Time</b> 10.30am to 11am	Weekly	Ages 1 to 5		Chatteris Library	
<b>Introducing Solids Workshop</b> 10am to 11am	19 April 24 May		[B]	March	

## Friday




<b>Sensory and Soft Play</b> 9.30am to 11.30am	Weekly		[£]	Whittlesey	
<b>Additional Needs Group</b> 9.30am to 11.30am	Weekly	Ages 0-5 For children with additional needs	[R]	Chatteris	
<b>Family Worker Drop-In</b> 9.30am to 1pm	Weekly	Drop-in		Chatteris	
<b>Childminder Drop-in</b> 12.30pm to 2.30pm	6, 20 April 11, 25 May	For childminders, nannies and au pairs and the children they look after	[£]	March	
<b>Parent Support Group</b> 1pm to 3pm	Weekly	Ages 0 to 5 (SEND) Parent led		Whittlesey	

<b>Food Fun</b> 1pm to 2.30pm	Starts 17 April for four weeks	Families have an opportunity to cook together	[C][B]	March	
<b>Young People's Drop-in</b> 6.30pm to 9pm	Weekly	Ages 11 to 25		Young People March	






## Saturday

<b>Dad's Play</b> 10am to 12pm	7 April		[£]	Chatteris	
<b>Dad's Play</b> 10am to 12pm	14 April		[£]	March	
<b>Young People's Drop-in</b> 1pm to 4pm	Weekly	Ages 11 to 25		Young People March	

## Wisbech and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/ community venue

## Monday

<b>Antenatal Classes</b> 9am to 11am	Weekly	By referral	[R]	Wisbech (Oasis)	
<b>Little Saints Toddler Group</b> 9.30am to 11.15am	Weekly	Ages 0 to 5 Parent led	[£]	Wisbech St Mary School	
<b>Parenting Course Taster</b> 9.15am to 11.15am	2, 9, 16, 23, 30 April	An opportunity for parents to learn new skills that will help them and their children	[C] [B]	Parson Drove	
<b>Sensory Playtime SEND group</b> 10am to 11am	Weekly	For children with additional needs		New Vision Leisure Centre, Wisbech	
<b>Baby Playtime and Breastfeeding Support</b> 12.30pm to 2.30pm	Weekly	For under 1s		Wisbech (Oasis)	

<b>Chatterbox</b> 1pm to 2.30pm	2, 9, 16, 23, 30 April	Run by colleagues from the Speech and Language Service	[C][B]	Wisbech (South)	
<b>Stay and Play (Forest Families)</b> 1pm to 2.30pm	Weekly	Outdoor play session	[£]	Secret Garden, Wisbech	
<b>Stay and Play</b> 1pm to 2.30pm	Weekly	Parent, Baby and Toddler Group	[£]	Salvation Army Hall, Wisbech	



## Tuesday

<b>Parenting Programme</b> 9.30am to 12.30pm	Starts 3 April, 10 week course	Stepping Stones	[B] [C]	Wisbech (Oasis)	
<b>Baby Massage</b> 10am to 11.30m	3, 10, 17, 24 April, 1 May		[C] [£]	Wisbech (South)	
<b>Well Baby Clinic and Stay and Play</b> 1.15pm to 3pm	Weekly	For under 2s		Wisbech (South)	
<b>Families and Babies Support</b> 1.30pm to 4pm	Weekly	Targeted support for families with babies in the NICU	[R]	QEH NICU Kings Lynn	
<b>Antenatal Classes</b> 6pm to 8pm	Weekly	By referral	[R]	Murrow Preschool or Murrow Village Hall	




## Wednesday

<b>Busy Bees Toddler Group</b> 9.30am to 11am	Weekly	Ages 0 to 5	[£]	Salvation Army Hall, Wisbech	
<b>Well child and Baby Clinic</b> 10am to 12pm	Weekly	Drop-in		Wisbech (Oasis)	
<b>Spinney Adventure</b> 10.30am to 12pm	Weekly	Ages 0 to 5	[£]	The Spinney Adventure Playground	
<b>Messy Play for under 2s</b> 9.30am to 10.30am	Weekly	Ages 0 to 2	[£]	Wisbech (Oasis)	
<b>Messy Play for over 2s</b> 10.30am to 11.30am	Weekly	Ages 2 to 5	[£]	Wisbech (Oasis)	



<b>Life with a New Baby</b> 6pm to 8pm	4, 18 April 2 May	Expectant parents (20 weeks+) Run alternate weeks to the antenatal classes	[C] [B]	Wisbech (South)	
<b>Antenatal Classes</b> 6pm to 8pm	11, 25 April 9 May	Expectant parents (20 weeks+) Run alternate weeks to the Life with a New baby course	[C] [B]	Wisbech (South)	

## Thursday

<b>Stay and Play</b> 9.30am to 11am	Weekly	Ages 0 to 5	[£]	Wisbech Day Nursery	
<b>Stay, Play and Learn</b> 10am to 12pm	Weekly	Ages 0 to 5	[£]	Murrow Preschool or Murrow Village Hall	
<b>Early Support/SEND group</b> 10am to 11.30am	Weekly	Run by Early Support	[R]	Wisbech (Oasis)	
<b>Parenting Programme</b> 10am to 12.30pm	Starts 5 April for 10 weeks	Likely to be Raising Teens	[B] [C]	Wisbech (South)	
<b>Well Child and Baby Clinic</b> 12.30pm to 2pm	Weekly	Drop-in		Murrow Preschool or Murrow Village Hall	
<b>TOAST Drop-In for parents</b> 4.15pm to 5.15 pm	Weekly	For parents, offering toast and refreshments. Animal assisted therapy offered so families can bring their own dogs.		Wisbech (Oasis)	
<b>Home Educator Sessions</b> 1pm to 3pm	Weekly	For parents who are home educators		Wisbech (Oasis)	
<b>Arts and Crafts session</b> 5.15pm to 6.15pm	Weekly	For over 5s	[£]	Queen Mary Centre	

## Friday

<b>Little Explorers</b> 9.30am to 11.30am	Weekly	For over 1s	[£]	Wisbech (Oasis)	
<b>Baby Rhyme Time</b> 9.30am to 10.30am	Weekly	For under 1s		Wisbech (Oasis)	
<b>Stay and Play (arts and crafts)</b> 10am to 12pm	Weekly	Ages 0 to 5	[£]	Wisbech (South)	
<b>Stay and Play</b> 1.30pm to 2.30pm	Weekly	Ages 0 to 5	[£]	Wisbech (Oasis)	
<b>First Aid Course</b> 1pm to 3pm	6 April	Parents	[C] [B]	Wisbech St Mary	
<b>TOAST Drop-in for Parents</b> 3pm to 5pm	Weekly	For parents, offering toast and refreshments. Animal assisted therapy offered so families can bring their own dogs.		Queen Mary Centre, Wisbech	

## Saturday

<b>Something on a Saturday</b> 10am to 12noon	Weekly		[£]	Wisbech (South)	
<b>Messy Church</b> 3.30pm to 5.30pm	Weekly	Play session that includes a song, Bible story and prayer.		Queen Mary Centre, Wisbech	
<b>CALMs Mental Health Support Group</b> (date TBC)	tbc			Wisbech (South)	
<b>Chatterbox</b> (dates TBC)	tbc	5 week course for concerns about speech and language development	[C] [B]	Wisbech	
<b>ADHD Support Group,</b> Check Facebook page for dates and times	tbc	For parents with children who have ADHD		Wisbech	








Huntingdonshire









Whats on

Child and family centre activities



# Huntingdon, St Ives and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/  
community venue

## Monday

<b>Stay and Play</b> 10am to 11am	Weekly	Various sessions ranging from messy play, to library fun, to PEEP	[B]	14 Cornwall Road, Wyton on the Hill	
<b>Bumps to Babies</b> 10am to 11.30am	Weekly	Ages 0 to 6 months		Oak Tree Centre	
<b>Multiple Births Group</b> 9.30am to 11am	Fortnightly	Ages 0 to 5	[£]	Brampton	
<b>Toy Library</b> 10am to 3pm	Weekly			Huntingdon Town Nursery	
<b>PEEP</b> 12.30pm to 2pm	Weekly	Ages 0 to 3		Huntingdon Town Nursery	
<b>Health Visitor Clinic</b> 1pm to 2.30pm	Fortnightly	Drop-in		Oak Tree Centre	
<b>Baby Clinic</b> 1pm to 2.30pm	Fortnightly	Drop-in		Brampton	
<b>Health Visitor Clinic</b> 2pm to 3pm	Weekly	Drop-in		St Ives Clinic, Ramsey Road	
<b>Limit Youth Club (FUSION)</b> 7pm to 9pm	Weekly	For Young People aged 14+		Huntingdon Youth Centre	



## Tuesday

<b>Moorplay</b> 9.15am to 11.15am	Weekly	Different activities weekly for 0-5s	[£]	Christian Centre, Nene Road, Huntingdon	
<b>Childminders Drop-In</b> 9.15am to 11.15am	Weekly	For childminders, nannies, au pairs and the children they look after	[£]	St Ives	

<b>Parenting Programme</b> 9.30am to 11.30am	Weekly	Programmes will vary throughout the year	[B][C]	Huntingdon Nursery	
<b>Health Visitor Clinic</b> 10am to 11am	Weekly	Drop-in		14 Cornwall Road, Wyton on the Hill	
<b>SEND Parent Drop-In</b> 10am to 11am	Weekly	For parents with children aged 0-19		Huntingdon Youth Centre	
<b>Bumps &amp; Babies</b> 10am to 11am	Weekly	Ages 0 to 6 months		St Ives	
<b>Post Natal Depression Support Group</b> 10.30am to 12.30pm	Weekly		[R]	St Ives	
<b>Youth Club (Kick Sports Sessions)</b> 1.30pm to 4pm	Weekly	Ages 12 to 16	[R]	St Ives	
<b>Youth Club (Additional Needs)</b> 6pm to 8pm	Weekly	For young people with additional needs	[R]	Huntingdon Youth Centre	

## Wednesday





<b>IMPACT (Daisy Chain) Young Women's Healthy Relationship Course</b> 9.30am – 11.30am	Weekly	Ages 11 to 16	[R] [C]	Huntingdon Youth Centre	
<b>Stay and Play</b> 10am to 11.30am	Weekly		[£]	Brampton Church Hall	
<b>Stay and Play</b> 10am to 11.30	Weekly	Ages 0 to 5	[£]	St Ives	
<b>Young Parents PEEP drop-in</b> 1pm to 2.30pm	Weekly	For parents aged under 24		Godmanchester	
<b>Bumps to Babies</b> 1pm to 2pm	Weekly	Ages 0 to 6 months		Queen Elizabeth Hall, Godmanchester	
<b>Boys Group – Social Skills Additional Needs</b> 3.30 to 5pm	Weekly	Run by Young People's Workers	[R]	Huntingdon Youth Centre	

<b>Youth Club (Funky Monkeys: FUSION)</b> 5pm to 7pm	Weekly	Run by Young People's Workers For under 11s		Huntingdon Youth Centre	
<b>Youth Club (Intermediate: FUSION)</b> 7pm to 9pm	Weekly	Ages 11 to 15		Huntingdon Youth Centre	




## Thursday

<b>Stay and Play</b> 9am to 11.15am	Weekly	Ages 0 to 5	[£]	Huntingdon Nursery	
<b>PEEP</b> 9.15am to 11.15am	Weekly	Under 2s Stepping stones parenting Course	[C]	Christian Centre, Nene Road, Huntingdon	
<b>Stay and Play</b> 10am to 11am	Weekly	Ages 0 to 2	[£]	Oak Tree Centre	
<b>Messy Play</b> 10.30am to 11.30am	Weekly	Ages 0 to 5	[£]	Judith's Field Hall, Godmanchester	
<b>Health Visitor Clinic</b> 10.30am to 12pm	Weekly	Drop-in		St Ives Clinic, Ramsey Road	
<b>BookStart Session</b> 11am to 12pm	Weekly	Ages 0 to 3		St Ives Library	
<b>Parents Drop In</b> 1pm to 2.45pm	Weekly	For parents with children aged under 16		Huntingdon Youth Centre	
<b>Parenting Programme</b> 1.30pm to 3.30pm	Weekly	Programmes will vary throughout the year	[C] [B]	Huntingdon Nursery	
<b>Being Me: Resilience and self- esteem building for targeted Young People.</b> 1pm to 3pm	Weekly	Run by Young People's Workers	[R]	Huntingdon Youth Centre	
<b>HERE:NOW Emotional Health and Wellbeing Drop In</b> 1.30pm to 8pm	Weekly	Ages 11 to 19 Counselling, 1-2-1 Support, Mindfulness, and therapeutic support		Huntingdon Youth Centre	


## Friday




<b>Moorplay</b> 9.15am to 11.15am	Weekly	Ages 0 to 5 Different activities weekly	[£]	Christian Centre, Nene Road, Huntingdon	
<b>Health Visitor Clinic</b> 10am to 11am	Weekly	Drop-in		Baptist Church, Godmanchester	
<b>Additional Needs Group</b> 9.30am to 11am	Weekly	For parents of children with additional needs	[R]	St Ives	
<b>YMCA Counselling</b> 2pm to 5pm	Weekly	Ages 11 to 19		St Ives	

## Ramsey, St Neots and Yaxley and surrounding area







Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/  
community venue

### Monday







<b>Childminder Group</b> 9.15am to 11.45 am	Weekly	For childminders, nannies, au pairs and the children they look after	[£]	St Neots	
<b>Childminders Group</b> 9.30am to 11.30am	Weekly	For childminders, nannies, au pairs and the children they look after	[£]	Yaxley	
<b>Stay and Play</b> 9.30-11	Weekly	Ages 0 to 5	[£]	Sawtry	
<b>Stay and Play</b> 9.30am to 11am	Weekly	Ages 0 to 5	[£]	Victory Hall, Somersham	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Bargroves Centre	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Little Paxton Village Hall	
<b>Well Baby Clinic</b> 10am to 11.30am	Weekly	Drop-in		Ramsey	

<b>Additional Needs Group</b> 10am to 11.30am	Weekly	For children with additional needs/SEND Ages 0 to 5	[R]	Yaxley	
<b>Additional Needs Group</b> 10am to 12pm	Weekly	For children with additional needs/SEND Ages 0 to 5	[R]	Farcet	
<b>Young Parents Group</b> 1pm to 2pm	Weekly	For parents aged under 24		Sawtry	
<b>Parenting Programme</b> 1pm to 3pm	Weekly	Programmes will vary throughout the year	[B] [C]	St Neots	

## Tuesday

<b>Additional Needs group</b> 9.30am to 11am	Weekly	For parents with children with additional needs	[R]	St Neots	
<b>Additional Needs Group</b> 9.30am to 12pm	Weekly	For parents with children with additional needs	[R]	Ramsey Youth Centre	
<b>Stay and Play</b> 9.30am to 11am	Weekly	Ages 0 to 5	[£]	Ramsey Community Centre	
<b>Stay and Play</b> 9.30am to 11.30am	Weekly	Ages to 5	[£]	Queens Park, Yaxley	
<b>Childminders Group</b> 9.30am to 11.30am	Weekly	For childminders, nannies, au pairs and the children they look after	[£]	Sawtry	
<b>Rhymetime</b> 9.30am to 10am	Weekly	Ages 0 to 5		Victory Hall, Somersham	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Somersham Primary School	
<b>Breastfeeding Drop-In</b> 11.30am to 1pm	Weekly	Drop-in		St Neots	
<b>Young parent Group</b> 1pm to 3pm	Weekly	For parents aged under 24		St Neots	



<b>Young Parents Group</b> 1pm to 2.30pm	Weekly	For parents aged under 24		Ramsey	
<b>Bumps and Babies</b> 1pm to 3pm	Weekly	For under 1s		Somersham Primary School	
<b>Bumps and Babies</b> 1.30pm to 3pm	Weekly	For under 1s		Yaxley (Community venue in tbc)	
<b>Bumps and Babies</b> 12.45-2.25	Weekly	For under 1s		Sawtry	
<b>Youth Club- Additional Needs</b> 5pm to 6.30pm	Weekly	For young people with ASD	[R]	Bargroves, St Neots	
<b>Parenting Programme</b> 7pm to 9pm	Weekly	Programmes will vary throughout the year	[C] [B]	Sawtry	

## Wednesday

<b>Childrens Clothes Swap</b> 9.30am to 11am	Weekly			St Neots	
<b>Parenting Programme</b> 10am to 12pm	Weekly	Programmes will vary throughout the year	[B] [C]	St Neots	
<b>Young Parents Group</b> 10am to 12pm	Weekly	For parents aged 24 and under		Farcet Primary School	
<b>Creative Babies</b> 1pm to 2.30pm	Weekly	Ages 0 to 18 months	[£]	St Neots	
<b>Shake and Wiggle</b> 10am to 11am	Weekly	Walking- 5 years	[£]	St Neots	
<b>Introducing Solids Workshop</b> 10am to 11.30am	4, 25 April 2, 16 May		[B]	St Neots	
<b>Introducing Solids Workshop</b> 10.30am to 12pm	4,25 April 2, 16 May		[B]	Warboys Resources Centre	
<b>Rhymetime</b> 10am to 10.30am	Weekly	Ages 0 to 5		Sawtry	
<b>Baby Weighing Clinic</b> 11-12.30	4, 18 April 2, 16 May	Drop-in		Sawtry	




<b>Rhymetime</b> 11-11.30	Weekly	Ages 0 to 5		Warboys Library	
<b>Stay and Play</b> 1.30pm to 3pm	4, 18 April 2, 16 May	Ages 0 to 5	[£]	Loves Farm House, St Neots	
<b>Baby weighing Clinic</b> 1.30pm to 3pm	11, 25 April 9, 23 May	For under 1s		Loves Farm House, St Neots	
<b>YMCA Counselling</b> 3.45pm to 6.45pm	Weekly	Ages 11 to 19	[R]	Bargroves, St Neots	
<b>Centre 33 Counselling</b> 3.45pm to 6.45pm	Weekly	Ages 11 to 19	[R]	Bargroves, St Neots	

## Thursday



<b>Baby Clinic</b> 9.30am to 11.45am	Weekly	Drop-in		St Neots	
<b>Parenting Programme</b> 9.30am to 11.30am	Weekly	Programmes will vary throughout the year	[B] [C]	Ramsey	
<b>Breastfeeding Drop in Clinic</b> 10am to 11.30am	Weekly	Drop-in		St Neots	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	St Neots	
<b>Child Health Clinic</b> 10am to 12pm	Weekly	Drop-in		Victory Hall, Somersham	
<b>Rhymetime</b> 10.30am to 11am	Weekly	Ages 0 to 5		Somersham Library	
<b>Bumps and Babies</b> 1.30pm to 3pm	Weekly	For under 1s		Victory Hall, Somersham	
<b>Bumps and Babies</b> 1pm to 2pm	Weekly	For under 1s		Ramsey	
<b>Introducing Solids Workshop</b> 2pm to 3pm	Weekly		[B]	Ramsey	
<b>Breastfeeding Drop in</b> 2.30pm to 4pm	Weekly	Drop-in		Ramsey Health Centre	
<b>Young Parents Group</b> 2pm to 3pm	Weekly	For parents aged under 24		Yaxley (Community venue in, tbc)	



## Friday

<b>Messy Play (Mucky Pups)</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	St Neots	
<b>Stay and Play &amp; weighing clinic</b> 9.30am to 11.30am	6, 20 April 4, 18 May	Ages 0 to 5		Little Paxton Village Hall	
<b>Rhymetime</b> 10am to 11am	Weekly	Age 0 to 5s		Ramsey Library	

## Saturday

<b>Ramsey Toddler Time</b> 10am to 12pm	7 April 5 May	Ages 0 to 5	[£]	Ramsey Community Centre	
<b>Little Miracles Coffee Morning</b> 10.30am to 12pm	7, 21 April 5, 19 May	For parents of children with additional needs or life limiting conditions		Ramsey Youth Centre	






South Cambs

Whats  on

Child and family centre activities

# Cambourne & Melbourn and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/  
community venue



## Monday







<b>Baby Group</b> 9.30am to 11am	Weekly	For Non mobile babies		Bassingbourn	
<b>Let's Get Physical</b> 10am to 11am	Weekly	Walking to age 5	[£]	Old Blue School, Cambourne	
<b>Midwife Clinic</b> 9am to 11.30pm	Weekly	Run by midwives from the Rosie	[B]	Bassingbourn	
<b>Midwife Clinic</b> 12pm to 3pm	Weekly	Run by midwives from Hinchingsbrooke	[B]	Cambourne	
<b>Baby Group</b> 1.30pm to 3.30pm	Weekly	For Non mobile babies		Cambourne	

## Tuesday

<b>Child Health Clinic</b> 9.30am to 11am	Weekly	Drop-in		Bassingbourn	
<b>PEEP Group</b> 10am to 11.30am	Weekly	Ages 1 to 2	[£]	Melbourn	
<b>Parenting Programmes</b> 10am to 11.30am	Weekly	Various, and all supported by a crèche.	[B]	Old Blue School, Cambourne	
<b>Adult Learning courses</b> 1pm to 3pm	weekly	With Creche	[B]	Old Blue School, Cambourne	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Caldecote	

## Wednesday

<b>Child Health Clinic</b> 9.30am to 11.30am	Weekly	Drop-in		Orchard Road Health Centre, Melbourn	
<b>Midwife Clinic</b> 9.30am to 3pm	Weekly	Run by midwives from the Rosie	[B]	Melbourn	

<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Bassingbourn	
<b>Stay and Play</b> 10am to 11am	Weekly	Ages 0 to 5	[£]	Old Blue School, Cambourne	
<b>Introducing Solids</b> 11am to 12pm	Monthly	Lead by Health Visitors	[B]	Cambourne	
<b>Midwife Clinic</b> 12pm to 3pm	Weekly	Run by midwives from Hinchingbrooke	[B]	Cambourne	
<b>New Beginnings</b> 1.30pm to 3.30pm	Bi Monthly	New Parents & Baby	[B] [C]	Cambourne	
<b>Baby Massage</b> 1pm to 2.15pm	Bi Monthly	For under 1s	[C] [£]	Cambourne	



## Thursday

<b>Midwife Clinic</b> 9.30am to 1pm	Weekly	Run by midwives from the Rosie	[B]	Caldecote	
<b>Child Health Clinic</b> 10am to 11.30am	Weekly	Drop-in		Cambourne Library	
<b>International Group</b> 10am to 11.30am	Weekly	For international families with children aged 0 to 5	[£]	Old Blue School Cambourne	
<b>New Beginnings</b> 1.30pm to 3.30pm	Bi Monthly	New Parents & Baby	[B] [C]	Alternates between Melbourn & Bassingbourn	
<b>Baby Massage</b> 1pm to 2.15pm	Bi Monthly	For under 1s	[C] [£]	Bassingbourn or Melbourn	
<b>Cambourne Toy Library</b> 1pm to 2.30pm	Weekly	Ages 0 to 5	[£]	Old Blue School Cambourne	
<b>Cambourne Clothes Swap</b> 1pm to 2.30pm	5, 19 April	Ages 0 to 8	[£]	Old Blue School Cambourne	

## Friday




<b>Additional Needs Group</b> 12.30pm to 2pm	Weekly	For parents with children with additional needs	[R]	Old Blue School, Cambourne	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Gamlingay Eco Hub	
<b>Breastfeeding Support</b> 10am to 11.30am	Weekly	Drop-in		Cambourne	
<b>Midwife Clinic</b> 9.30am to 12pm	Weekly	Run by Hinchingsbrooke Midwives	[B]	Cambourne	
<b>Midwife Clinic</b> 9.30am to 12pm	Weekly	Run by midwives from the Rosie	[B]	Melbourn	
<b>First Aid for families</b> (evenings)	Monthly	Parents & Carers (no babies please)	[B]	Rotating between Cambourne, Caldecote, Basingbourn & Melbourn	 

## Saturday


<b>Dad's Play</b> 10am to 12pm	Monthly	Ages 0 to 5	[£]	Cambourne	
<b>Downs Syndrome Support group</b> 9am to 12pm	Monthly	For families with children aged 0 to 16 with additional needs		Caldecote	

Please note: activities in nearby Cambridge City are included in the Cambridge City document

## Northstowe and Waterbeach and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/ community venue

## Monday


<b>Midwife Clinic</b> 9.30am to 5pm	2, 16 April 7, 21 May	By appointment only	[B]	Waterbeach	
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<b>Stay and Play (Little Learners)</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Bar Hill	
<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Cottenham Community Centre	
<b>Additional Needs Group</b> 10am to 11.30am	Weekly	Parent Lead group for parents with children with additional needs		Papworth	
<b>Bumps to Babies</b> 1.00pm to 2.30pm	Weekly	Ages 0 to 6 months		Papworth	
<b>Under 25's Group</b> 1.15pm to 2.25pm	Weekly	For parents aged under 25		Waterbeach	

## Tuesday

<b>Baby Clinic</b> 10am to 11.30am	3, 17 April 8, 22 May	Drop-in		Waterbeach	
<b>Baby Clinic</b> 1pm to 2.30pm	17 April 22 May	Drop-in		Bar Hill	
<b>Baby Clinic</b> 1pm to 2.30pm	10, 24 April 15, 29 May	Drop-in		Papworth	
<b>Parenting Programme</b> 6.30pm to 8.30pm	Starts 24 April - for 10 weeks	Raising Children	[B] [C]	Histon Early Years Centre	
<b>Midwife Clinic</b> 10am to 4pm	Weekly	By appointment only	[B]	Histon	
<b>Bumps to Babies</b> 1.30pm to 2.30pm	Weekly	Aged 0 to walking		Waterbeach	
<b>Twilight Session</b> 3.30pm to 5.30pm	Weekly	Ages 0 to 5	[£]	Waterbeach	
<b>Youth Club</b> 6pm to 8pm	Weekly	Ages 10 to 16		Milton Community Centre	

## Wednesday




<b>Bumps to Babies</b> 1pm to 2.30pm	Weekly	Ages 0 to 6 months		Bar Hill	
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<b>Bumps to Babies</b> 2pm to 3pm	Weekly	Ages 6 months to 3 years		Bar Hill	
<b>Football Group</b> 4pm to 5pm	Weekly	Lead by Young People's Worker	[R]	Orchard Park Astro Turf	



## Thursday

<b>Play and Learn</b> 9.30am to 11.30am	Weekly		[£]	Papworth	
<b>PEEP</b> 10am to 11.30am	Weekly		[B]	Northstowe	
<b>Twilight Session</b> 3.30pm to 5.30pm	Weekly		[£]	Northstowe	
<b>Youth Club</b> 6pm to 7.30pm	Weekly	Ages 10 to 16		Orchard Park Community Centre	

## Friday




<b>Stay and Play (Active Play)</b> 10am to 11pm	Term time only	Parent Lead Ages 0 to 5	[£]	Papworth	
<b>Midwife Clinic</b> 9.30am to 1pm	Weekly	By appointment only	[B]	Bar Hill	
<b>Bumps to Babies</b> 1.30pm to 2.30pm	Weekly	Aged 0 to walking		Northstowe	

## Saturday

<b>Dad's Play</b> 10am to 12pm	7 April 5 May		[£]	Waterbeach	
<b>First Aid Course</b> 10am to 12pm	14 April 12 May		[£]	Histon Early Years Centre	




Please note: activities in nearby Cambridge City are included in the Cambridge City document

## Sawston Zone and surrounding area

Key  : Child and Family Centre  : Child and Family Zone  : Outreach location/  
community venue



## Monday

<b>Midwife Clinic</b> 9am to 11am	Weekly	By appointment only	[B]	Linton	
<b>Stay and Play</b> 10.00am to 11.30am	Weekly	Ages 0 to 5	[£]	Sawston	
<b>Additional Needs Group</b> 12.30pm to 2.30pm	Weekly	For parents with children with additional needs	[R]	Sawston	


## Tuesday

<b>Midwife Clinic</b> 9am to 12am	Weekly	By appointment only	[B]	Sawston	
<b>Baby Group</b> 10am to 11.30am	Weekly	For under 1s	[£]	Linton	
<b>Well Baby Clinic</b> 11am to 12pm	Weekly	Drop-in		Sawston Health Centre	
<b>Speech and Language Drop-In</b> 1pm to 2.30pm	Monthly	Drop-in		Sawston	
<b>Baby Massage</b> 1.15pm to 2.30pm	5 week course, dates TBC	For non-mobile babies from 6 weeks	[B][£] [C]	Linton	
<b>Storytime</b> 2pm to 2.30pm	Weekly	Ages 0 to 5 Delivered by Library Staff		Sawston Library	





## Wednesday

<b>PEEP</b> 10am to 11.30am	Starts 4 April for 8 weeks		[B] [C]	Sawston	
<b>Stepping Stones</b> 10am to 12.30pm	Starts 9 May for 8 weeks		[B] [R] [C]	Linton	
<b>Storytime</b> 10am-10.30am	Weekly	Delivered by Library staff		Sawston Library	
<b>Baby Massage</b> 1.15pm-2.30pm	Weekly	For non-mobile babies from 6 weeks	[C] [B] [£]	Sawston	






<b>Introducing Solids Workshop</b> 1pm-2.30pm	Monthly	Alternates between Linton & Sawston		Linton & Sawston	
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## Thursday

<b>Under 25's Group</b> 10am to 11.30am	Weekly	For parents aged 25 and under and their children Ages 0 to 5		Linton	
<b>New Beginnings</b> 10am to 11.30am	Weekly	For under 1s	[£]	Sawston	
<b>Messy Play</b> 1pm to 2.30pm	Weekly	Ages 0 to 5	[£]	Sawston	
<b>Parenting Programme</b> 6.30pm to 8.30pm	Starts 5 April for 10 weeks	Raising Teenagers	[B] [C]	Sawston	

## Friday

<b>Stay and Play</b> 10am to 11.30am	Weekly	Ages 0 to 5	[£]	Linton	
<b>Postnatal Group</b> 1.15pm to 2.45pm	Starts 13 April for 4 weeks	For parents of babies aged 0-6months	[B] [C]	Linton	
<b>Baby Clinic</b> 2pm to 3pm	Weekly	Drop-in		Linton Health Centre	

## Saturday

<b>Dad's Play</b> 10am to 12noon	7 April 5 May		[£]	Linton	
<b>First Aid</b> 9am to 11am	14 April 12 May		[B] [£]	Linton	

# Description of Activities

## Stay and Plays & Learning and development groups

These groups will have a variety of different themes from week to week, and help your child to learn through play. They are a fun way for you to learn about your child's development, enjoy time together and meet other parents. Some will provide a chance for you and your child to take part in physical exercise, learning balance, co-ordination and mobility. Others will be focussed on creativity or imaginative play. Each activity will indicate what age range it is targeted at.

You can also talk to us if you are worried about your child's development. The activities are based on the Early Years Foundation Stage (EYFS).

## Health

### Midwife Clinics

Clinics run by midwives, offering pre-booked 1-2-1 appointments and discharge appointments. Some of these are antenatal clinics and others are discharge clinics.

### Child Health Clinics- Health Visitor Lead

Well baby weighing clinics run by Health Visitors. Sometimes referred to as Well Baby clinics.

### Development Checks

Pre-booked appointments for development checks with Health Visitors or other Health staff.

### Speech and Language information and advice

Drop-in sessions and referral only appointments offered from a variety of settings that are child and family friendly.

### Breastfeeding Support

These drop-in support sessions may be professional lead, or volunteer lead. They offer practical support with any concerns or questions you have around breastfeeding, and the chance to meet other mums.

### Introducing Solids

Interactive sessions run by Health workers sharing advice on the introduction of solid foods.

## **Additional Needs or Special Educational Needs or Disabilities (SEND) Support**

Each centre will run a variety of these sessions and the names of the session will vary. Some will be parent-lead others run by or supported by professionals from Health or Child and Family Centres.

### Special Education Needs and/or Disabilities (SEND) Groups

This is a group for children with additional needs – by referral from SEND specialist support teams.

### Early Support Groups

These groups are provided for children working with the Early Support service.

### **Support for Parents- Groups**

#### PEEP (Peers Early Education Partnership) sessions

The PEEP programme focuses on how to make the most of the learning opportunities in everyday life at home – listening, talking, playing, singing and sharing books every day. PEEP supports parents and carers in their role as the first educators of their children.

#### Young Parent Groups

We provide opportunities for young parents to meet and network with other young parents, whilst enjoying a stay and play session for their children. We provide fun activities including messy play, music sessions and snack time for parents aged 25 years and under.

#### New Beginnings

Weekly sessions that offer a chance to meet other parents & carers. Each session has a different theme including Home Safety & Play and Communication

### **Support for parents- Individual Family Support**

#### 1-2-1 support from a Family Worker

One to one support to families requiring our help in a range of settings for example, in the family home, in our buildings or another local community setting

#### Family Worker Drop-ins

An opportunity for families to ask for information, advice and support on any issue affecting their family life. These will take place in a range of venues, including Centres zones Community buildings and schools.

#### Support for Families working with Social care & SEND Specialist Services

Space will be made available for families to have supervised contact in family friendly settings. And for children to access education on a temporary basis with the support of specialist teachers.

#### Meetings with Professionals

Space will be made available so that families who need to meet with professionals for a variety of reasons can do so in a setting that is accessible to them, and family friendly.

## **Courses and learning**

The following parenting programmes run on a regular basis, if dates are not shown in this particular leaflet, please ask centres for information on the next available course.

### Raising Children

For mums and dads of children aged up to 12 years. 10 weeks of two-hour sessions. The course is suitable for all parents: from those who just want to learn more about their child's development, to the parent who needs a bit more support in understanding their child's behaviour. Covers: emotional and social development - attachments, coping with stress, social learning theory, cognitive theory; behavioural development; identity, self-esteem; speech and language.

### Incredible Years

For mums and dads of children aged up to six. 12 to 14 weeks of two-hour sessions. The course aims to increase positive and nurturing parenting and improved parent-child relationships. It will provide you with the tools you need to help your child develop emotionally and support you with your effective discipline strategies.

### Stepping stones

A nine week course that will help parents and carers to use positive parenting skills to improve behaviour, support your child's development and help them feel good about themselves, and implement parenting routines and cope with stress.

### Raising Teens

For parents of children aged ten and over. Ten weeks of two hour sessions. Raising Teens is a course aimed at parents of teenagers. It will help you to understand why your teen behaves as they do and how you can deal with their emotions and yours. It will also give you effective strategies which work with teenagers:

- Emotional and social development
- Behavioural development
- Identity and social development
- Self-care skills and independence
- Problem solving

- Anger management

### Triple P Parenting Programmes; including Teen Triple P for parents with teenagers

A parenting and family support system designed to prevent – as well as treat – behavioral and emotional problems in children and teenagers. It aims to prevent problems in the family, school and community before they arise and to create family environments that encourage children to realize their potential

### Adult Learning

We provide access to Adult learning opportunities and employment support including enabling access to information about employment, education and training and links with Job Centre Plus and local training providers

We will provide some education and training for adults such as literacy, numeracy, ICT, ESOL, PEEP in line with local need. Many of these courses will be run in conjunction with local colleges and higher education providers and the Family Learning Partnership.

### One-Off information sessions

These sessions run on a regular basis, on various topics including those below, if dates are not shown in this particular leaflet, please ask centres for information on the next available course:

Sleep

Toilet Training

Managing Difficult Behaviour

Healthy Eating

Sibling Relationships

Effective Discipline and parenting styles

### **Support for Young People**

Across the district there are a range of activities designed to support the needs of school age children & young people

Some of these are targeted at particular issues such as mental health or additional needs; others provide opportunities to experience new challenges that help build their resilience and prepare them for adulthood. Many will be delivered by Young Peoples' Workers from the Early Help district teams.

### Working with partners

Some activities are supported or delivered by our partner organisations, for example youth clubs, several of which are funded by local councils and Voluntary & Community Organisations.





**CORPORATE PARENTING SUB-COMMITTEE**

*To:* Council

*Meeting Date:* 17 October 2017

*From:* LGSS Director of Law & Governance and  
Monitoring Officer

*Purpose:* Council is asked to consider a proposal that the Corporate Parenting Board become a sub-committee of the Children and Young People Committee, in order to strengthen the status and accountability of Corporate Parenting in the Council.

*Recommendation:* The Council is recommended to:

- a) agree the proposal that the Corporate Parenting Board become a sub-committee of the Children and Young People Committee
- b) approve the Terms of Reference for the sub-committee, as set out at Appendix 1
- c) authorise the Monitoring Officer, in consultation with the Chairman of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of these proposals.

<b><i>Officer contact:</i></b>	
Name:	Fiona Mackirdy
Post:	Head of Countywide and Looked After Children's Services
Email:	<a href="mailto:Fiona.Mackirdy@cambridgeshire.gov.uk">Fiona.Mackirdy@cambridgeshire.gov.uk</a>
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## 1. BACKGROUND

- 1.1 A raft of legislation including the Children Act 1989 and Children Act 2004 have successively strengthened public bodies' responsibilities to look after children. Statutory Guidance issued by the Department for Education in 2012 also specifically laid out the statutory roles of Director of Children's Services and the Lead Member for Children's Services to cover both the social care and education services of the local authority. These individuals should provide strong leadership and ensure that there is a clear line of accountability for children's well-being. They have particular responsibility for vulnerable groups of children, including those for whom they are corporate parents. The Lead Member should provide *political* leadership whilst the Director of Children's Services should provide *professional* leadership.
- 1.2 Although not a statutory requirement, most local authorities have established a group of elected members to oversee the corporate parenting function of the local authority. All councillors and council officers share corporate parenting responsibility and cannot abdicate this responsibility in favour of those they see as being more central, but this does not mean that everyone has the same role.
- 1.3 Cambridgeshire County Council established a Corporate Parenting Board comprising elected members nominated by the Children and Young People's Committee, invited officers and representatives from the Voices Matter looked after children's group.

## 2. MAIN ISSUES

- 2.1 In Cambridgeshire the role of the Corporate Parenting Board (CPB) has been to ensure that the whole Council and partner agencies have a joint commitment to Corporate Parenting in order to achieve continuing improvements in the lives and outcomes for looked after children, young people and care leavers. The role of the Board has been to
  - ensure that the Council fulfils its responsibilities to Looked After Children and Care Leavers in accordance with the Corporate Parenting Strategy 2015-2018 and the Council's Pledge to Looked After Children
  - to oversee the effective consultation and engagement of children and young people and carers in the planning and delivery of services
  - To receive regular reports on the provision of services for Looked After children and care leavers - as required in legislation and fulfilling the purpose of monitoring and offering advice
  - To offer advice and monitor a range of outcomes for looked after children and care leavers

The current CPB Terms of Reference are attached to the report to the Constitution and Ethics Committee at [Constitution and Ethics Committee meeting 26/09/2017](#).

- 2.2 Functioning in the current way, the Board does experience variable engagement and participation. This presents a risk to the evaluation and scrutiny that the Council delivers in how it is performing to looked after children and care leavers. The Board does not have clear decision-making powers in the same way a Committee of the council would. Currently the Board would struggle to evidence to children, care leavers and Ofsted how its activity has made a tangible difference to outcomes for children, or how services are delivered.

### 2.3 Corporate parenting activity needs to be strengthened by

- An increased effectiveness of the corporate parenting function through challenge, scrutiny and clear decision making supported by good performance data and outcomes reporting.
- Consistent and clear engagement in the corporate parenting agenda by officers across the council (including other Directorates), Elected Members and partners.
- Greater join-up by all parts of the Council and in all committees of the Council in thinking about how decisions affect those children in the council's care.
- Greater consideration as to how the voices of children and care leavers are heard and considered as part of Corporate Parenting processes, including engagement by Elected Members and Officers with the Children in Care Council (Voices Matter).

2.4 It is proposed that the Corporate Parenting Board becomes a sub-committee of the Children and Young People (CYP) Committee. This would clarify and strengthen arrangements for oversight and decision making in respect of corporate parenting by having clear accountability to the CYP Committee, a scheme of delegated authority and framework for decision making in respect of Corporate Parenting.

2.5 It is proposed that the membership of the sub-committee would consist of five elected members with two co-opted non-voting young people's representatives.

2.6 The proposed terms of reference are attached at **Appendix 1**.

## 3. CONSTITUTION AND ETHICS COMMITTEE

3.1 At its meeting on 26 September 2017, the Constitution and Ethics Committee considered the proposal to establish the Corporate Parenting Board as a sub-committee of the Children and Young People Committee, and examined the proposed terms of reference.

3.2 In the course of discussion, the Committee expressed concern at the apparent loss of expertise arising from the replacement of a large board with a small sub-committee, and was reassured that the officers currently on the CPB would continue to be available to the sub-committee in an advisory capacity. Members also noted that the making of decisions in relation to individual children would remain the responsibility of the courts; it was proposed that the sub-committee would have authority to exercise all the Council's functions relating to the delivery of the County Council's Corporate Parenting functions. Any matters outside this remit would remain the responsibility of the Children and Young People Committee.

3.3. The Committee suggested that the second section of the table of delegated authority in the draft terms of reference, 'Authority for the functions and powers conferred on or exercisable by the County Council as Local Authority in relation to Corporate Parenting' be amended to make it clear that this related to operational decisions, and not to matters of broader policy, which would continue to be determined by the Children and Young People Committee. Members also asked that the timescale of 'recent' experience of being looked after or receiving services as a care leaver be defined as within the last five years.

- 3.4 The Constitution and Ethics Committee resolved to recommend to Council the proposal that the Corporate Parenting Board become a sub-committee of the Children and Young People Committee, and suggested Terms of Reference, in order to strengthen the status and accountability of Corporate Parenting in the Council, and also resolved to authorise the Head of Countywide and Looked After Children's Services, in consultation with the Chairman of the Constitution and Ethics Committee, to revise the draft terms of reference to incorporate the points identified in paragraph 3.3 above.
- 3.5 These amendments have been incorporated into the draft terms of reference set out at Appendix 1.

Source Documents	Location
Constitution	<a href="https://www.cambridgeshire.gov.uk/council/council-structure/council-s-constitution/">https://www.cambridgeshire.gov.uk/council/council-structure/council-s-constitution/</a>
Report to Constitution and Ethics Committee 26 September 2017	<a href="#">Constitution and Ethics Committee meeting 26/09/2017</a>

**3.1 CORPORATE PARENTING SUB-COMMITTEE**

The Children and Young People Committee shall establish a Corporate Parenting Sub-Committee with the following membership and powers:

**Membership**

*Any five members (including substitutes) of the Children and Young People Committee, subject to political proportionality. The Chairman/woman and Vice-Chairman/woman of the Sub-Committee shall be selected and appointed by the Children and Young People Committee.*

Two non-voting co-opted young people with recent (within the last five years), direct experience of being looked after by, or receiving services as a care leaver from Cambridgeshire County Council. The usual rules for substitution as set out in the Council Procedure Rules shall apply.

**Overview of Functions**

The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery, by or on behalf of, the County Council, of Corporate Parenting functions with the exception of policy decisions which will remain with the Children and Young People's Committee

<b>Delegated Authority</b>	<b>Delegation/Condition</b>
Authority for exercising management, oversight and delivery of services to looked after children and care leavers in relation to their care, wellbeing, education and health, including delivery of the Council's Pledge to looked after children.	
Authority for the functions and powers conferred on or exercisable by the County Council as Local Authority in relation to Corporate Parenting operational matters excluding policy decisions	
Authority for working with the Virtual School in relation to raising standards of attainment and developing education, employment and training opportunities for looked after children, former looked after children and care leavers.	
Authority for exercising management, oversight and delivery of services to looked after children, former looked after children and care leavers including <ul style="list-style-type: none"> <li>• District and Countywide Early Help and Social work services</li> <li>• Fostering and adoption services</li> <li>• Commissioning of external services</li> <li>• Residential and outreach services</li> <li>• Contact services</li> </ul>	

Delegated Authority	Delegation/Condition
Authority for ensuring mechanisms for consultation and participation are positively promoted for looked after children and care leavers and that the Council actively listens and responds to the views and experiences of these children and young people, including those with disabilities and very young children.	
Authority to receive regular reports on the provision of services for Looked After children and care leavers - as required in legislation and fulfilling the purpose of monitoring and offering advice.	
Authority for working with the Clinical Commissioning Group and health providers to ensure delivery of services to meet health needs including health assessments and plans, emotional health, sexual health, substance misuse and teenage pregnancy.	

**PRINCIPLES AND PROTOCOLS FOR PROACTIVE COMMUNICATIONS WITH  
MEDIA AND SOCIAL MEDIA OUTLETS**

*To:* Council

*Meeting Date:* 17 October 2017

*From:* LGSS Director of Law & Governance  
and Monitoring Officer

*Purpose:* To adopt the principles and protocols for proactive  
communications with media and social media outlets.

*Recommendation:* The Council is recommended to

- a) approve the approach and principles contained within the updated and revised media protocol for Cambridgeshire County Council
- b) agree that the protocol be included in the Council's Constitution as a new, fifth section of Part 5, Codes and Protocols
- c) authorise the Monitoring Officer, in consultation with the Chairman of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of these proposals.

<b><i>Officer contact:</i></b>	
Name:	Christine Birchall
Post:	Head of Communications and Information
Email:	Christine.birchall@cambridgeshire.gov.uk
Tel:	01223 703803

## 1. BACKGROUND

- 1.1 Cambridgeshire County Council is committed to effective communications so that citizens of the county are well informed about the services that affect their lives every day and how these services are organised, led and developed. The local media – both traditional and increasingly well-followed social media platforms – play a valuable role in Cambridgeshire life as they have the ability to reach large numbers of local residents.
- 1.2 Cambridgeshire County Council's Communications and Information Team aims to provide an efficient and timely response to media enquiries and raise the positive public profile of the authority by actively promoting accurate and balanced coverage of its work and activities.
- 1.3 The proactive communications and marketing of the authority is led by the Head of Communications and Information, with two Senior Communications Managers leading on 'People' service and issues (Public Health and People and Communities) and two Senior Communications managers leading on 'Place' (Environment, Transport and Economy (ETE) and Communities and Partnerships Committee).
- 1.4 To manage the demands of a 24-hour rolling news agenda, Cambridgeshire County Council provides a 24/7 on call emergency communications response service.
- 1.5 The Unit operates within the terms and spirit of a legal framework set out in the Local Government Act of 1986, which states that: 'A local authority shall not publish any material which in whole, or in part, appears to be designed to affect public support for a political party'. The Act defines publicity as 'any communication, in whatever form, addressed to the public at large or to a section of the public'.
- 1.6 The Unit operates within the national [Code of Recommended Practice on Local Authority Publicity](#) first published by the Government in August 1988 and revised in 2001 and 2011. The revised code states that publicity issued by local authorities should be lawful, cost-effective, objective, even-handed, appropriate, have regard to equality and diversity, and be issued with care during periods of heightened sensitivity.
- 1.7 In the event of any potential conflict, the Council's Monitoring Officer will be involved.

## 2. MAIN ISSUES

- 2.1 The principles of the protocol are set out in detail in the draft document, attached as **Appendix 1**. In summary, these principles are:
  - No surprises/Members first
  - Members actively involved
  - Staff informed
  - Honest
  - Accessible and timely
  - Fair
  - Prompt and courteous rebuttal.

- 2.2 The draft protocol also sets out details of how the approach to communication is organised. Topics covered in detail are:

- News releases
- Public information notices
- News statements
- Reactive comments
- Political Quotes and Named Media Contacts
- Social Media and the News

### **3. CONSTITUTION AND ETHICS COMMITTEE**

- 3.1 The Constitution and Ethics Committee considered the draft media protocol at its meeting on 26 September 2017, noting that the current edition of the media protocol dated from 2014, but there was no record of this document receiving formal approval, and that the revised document incorporated comments from leaders of the Council's political groups, particularly in relation to ensuring that the members affected were given adequate advance notice of media approaches.
- 3.2 The Committee resolved unanimously to recommend to Council the approach and principles contained within the updated and revised media protocol for Cambridgeshire County Council for inclusion in the Council's Constitution.

Source Documents	Location
Code of Recommended Practice on Local Authority Publicity	<a href="https://www.gov.uk/government/publications/recommended-code-of-practice-for-local-authority-publicity">https://www.gov.uk/government/publications/recommended-code-of-practice-for-local-authority-publicity</a>
Report to Constitution and Ethics Committee 26 September 2017	<a href="#">Constitution and Ethics Committee meeting 26/09/2017</a>





## **PRINCIPLES AND PROTOCOLS FOR PROACTIVE COMMUNICATIONS WITH MEDIA AND SOCIAL MEDIA OUTLETS**

### **1. BACKGROUND AND INTRODUCTION**

- 1.1 Cambridgeshire County Council is committed to effective communications so that citizens of the county are well informed about the services that affect their lives every day and how these services are organised, led and developed. The local media – both traditional and increasingly well followed social media platforms – play a valuable role in Cambridgeshire life as they have the ability to reach large numbers of local residents.
- 1.2 Cambridgeshire County Council's Communications and Information Team aims to provide an efficient and timely response to media enquiries and raise the positive public profile of the authority by actively promoting accurate and balanced coverage of its work and activities
- 1.3 The proactive communications and marketing of the authority is led by the Head of Communications and Information, with two Senior Communications Managers leading on 'People' service and issues (Public Health and People & Communities) and two Senior Communications managers leading on 'Place' services and issues (Environment, Transport & Economy and Partnership & Communities issues)
- 1.4 To manage the demands of a 24-hour rolling news agenda Cambridgeshire County Council provides a 24/7 on call emergency communications response service
- 1.5 **Key** contacts for the Communications Team are
- Main team phone contact: 01223 699281
  - Main email contact [communications@cambridgeshire.gov.uk](mailto:communications@cambridgeshire.gov.uk)
  - Out of Hours emergency contact number : 07833 480 348

### **2. THE LEGAL FRAMEWORK**

- 2.1 The Team operates within the terms and spirit of a legal framework set out in the Local Government Act of 1986, which states that: 'A local authority shall not publish any material which in whole, or in part, appears to be designed to affect public support for a political party'.
- 2.2 The Act defines publicity as 'any communication, in whatever form, addressed to the public at large or to a section of the public'.
- 2.3 The Team operates within the national Code of Recommended Practice on Local Authority Publicity first published by the Government in August 1988 and revised in 2001 and 2011. The revised code states that publicity issued by local authorities should be lawful, cost effective, objective, even-handed, appropriate, have regard to equality and diversity and be issued with care during periods of heightened sensitivity.



- 2.4 In the event of any potential conflict, the council's monitoring officer will be involved.

### **3. PRINCIPLES**

- 3.1 A number of fundamental principles underpin the work of the Communications and Information Team.

- 3.1.1 **No surprises/Members first:** All Members quoted or named on a release, e.g. Leader/Deputy Leader of the Council, Committee Chair, Lead Members, Local Member, will be sent news releases before they are sent to the media – so that they have time to digest and consider the issue prior to any media enquiry.

For the majority of news releases the Team aims to give named Members 12 – 24 hours' notice of the issue of a release on which they are named, on the understanding that these are not shared in advance of publication time.

Where this is not possible, on urgent news items linked to serious issues, releases will still be sent to Members a minimum of 30 minutes before they are issued to the media, and the communications manager or advisor will telephone the relevant Member(s) to check receipt.

All other Members will be sent links to news releases as they are issued to the media. Every attempt will be made to make sure Members should not hear critical council information first from other sources.

- 3.1.2 **Members actively involved:** The content of all principal news releases should be shared and developed in draft stages with the Leader and/or appropriate Committee Chair.
- 3.1.3 **Staff informed:** Media releases will be agreed with the principal officers and distributed to them prior to release. Staff should not learn of changes to their services or employment from the media, and so information about their work will be shared with them in advance of media issue. Our news releases will also be posted on the internet as soon as published.
- 3.1.4 **Honest:** The Team will never knowingly mislead the media on a story or issue. Communications staff are in a long-term relationship with the local media in particular and they must trust our advice and respect our honesty of approach.
- 3.1.5 **Accessible and timely:** Staff are firm, friendly but polite in dealings with the media, always ensure contact numbers are accurate and appropriate and return calls efficiently to recognise competing pressures on deadlines etc. The timeliness of the response rate to media enquiries is recorded and a media officer is available to the media (and key departmental and political contacts) on a 24-hour basis, seven days a week.



- 3.1.6 **Fair:** The Team does not routinely favour one media source over another. Where appropriate, staff will identify the relative importance of media sources and be able to clearly justify any strategy that promotes one over another. Where concerns are raised about the impartiality of a particular media source, these will be raised with the media outlet concerned initially, and if unresolved advice will be sought from the Chief Executive and the Monitoring Officer.
- 3.1.7 **Prompt and courteous rebuttal:** Where there is a threat that inaccurate stories could damage the reputation of the Authority, the Communications team will challenge the story at source, rather than waiting for it to be published. If inaccurate and damaging stories are published, the team will contact the source concerned and seek redress.
- 4. WORK WITH THE MEDIA**
- 4.1 **Answering media enquiries:** The Team will answer relevant media enquiries as soon as possible, especially as stories are now posted online quickly. If an issue does not involve the Council, or the Council has no comment to make, we will advise the reporter promptly. If the Communications Team believes that a deadline is too tight, we will negotiate an extension if we can. We encourage Members and officers to respond to the Communications Team as quickly as possible, as missing deadlines and being ‘unavailable for comment’ can harm the Council’s reputation.
- 4.2 **Approach to aggressive enquiries:** The Communications Team will answer journalists’ enquiries courteously and will expect this to be reciprocated. However, if journalists are aggressive or rude, we reserve the right to politely end a phone conversation and request that the enquiry is made by email.
- 4.3 **Use of Freedom of Information requests (FOIs):** We will encourage the media to submit enquiries, rather than FOIs and remind them that FOIs are answered within a formal timescale, which can be slower than submitting an enquiry through the usual communications route. All FOIs will be sent to the Communications Team’s leads for FOI enquiries, who will sense check proposed responses, especially those to requests submitted by the media – preparing statements where necessary. We work with the FOI team and departments to reduce the number of FOI requests, by encouraging the proactive publication of key information to regular schedules.
- 4.4 **Press releases:** The Team will email press releases to all relevant local, regional and national media contacts and will update the distribution list when we become aware of new outlets or journalists. We will also post releases online on the day of publication and, where appropriate tweet links to them and post the releases on Facebook, if that is judged to be the best way to reach an audience.
- 4.5 **Briefings:** The Team will always attempt to accommodate journalists’ requests for briefings with key Members or officers, provided there are no issues around confidentiality or sensitivity. Briefings can add important context and detail to stories, helping to achieve a more balanced result for the Council.



- 4.6 **Council meetings:** The Communications Team will work closely with departments in the development of relevant committee papers, and even if this is not required departments will pass reports to main committees through the key Communications contacts for information as early as possible to reduce the risk that there will be insufficient time to prepare proactive communications or context around sensitive information.

The media and public are free to film, record or photograph council meetings, provided that they do not disrupt proceedings. We encourage broadcasters, as a courtesy, to inform the communications unit in advance of any meetings they intend to record or film, due to the size of their equipment, so that we can suggest which part of the room they can film from. Live tweets are published from Full Council meetings, and the proceedings broadcast live on the Council's YouTube channel.

- 4.7 **Campaigns/Consultations:** The Team will work with departments and council committees to develop an annual campaigns plan to market and promote the Council's key objectives. It will also provide communications support to consultation and engagement related to major council projects. These activities will use market segmentation to reach the most appropriate audiences and be based on Citizen First: Digital first principles wherever possible.

## 5. ORGANISATION

- 5.1 The Communications Team organises information from the County Council in the following distinct ways.

- 5.1.1 **News releases** – deal with substantial news matters that the Council wants to promote, publicise or explain. They will often arise from items being raised or considered by Members, member decisions, important visits, and matters of policy or a wide range of external matters. These will always carry contacts for political comment from all groups represented on committees in group size order.

- 5.1.2 **Public information notices** – provide important, factual information about normal day-to-day activities of the Council. They include matters such as road works and closures, minor emergencies – such as the temporary closure of offices, schools or other premises to which the public normally have access – and basic event information. These will carry officer or communications contacts only.

- 5.1.3 **News statements** – written statements are principally used in respect of sensitive issues to be sure that the Council's position cannot be open to possible misinterpretation or misrepresentation. These will carry communications contacts only.

- 5.1.4 **Reactive comments** – On reactive communications, the Team still work on the principle of 'no surprises' but will also look to be proportionate – so if approached for comment on a significant issue affecting the Council we will liaise with the most appropriate officer to develop the answer and seek comment or approval



from the most appropriate Councillor – usually the Leader/Deputy or most appropriate Committee Chair/Vice-Chair.

Reactive statements will not usually be circulated to all Members, but where a written response is made linked to a significant issue or to council policy it will be sent to Committee Chairs / political leads or Local Member(s) where appropriate. If we are approached for comment on an ongoing issue where previous statements have been approved, or on a purely operational matter (dates, times, confirmation of issues, confirmation of responsibilities, follow up on proactive media releases or campaigns) we will not usually involve Members.

Releases are targeted to the most relevant media outlets covering the geographical area or specialism, or channel most appropriate to the audience. The Team will avoid issuing releases to all media outlets regardless of content as this form of blanket issue leads to loss of credibility.

## **5.2 Political quotes and named media contacts**

- 5.2.1 Any quotes on matters relating to the development of County Council policies will always come from the relevant Committee Chair or the Leader of the Council as appropriate. This principle will also apply to any letters written for publication.
- 5.2.2 Where appropriate, quotes from other members will be included in a news release. This may be the Chairman/woman of the Council on civic matters, or the Leader of the Council on matters which relate to his or her leadership role, but will most often be the Chair or Vice-Chair of the relevant committee with responsibility for the area concerned, or the Local Member(s).
- 5.2.3 Where a news release specifically relates to an issue affecting a particular area or geographical division, the Communications Team will advise the Local Member(s) early, their contact details will be added to the release, beneath those of the political leads, and they will be sent the release prior to or simultaneously with distribution to the local media.
- 5.2.4 Where the release is non-controversial, and concerns a local issue that a Local Member is particularly connected or involved with, they may be invited to include a quote in addition to, but not supersede, a quote from the Committee Chair.
- 5.2.5 All quotes should be cleared with the person being quoted before use.
- 5.2.6 In the event of situations where an appropriate Member's quote is needed and the Member is unavailable for checking, the appropriate Group Leader will be contacted for guidance. Officers will not normally approve Members' quotes except where a time constraint makes this inevitable in which case at least one member of the Council's Strategic Management Team (SMT) in addition to Communications must approve the quote.



- 5.2.7 In all cases, the names and contact details for the lead members of all political groups on the committee will be included on our press releases, in order of group size.
- 5.2.8 The relevant departmental/officer contact will also be included, followed by that of the communications main number and out of hours contacts.
- 5.2.9 The Chairman/woman of the County Council (and in his/her absence, the Vice-Chairman/woman) has an important part to play in ceremonial events carried out on behalf of the County Council. Their activities will be published and publicised as appropriate.
- 5.2.10 Officers will respond to media requests for interviews/information on matters involving the giving of background technical or practical operational information, non-policy matters, matters involving the implementation of policies or matters of professional responsibility.
- 5.2.11 Officers can be used as lead spokesmen or women when the County Council's reputation can be enhanced by use of a perceived 'expert'. E.g. the Director of Public Health talking about health issues.
- 5.2.12 In both cases above, approval will be sought from an appropriate elected Member.

## **6. SOCIAL MEDIA**

- 6.1 A separate strategy and protocol governs the Council's use of social media channels.
- 6.2 The Council will use social media, including Twitter and Facebook, to promote its news, in addition to conventional media. The Communications Team is responsible for the Council's main channels and has the discretion to write and post material without clearance, provided it is in line with the social media protocol, based on an approved approach around a subject and the Council's key messages.
- 6.3 Staff and Members who use social media are reminded that reporters and the public could view their posts and use them in stories. The Communications Team would encourage them (and provide training where necessary) to ensure that their social media activity could not be used to damage the reputation of the Council.

## **7. PROTOCOLS**

- 7.1 **Issuing of agendas:** All committee papers will be made available to the media a minimum of five working days before the meeting concerned and posted on the Internet by Democratic Services.



7.2 **Media attendance at meetings:** Members of the media must be provided with any additional papers which may have been issued on the day.

7.3 **Motions and questions:** Motions and questions from individual Councillors shown on the agenda will not be publicised through County Council news releases in the interests of fairness.

7.4 **Reporting debates:** If a member of the media has not attended a meeting and wants to find out what was said during a debate, officers will direct them to the appropriate Committee Chair directly and offer to provide opposition contacts. Staff from the Communications Team will report back to the media on any decision/recommendation reached.

Journalists are free to tweet or post from council meetings and members of the Communications Team will only tweet factual decisions made by committees and Full Council depending on the newsworthiness of the issue being debated.

Live broadcasting from council meetings is permitted and the Council itself live streams the Full Council meetings on its YouTube channel, which the Communications Team will publicise.

7.5 **Embargoes:** Embargoes should be used sparingly. This would most typically be when a news release is linked to a launch event; when an issue of confidentiality requires it, or when a third party requires it (e.g. announcement of award or additional funding).

Embargoes are not legally enforceable and are adhered to by general local agreement.

7.6 **Election purdah:** The County Council follows the guidelines set out in the Code of Practice on Local Government publicity, 'the period between the notice of election and the election itself, publicity relating to individuals involved directly in the election should not be published by local authorities during this period unless expressly authorised by or under statute'.

No County Councillors will be quoted in any releases during the period outlined above.

Wider publicity initiatives also need to be considered carefully during this period. The Code states that: local authorities should not publish any publicity on controversial issues or report views or proposals in such a way that that identifies them with any members or groups of members.

Any prospective candidates (parliamentary, county and district) requesting visits to County Council premises must always be treated equally. County Council staff should not be included in any photographs that candidates might arrange, to avoid any impression of one party being favoured over another. County Council offices should not be used to host political events during this time, unless these premises are available for general hire



Further guidance to officers and members is available from the document on Election Guidance agreed with Chief Officers and Group Leaders before the May 2017 elections.

- 7.7 **Letters for Publication:** The Communications Team will, in consultation with appropriate service director or Committee Chair, consider any reply to letters and articles about the Council or its services that appear in the press and help draw up letters for publication, if appropriate. In such cases, the Committee Chair concerned will sign the letter or agree who else is best to respond.

Group Leaders will consider and deal with any response to letters or comments which are clearly political in nature and, while the Communications Team may flag these to the relevant group, they will not be involved in the drawing up or issuing of any response.

The staff Code of Conduct states that all contact with the media should be conducted through, or in consultation with, the Communications Team. If an employee wishes to write to a newspaper where they can be identified as a Council employee, they must first obtain permission from their senior manager or Head of Service.

- 7.8 **Dealing with Confidential Items:** The Access to Information Procedure Rules and the Procedure for Taking Urgent Decisions in Part 4 of this Constitution set out the rules for dealing with confidential and exempt information, and for deciding what information falls into those categories and when the press and public should be excluded from a meeting.

The Council maintains a Forward Plan of Key Decisions, and a record of decisions taken by officers. Within two working days of a meeting of a Policy and Service Committee, a summary of the decisions taken by that Committee is published on the Council's website; if the decision relates to a confidential matter, there will always be a record of its being taken, even if details of the decision cannot be published because to do so would involve making known information which ought to remain confidential.

The Communications Team will always seek to give the outcome of an issue taken in closed session – unless there are over-riding reasons not to do so, such as the handling of personal and sensitive issues affecting staff or clients, or financial and commercial issues.

In these circumstances, officers should liaise with the department concerned before deciding the best course of action to follow.

- 7.9 **Emergency Communications:** Cambridgeshire County Council has a statutory duty under the Civil Contingencies Act 2004 to warn and inform local people in emergency situations to help minimise risk and harm.

The Communications team is a member of the Cambridgeshire and Peterborough Warn and Inform Communications subgroup





In emergency circumstances, the normal media approvals process may not apply. The Communications Team Leader will approve media activity in consultation with the Chief Executive or relevant 'gold' or 'silver' command.

- 7.10 **Media/Social Media Training:** In an organisation comprising 61 elected Members and 5,000 full-time equivalent employees it would be impossible and impractical for all communications to be produced and issued by the Communications Team

And while all high profile and sensitive communications or those most closely supporting the council's objectives will be led and developed by the Team – part of its role will be supporting elected Members and staff of Cambridgeshire County Council who have responsibility to be good communicators as part of their role.

The Communications and Information Team will provide training to Councillors and staff which encourages a positive relationship in communicating with their communities and with the media and provides information on the best ways to get their information across.

- 7.11 **Communication on Partnership issues or Projects:** Partnership working is an increasingly common feature of our activities.

Communications protocols must be established with contractors at the outset of major contracts and this will be the responsibility of the lead department/officer involved in the contract, but should be overseen by the Communications dept.

The protocols (template available) will set out responsibilities for which organisation takes the communications lead, frequency and type of communications, sign off and key spokespeople.

The template will, ensure that:

- Cambridgeshire County Council's role or contribution is identified appropriately and information to media or local residents includes quotes from named County Council Members or officers.
- The Cambridgeshire County Council logo is included with others on any documentation
- The text of information is shared in draft stages between partners and approved by the relevant communications leads prior to distribution.
- The method, manner and timing of distribution are also agreed in advance by the relevant communications leads.
- Depending on the size of the project or partnership the relevant County Council Committee Chair will be consulted as usual but may not be quoted where it is agreed that the County Council is not the lead agency and in the interests of producing succinct media releases.
- Wherever possible, news releases should be issued on joint paper, with contact details for each organisation.



7.12 **Greater Cambridge Partnership (City Deal) (GCP):** Where the Greater Cambridge Partnership is concerned, agreed communication protocols are already in place, agreed by the Partnership Board on which all partners are represented. The key elements are as follows:

- *Pro-active communications will, as far as possible, be planned and devised in consultation with the relevant partner agency/ies, via the subject experts (usually an officer) or, in the event of unavailability, through the communications lead.*
- *Requests for information and/or comments to members/officers will clearly state deadline for response.*
- *Pro-active and re-active statements will, as far as possible, be seen and approved by the GCP Chair/Vice-Chair who will act as talking heads.*

*Inevitably, to maximise an opportunity or to avoid a communications vacuum, there will be occasions when a statement or response needs to be issued dynamically or swiftly to deadline. It is recognised that, on such occasions, the GCP Programme Director, Communications Manager and/or partners' communications leads will have authority to speak on behalf of the GCP, in good faith, and adhering to the communications principles set out in their strategy, ensuring the Chair/Vice-Chair and relevant officers are kept informed. On occasion, it will be relevant for the lead agency to issue a communication which is linked to the GCP programme. In this event, the agency should liaise with the GCP Communications Manager/Programme Director prior to publication.*

7.13 **Combined Authority:** *An agreed communications protocol will be developed with the Combined Authority*

7.14 **Communications Support for Schools:** Practical support for schools is offered in times of particular difficulties or success. This is a traded service and the support can be in the form of general advice and guidance, media releases, supporting with letters to parents, fielding media calls, media briefings/news conferences.

In general terms-

- The content of all media releases or statements will be cleared in advance with the Headteacher and, if possible, the Chair of Governors.
- Any media release will make it clear it is being issued on behalf of the school concerned and headed with the name of the school governing body as appropriate.
- Relevant school contact names and numbers will be included on any release except where prior agreement has been reached that communications team staff should field all calls in the first instance.
- The Chair of the Children and Young People Committee, relevant Lead Members, and the director with responsibility for Education will be kept fully informed on media issues affecting schools in line with the 'no surprises' principle.

Where schools are not buying into the traded service, communications support will still be offered, at an agreed hourly rate.

**COUNTY COUNCIL – PROPOSED CHANGES TO THE CONSTITUTION**

- To:* Council
- Meeting Date:* 17th October 2017
- From:* LGSS Director of Law & Governance  
and Monitoring Officer
- Purpose:* To consider amendments to the Council's Constitution.
- Recommendation:* That Full Council
- a) approve the following amendments to the Council's Constitution, as recommended by the Constitution and Ethics Committee:
- i) that the protocol for oral questions at Full Council in relation to the Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee be revised to reduce the number of reports presented from two to one and the time allocated for questions from 60 minutes to 40 minutes, and to introduce a requirement that questions be notified in advance, as set out in Appendix 1.
  - ii) that Article 4, The Full Council, be revised to allow the relevant Policy and Service Committee to make recommendations direct to Full Council on plans statutorily approved by Full Council, as set out in Appendix 2.
  - iii) that the Protocol on Member/Officer Relations be revised to remove the prohibition on officers attending political group meetings which are not held on County Council premises, as set out in Appendix 3.
  - iv) that the process of Decision Review be set out in the Constitution by revising Article 6, The Statutory Scrutiny Function, and adding Decision Review Procedure Rules to Part 4 of the Constitution, Rules of Procedure, as set out in appendices 4 and 5 respectively.

- v) that the terms of reference for the Communities and Partnership Committee be amended to give that Committee responsibility for the Council's Consultation Strategy and its approach to future Business Planning consultation, as set out in Appendix 6.
- b) authorise the Monitoring Officer, in consultation with the Chairman of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of these proposals.

<b><i>Officer contact:</i></b>	
Name:	Quentin Baker
Post:	Director of Law & Governance and Monitoring Officer
Email:	<a href="mailto:quentin.baker@cambridgeshire.gov.uk">quentin.baker@cambridgeshire.gov.uk</a>
Tel:	01223 727961

## **1. COMBINED AUTHORITY BOARD & OVERVIEW AND SCRUTINY COMMITTEE**

- 1.1 At its meeting on 14th February 2017, Council approved a protocol, incorporated in the Council's Constitution as an annex to the Council Procedure Rules, to enable the Council's appointee to the Combined Authority, and its appointees to the Combined Authority Overview and Scrutiny Committee, to provide a written report to each meeting of Full Council.
- 1.2 Full Council has received reports from the Combined Authority Board and Overview and Scrutiny Committee at its meetings in March and July. At the last meeting, questions were directed solely at the Council's representative on the Board and did not always cover what had been considered by the Board at its recent meetings.
- 1.3 It is therefore proposed to reduce the time allocated for questions to 40 minutes and divide the time between the Council's representatives on the Board and Overview and Scrutiny Committee. There will therefore be 20 minutes for Councillors to ask questions for a response by the Council's appointee on the Combined Authority, and 20 minutes to ask questions for a response by its appointees to the Combined Authority Overview and Scrutiny Committee. The proposed revised protocol is attached at **Appendix 1**.
- 1.4 The Combined Authority has agreed to prepare a generic report summarising the decisions made by all its formal committees for use by all local authorities within its area.
- 1.5 It is proposed that the content of the questions should be relevant to the decisions of the Combined Authority Board and Overview and Scrutiny Committee, as set out in the generic report provided, and that members be required to give five working days' notice of any question requiring a detailed response, unless a meeting of the Combined Authority was due to take place during the notice period, in which case the Chairman/woman would decide whether to accept the question.
- 1.6 At its meeting on 26th September 2017, the Constitution and Ethics Committee considered whether members should be required to give advance notice of questions requiring a detailed response. The Committee agreed that it would be appropriate to require five days' notice, unless there was to be a meeting of the Combined Authority during those five days, and also substituted the word 'each' for 'both' in paragraph 5 to clarify that the total time allowed for question, answer, supplementary question and answer was seven minutes. With those amendments (incorporated into the attached Appendix 1), the Committee agreed that the draft revised protocol should be recommended to Council for adoption.

## **2. ARTICLE 4 – THE FULL COUNCIL**

- 2.1 The Council's Policy Framework is set through the Business Plan and various statutory and local plans, as set out in the Constitution at **Appendix 2**.
- 2.2 The adoption or approval of a number of plans is by law reserved to Full Council. However, Council is asked to consider whether General Purposes Committee is always the most appropriate committee to make the recommendation to Council. For example, the Cambridgeshire and Peterborough Minerals and Waste Development Plan will be considered by the Economy and Environment Committee. The current wording in the Constitution would mean General Purposes Committee considering it at the end of the process, which would duplicate the work already carried out by Economy and Environment

Committee. It is proposed that the words 'or relevant Policy and Service Committee' be added after 'the recommendation of the General Purposes Committee, as shown in bold **Appendix 3**.

- 2.3 The Constitution and Ethics Committee agreed that Full Council should take into account the recommendation of the relevant Policy and Service Committee rather than of General Purposes Committee in cases where a plan had already been considered by a Policy and Service Committee. The Committee agreed to recommend the revised Article 4 to Council for adoption.

### **3. PROTOCOL ON MEMBER/OFFICER RELATIONS**

- 3.1 A provision in the Council's Constitution has the potential to create obstacles to the effective operation of the Council. The provision in question is found in the Protocol on Member/Officer Relations (Part 5.3 of the Constitution). In summary the provision relates to the circumstances in which officers may attend meetings of elected members to which only members from one party have been invited. These provisions are contained within Paragraph 6 of the protocol. Paragraph 6.2, set out below, includes a condition that officers may only attend such meetings on condition that they are held '*on County Council Premises*'. It also states that on the invitation of a Group Leader, an Executive or Corporate Director or his/her nominee may attend an approved political party group meeting to give factual information about an issue which is currently or will shortly be debated by a Council body.
- 3.2 This paragraph has been in the protocol for many years but may well have been overlooked in successive constitutional reviews. The condition relating to Council premises is problematic for the following reasons;
- i) Firstly, due to the programme to dispose of Council property over the years it is becoming increasingly difficult to comply with this condition in a technical sense because the amount of meeting space owned by the Council is diminishing.
  - ii) Secondly, the wording is ambiguous in that it does not clearly differentiate between ownership and control. The Monitoring Officer is of the view that a building that was leased or hired by the Council would fulfil this condition.

It is proposed to amend this condition so as to provide greater flexibility to reflect changing circumstances

- 3.3 The condition relating to the attendance of officers is also problematic. The Monitoring Officer is of the view that the Chief Executive or Deputy Chief Executive or Monitoring Officer should be present when any other officer is invited to attend a political party group meeting. This is to ensure that condition 6.3 as detailed below is adhered to.

6.3 Officer support in these circumstances must not extend beyond providing information in relation to matters of Council business. Officers must not be involved in advising on matters of party business. The observance of this distinction will be assisted if officers are not expected to be present when matters of party business are discussed.

- 3.4 The proposed changes outlined above are set out in **Appendix 3**.

- 3.5 At its meeting on 26th September 2017, the Constitution and Ethics Committee considered the proposed revision to the Protocol on Member/Officer Relations. In response to member concerns about the burden on senior officers of the requirement to attend, and the potential for limiting the scope for convening such meetings if they could only be held in the presence of one of the three officers, it was agreed to add the words 'or their nominee' to paragraph 6.3 of the proposed revision, after 'Chief Executive or Deputy Chief Executive or Monitoring Officer'. In order to improve the layout, it was also agreed to move that sentence to become a second bullet point of the previous paragraph. With those amendments (incorporated into the attached Appendix 3), the Committee agreed that the draft revised protocol should be recommended to Council for adoption.

#### **4. DECISION REVIEW PROCEDURE RULES**

- 4.1 The Council, at its meeting, on 23 May 2017, agreed to remove Section 6.1 Decision Review from Article 6, and to remove Part 4.5 - Decision Review Rules from the Rules of Procedure. It also agreed to add the following to the delegated authority list:
- Authority for eight members of General Purposes Committee to initiate a review of a decision taken by a Policy and Service Committee by submitting a request for review to the Monitoring Officer or Chief Executive before the expiry of 3 full working days from the date on which the decision notice was published *[final detailed wording for inclusion in the Constitution will be provided following the meeting under the authorisation to the LGSS Director Law and Governance]*.
- 4.2 There is a need to set out in the Constitution how the new decision review process will operate. The section underlined in **Appendix 4** explains the process of decision review. **Appendix 5** is a new addition and explains the Decision Procedure Rules.
- 4.3 The Constitution and Ethics Committee agreed that the draft revised Article 6 and the new Decision Review Procedure Rules be recommended to Full Council for adoption.

#### **5. CAMBRIDGESHIRE COUNTY COUNCIL APPROACH TO PUBLIC CONSULTATION ON THE BUSINESS PLAN**

- 5.1 General Purposes Committee, at its meeting on 19 September, considered and agreed a proposal for the 2018/19 Business Planning consultation as recommended by the Communities and Partnership Committee.
- 5.2 It also considered a recommendation to Council (via Constitution and Ethics Committee) that the terms of reference of the Communities and Partnership Committee be amended to give it responsibility for the Council's Consultation Strategy and its approach to future Business Planning consultation
- 5.3 Constitution and Ethics Committee considered the proposed amendment to the terms of reference of the Communities and Partnership Committee as set out in **Appendix 6**. The Committee agreed that the revised terms reference of the Communities and Partnership Committee be recommended to Full Council for adoption.

Source Documents	Location
Council's Constitution	<a href="http://tinyurl.com/Constitution-CCC">http://tinyurl.com/Constitution-CCC</a>
Report to Constitution and Ethics Committee 26 September 2017	<a href="#">Constitution and Ethics Committee meeting 26/09/2017</a>



**CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY AND OVERVIEW AND SCRUTINY COMMITTEE – ORAL QUESTIONS AT COUNTY COUNCIL MEETINGS**

1. Members will have an opportunity to ask questions and comment on Cambridgeshire and Peterborough Combined Authority ~~issues~~ **decisions** at meetings of the County Council except extraordinary or special meetings of the Council and the first annual meeting of a new Council.
2. **The Combined Authority will prepare a generic report summarising the decisions made by its formal committees for use by all local authorities within its area.** ~~The Council's appointee on the Combined Authority, and its two appointees to the Combined Authority Overview and Scrutiny Committee, will each prepare a short paper for inclusion in the agenda. These three~~ **This** reports shall be noted as read with no introduction ~~from the report authors.~~
3. Councillors may ask questions for a response by the Council's appointee on the Combined Authority, and its appointees to the Combined Authority Overview and Scrutiny Committee, ~~or simply comment on concerns or issues.~~ **which relate to the decisions of the Combined Authority Board and Overview and Scrutiny Committee, as set out in the generic report provided.**
4. If Members wish to raise questions or issues requiring a detailed response, ~~it will usually be helpful if they~~ **must** give **five working days'** advance notice so that the necessary information can be obtained in advance of the meeting, **unless a meeting of the Combined Authority is due to take place during the notice period, in which case the Chairman/woman will decide whether to accept the question.**
5. Members will have two minutes in which to ask a question and one minute for a supplementary with up to a maximum of two minutes for a direct oral answer to ~~both~~ **each**.
6. The Chairman/woman of Council will exercise discretion over the amount of time allocated to the discussion of this item or the maximum time allowed for these questions and answers will be ~~640 minutes~~ **(20 minutes for questions to the Council's appointee on the Combined Authority, and 20 minutes for questions to its appointees to the Combined Authority Overview and Scrutiny Committee).**

## **ARTICLE 4 – THE FULL COUNCIL**

### **4.01 Meanings**

- (a) **Policy Framework:** The Council's Policy Framework is set through the Business Plan and the following statutory and local plans.

Adoption or approval of the following plans is by law reserved to Full Council, which will take into account the recommendation of the General Purposes Committee **or relevant Policy and Service Committee:**

- Annual Library Plan
- Annual Review of Pay Policy
- Business Plan (budget)
- Cambridgeshire and Peterborough Minerals & Waste Development Plan
- Crime and Disorder Reduction Strategy
- Joint Municipal Waste Strategy
- Sustainable Community Strategy
- Youth Justice Plan

Adoption or approval of the following plans is by local choice reserved to Full Council, which will take into account the recommendation of the General Purposes Committee:

- Enforcement Policy
- Long Term Capital Strategy
- Procurement Strategy
- Single Equality Strategy
- Workforce Strategy

Adoption or approval of the following plans is by local choice delegated to the relevant service committee:

- Cambridgeshire Rural Strategy
- Corporate Asset Management Plan
- Greater Cambridge Sub-regional Economic Strategy
- Local Flood Risk Management Strategy for Cambridgeshire
- Strategic Asset Development Strategy
- Transformation of Adult Social Care strategy.

- (b) **Business Plan:** The Business Plan (budget) includes the allocation of financial resources to different services and projects, proposed contingency funds, the Council Tax base, setting the Council Tax, decisions relating to the control of the Council's borrowing requirement, Treasury management functions and the control of its capital expenditure.

#### 4.02 **Council Meetings**

There are three types of Council meeting:

- (a) The Annual Meeting
- (b) Ordinary meetings
- (c) Extraordinary meetings

Meetings will be conducted in accordance with the Council Procedure Rules in Part 4 of this Constitution.

#### 4.03 **Responsibility for Functions**

Part 3 of this Constitution sets out the responsibilities for the Council's functions, both those that are reserved to Full Council and those that are delegated to committees, to officers, and to other local authorities.

**6. Officers and Political Party Groups**

- 6.1 There is statutory recognition for political groups and it is common practice for such groups to give preliminary consideration to matters of Council business in advance of consideration by the relevant Council body.
- 6.2 On the invitation of a Group Leader, an Executive or Corporate Director or his/her nominee may attend an approved political party group meeting to give factual information about an issue which is currently being or will shortly be debated by a Council body, provided that:
- ~~the meeting is held on County Council premises;~~
  - notice of attendance is given to the proper officer and made available on request to the other Group Leaders
  - **The Chief Executive or Deputy Chief Executive or Monitoring Officer or their nominee will be in attendance.**
- 6.3 Officer support in these circumstances must not extend beyond providing information in relation to matters of Council business. Officers must not be involved in advising on matters of party business. The observance of this distinction will be assisted if officers are not expected to be present when matters of party business are discussed.
- 6.4 Political party group meetings, while they form part of the preliminaries to Council decision-making, are not empowered to make decisions on behalf of the Council. Conclusions reached at such meetings are not Council decisions and it is essential that they are not interpreted or acted upon as such.
- 6.5 Similarly where officers provide information and advice to a political party group meeting in relation to a matter of Council business, this cannot act as a substitute for the officer providing all necessary information and advice to the relevant Council body when the matter is considered.
- 6.6 Officers will not normally attend and provide information to any political party group meeting which includes non-County Council members (e.g. MPs). Exceptions to this may be approved by the Chief Executive who shall do so in writing and copy the correspondence to all the political Group Leaders.
- 6.7 In all dealings with members, in particular when giving advice to political party groups, officers must demonstrate political impartiality and must not suppress their professional advice in the face of political views.
- 6.8 Officers must respect the confidentiality of any political party group meeting at which they are present. They must not relay the content of any such discussion to another party group.
- 6.9 Any particular cases of difficulty or uncertainty in this area of officer advice to political party groups should be raised with the Chief Executive who will discuss them with the relevant Group Leader(s).

## **ARTICLE 6 – THE DECISION REVIEW PROCESS AND THE STATUTORY SCRUTINY FUNCTION**

### **6.01      Decision Review**

The decision-making powers of each committee are specified in their terms of reference in Part 3B, Responsibility for Functions: Committees of Council.

In the case of decisions made by one of the seven Policy and Service Committees (Adults; Children and Young People; Commercial and Investment; Communities and Partnership; Economy and Environment; Health; and Highways and Community Infrastructure) there is a process by which particularly controversial decisions may be reviewed by the General Purposes Committee which shall be known as Decision Review.

The decision review procedure is set out in Part 4.7, Rules of Procedure: Decision Review Procedure Rules.

### **6.02      The Council's Statutory Scrutiny Function**

There is a statutory requirement for Council to make arrangements for scrutiny of certain matters, as specified in the following legislation:

- Section 21 of the Local Government Act 2000 and Section 7 of the Health and Social Care Act 2001 as amended by the Health and Social Care Act 2012, and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 (SI 2013/218).

These powers shall be exercised by the Health Committee.

- The Flood and Water Management Act 2010.

These functions shall be exercised by the Economy and Environment Committee.

**DECISION REVIEW PROCEDURE RULES****1. Overview**

As set out in Part 3B – Responsibility for Functions, Committees of Council, General Purposes Committee, eight members of General Purposes Committee may initiate a review of a decision taken by a Policy and Service Committee by submitting a request for review to the Monitoring Officer or Chief Executive before the expiry of three full working days from the date on which the decision notice was published.

Due to the costs and delay caused by review, it is intended that it should only be used in exceptional circumstances as a last resort.

Where the review process is initiated the implementation of the decision subject to the review shall be suspended until the process is complete or the review withdrawn.

**2. Decisions which may be subject to review**

As provided in Article 6 and subject to the exceptions set out below, the Decision Review procedure shall apply to any decisions made by Policy and Service Committees (Adults, Children and Young People, Commercial and Investment, Communities and Partnership, Economy and Environment, Health and Highways and Community Infrastructure).

The General Purposes Committee may not review its own decisions.

**3. Decisions which may not be reviewed**

The following categories of decision are exempt from the decision review process:

- i) A decision in respect of which no decision review request was received within the requisite timescales prescribed in these Rules and has therefore come into effect.
- ii) A decision which satisfies the criteria for urgent decisions as set out in the Council's Rules of Procedure.
- iii) A decision by Full Council or subject to Full Council approval.
- iv) A decision by General Purposes Committee.
- v) Decisions made by regulatory committees and/or decisions of a quasi-judicial or regulatory nature.
- vi) A decision which has been rescinded by the relevant committee or decision maker prior to the determination of any request for a decision review in accordance with Rule 4.2.

- vii) A decision which has been made in accordance with Rule 17 of the Committee and Sub-Committee Procedure Rules, Previous Decisions and Motions.

#### **4. Decision Review Process**

##### **4.1 Publication of Decision Statement**

Where a decision has been made by a Policy and Service Committee, the decision shall be published in the form of a decision statement, within two working days of the decision being made, on the Council's public website. The decision statement shall also be sent to members of the relevant committee within the same timescale.

The decision statement will bear the date on which it is published and will specify that the decision will be effective on the expiry of three full working days after the publication of the decision statement and may then be implemented, unless the subject of a decision review request under this provision within that three full working day period. The deadline for a decision review request shall be specified in the decision statement.

##### **4.2 Review by General Purposes Committee**

Where at least 8 *full* members of the General Purposes Committee wish to initiate a review of a decision which falls within the remit of the procedure, they may do so by submitting a written request for review to the Monitoring Officer or Chief Executive.

Such a request must be received by the Monitoring Officer or Chief Executive before the end of three full working days from the date on which the decision notice was published.

Where this criterion is met, the matter shall be referred to the General Purposes Committee for consideration as to whether the review request should be dismissed or upheld.

If the request is dismissed, those members requesting the review will be notified and the original decision shall take effect by 9.30am the next working day following the day of the General Purposes Committee meeting which reviewed the request.

If the review is upheld the matter shall be referred back to the relevant committee with a recommendation from the General Purposes Committee. The relevant committee shall reconsider the matter, taking into account any concerns and recommendations of the General Purposes Committee, and decide whether to amend the decision or not before reaching a final decision. The decision of the relevant committee will take effect at 9.30am on the fourth full working day from the date on which the decision notice was published.

A decision may be subject of a decision review by the General Purposes Committee once only. Once the review has been considered by the General Purposes Committee, the decision may not be subject of a further decision review by that Committee.

## **5. The Decision Review Procedure Timescales**

Where a valid review request is received, the Monitoring Officer shall convene a meeting of the General Purposes Committee as appropriate, to take place within 10 working days or as soon as is practically possible thereafter.

In setting the date of the review hearing, all reasonable efforts will be made to enable attendance by Members, relevant Officers and other witnesses. Councillors who have requested the review shall have the right to address the Committee when it deals with the issue subject to the usual limits on speeches.



## **14. COMMUNITIES AND PARTNERSHIP COMMITTEE**

### **Membership**

Ten members of the Council, subject to proportionality. This will include one Member from each City/District area of the County, i.e. Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire, to reflect the political control of the respective City/District Councils to undertake an enhanced role. These Members will be Area Community Champions. They will engage closely with their communities and be an advocate for the activity in these communities and the work of this committee and its partners. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

### **Summary of Functions**

The Communities and Partnership Committee is authorised by Full Council to deliver the County Council's ambition to build stronger self-sustaining communities as expressed in its Community Resilience Strategy, and to work together with the Mayor, combined authority, district councils and other partners to design and deliver services which best meet the needs of those communities. The committee will develop plans, in this regard, with the Mayor, combined authority, district councils and other partners to deliver or jointly commission services for communities where it makes sense to do so, aligning resources and expertise around an agreed set of outcomes in order to make the most of public sector funds.

The Communities and Partnership Committee will work together with other bodies to deliver against our shared ambition to build stronger self-sustaining communities, such as those supporting Parish and Town Councils, our commissioning partners such as the Cambridgeshire and Peterborough Clinical Commissioning Group and the Cambridgeshire Peterborough Communities Network – a network of senior officers drawn from all local authorities across Cambridgeshire and Peterborough, the Office of the Police and Crime Commissioner, Cambridgeshire Fire and Rescue Service, Cambridgeshire Constabulary, Support Cambridgeshire (the Voluntary and Community Infrastructure partnership), Cambridgeshire Community Services NHS Trust and Cambridgeshire and Peterborough NHS Foundation Trust.

<b>Delegated Authority</b>	<b>Delegation/Condition</b>
<p>Authority to deliver the Community Resilience Strategy and services working with the Mayor, the combined authority, district councils and other partners and in particular to -</p> <ul style="list-style-type: none"> <li>• develop and implement joint plans with the combined authority, district councils and other partners for the delivery of community place based services in accordance with the agreed outcomes;</li> <li>• in consultation with the combined authority, district councils and other partners in services within communities approve joint investment in projects, within available resources, that are designed to help manage the demand for high cost services in accordance with the agreed outcomes;</li> <li>• develop and approve business case and plans to devolve services, budgets and assets, and implement subject to Council's approval of the associated business case in accordance with the agreed outcomes;</li> </ul>	<p><b>Subject to confirmation from the S.151 of the availability of sufficient resources.</b></p>

Delegated Authority	Delegation/ Condition
<ul style="list-style-type: none"> <li>decide on funding to be made available for community initiatives through the Innovation Fund.</li> </ul>	
<p>Authority to develop, with the Mayor, combined authority, district councils and other partners plans to enhance customer services, including the better use of assets in communities such as libraries and other community buildings for approval by the relevant committee(s) in the County Council.</p>	
<p>Authority to advise the County Council on opportunities to create a shared workforce or shared arrangements (such as joint ventures) to deliver services across the combined authority, district councils and other partners for approval by the relevant committee(s) in the County Council.</p>	
<p><b>Authority to approve the Council's Consultation Strategy and its approach to future Business Planning consultation</b></p>	

**AUDIT AND ACCOUNTS COMMITTEE ANNUAL REPORT 2016 - 17**

To: **Full Council**

Date: **17th October 2017**

From: **Councillor Mike Shellens, Chair of Audit & Accounts Committee**

Purpose: **To present the Audit & Accounts Committee Annual Report 2016/17.**

Recommendation: **The Audit and Accounts Committee issues an annual report to Council, detailing their activities during the year.**

**Council is requested to consider the report.**

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
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# **Audit and Accounts Committee**

## **Annual Report**

### **1. Introduction**

- 1.1 The Audit and Accounts Committee exists to provide independent assurance on the adequacy of the Council's risk management framework, the internal control environment and the integrity of the financial reporting and annual governance processes. Audit and Accounts Committees within Local Authorities are necessary to satisfy the wider statutory requirements for sound financial management.
- 1.2 The Audit and Accounts Committee plays a vital role in ensuring that the residents of Cambridgeshire County Council are getting good-quality services and value for money, i.e. economy, efficiency and effectiveness.
- 1.3 The Audit and Accounts Committee has seven members and met seven times in 2016/17. All meetings have been held in public. This report covers the time period since the Committee's previous report to Council in November 2016.
- 1.4 The Committee has been structured around the following responsibilities:
- Ensuring that the financial management of the Council is adequate and effective;
  - Ensuring that the Council has a sound system of internal control, which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk;
  - Considering and approving the Annual Statement of Accounts;
  - Reviewing annually the Council's system of internal control and agreeing an Annual Governance Statement;
  - Ensuring that the Council has an adequate and effective Internal Audit function.
- 1.5 In its role of overseeing the work of Internal Audit, the Committee was advised that in 2016/17, Internal Audit carried out 64 audit reviews. Internal Audit also completed 31 schools audits, 46 investigations and 10 grant certifications, as well as providing advice and guidance on a wide range of topics including finance instructions for the Registrations Service, authorisation of payments, and arrangements for reimbursing independent care providers for flu jab costs.

- 1.6 In total, during the year Internal Audit made 57 recommendations considered to be 'significant' or 'fundamental'. Throughout the course of the year, 45 such actions were implemented by management. 1 'fundamental' and 7 'significant' actions were still outstanding at the end of the year. This is a similar position to 2015/16, where 8 'significant' actions were outstanding at the end of the year.
- 1.7 Of the 8 outstanding actions, implementation of four had been delayed due to the Corporate Capacity Review. Three actions had been partially completed by year-end, and the final one had been delayed due to the project in question being re-scoped.

## **2. Proactive Work of the Committee**

- 2.0 The following section provides a summary of the proactive work undertaken by the Committee over the last year. This aspect of the Committee's work is vital, and has assisted in improving the effectiveness of the Council's overall corporate governance arrangements.

### **2.1 Ely Archives Project**

- 2.1.1 Following a referral from the Assets & Investment Committee to the November 2016 meeting of the Audit & Accounts Committee, a decision was made to undertake a review of the Ely Archives project. Concerns had been raised by the Assets & Investment Committee regarding cost variations in the project, and a review of officer processes throughout the project was requested to identify internal lessons learned. This review was undertaken by Internal Audit, with outcomes reported to the Committee in January and March 2017.
- 2.1.2 The Internal Audit review undertaken documented the original scheme, brief and budget, and the timeline including key decisions and revisions relating to scope, cost and budget. It identified the causes of cost variations and evaluated the project's governance arrangements. A report was presented to Committee setting out the lessons learned from the project and recommendations going forward. In particular, a number of key recommendations around project management were identified and agreed to be actioned as part of the implementation of the Council's new project management system.
- 2.1.3 As an outcome of this review, the Committee requested that Internal Audit review other capital projects to establish whether this had been a one-off

case. The Committee received a progress report on implementation of actions in March, and a number of reviews of project management were included in the Internal Audit Plan for 2017/18.

## **2.2 Safe Recruitment in Schools**

- 2.2.1 Due to concerns raised by earlier reviews, safe recruitment in schools has continued to be a focus for the Committee in 2016/17. In November 2016, the Committee received a report detailing the latest measures taken to improve practice in this area, including Internal Audit and the Learning Directorate jointly producing a safe recruitment audit tool for schools. Audit and the Learning Directorate also worked together to look at the safeguarding review process undertaken by Education Advisors, ensuring that the review tool was comprehensive and meets Ofsted framework expectations and the guidance in *Keeping Children Safe in Education*.
- 2.2.2 The Committee has resolved that in the event of a further Internal Audit review finding a serious failure of safe recruitment practice, the headteacher of the school concerned should be required to attend the next available Audit & Accounts Committee, and the head of governors requested to do likewise.
- 2.2.3 The Committee continue to receive regular updates in this area. In July 2017 an update from the Learning Directorate gave information on the Safeguarding reviews carried out in the first six months of the year, outcomes from Ofsted reviews and safer recruitment training delivered. The next update with specific proposals is scheduled for November 2017.

## **2.3 Workforce Strategy**

- 2.3.1 The development of a Workforce Strategy was an area of focus for the Committee. The Committee meeting in July 2016 received an update report on the progress to develop a Workforce Strategy and the proposed Employee Engagement Programme.
- 2.3.2 A further report on the Workforce Strategy was received at the November Committee meeting. It identified a need for innovation, digital awareness skills, and commissioning, commercial and contract management ability. The report also presented a proposal for the final CCC Workforce Strategy.
- 2.3.3 This continues to be an area of interest for the Committee, with a further update scheduled for November 2017.

## **2.4 Risk Management and the Risk Register**

- 2.4.1 In accordance with best practice, the Council operates a risk management approach at corporate and service levels, seeking to identify key risks which might prevent the Council's priorities, as stated in the Business Plan, from being successfully achieved. The role of this Committee is to provide independent assurance of the adequacy of the Council's risk management framework and the associated control environment.
- 2.4.2 The Committee has received four risk management reports throughout the year alongside the Corporate Risk Register. The Committee has the opportunity to query individual risks within the risk register, which are then reported back to the Corporate Risk Group and Senior Management Team (SMT) for further review. In particular, during 2016/17 the Committee raised queries regarding recruitment capacity, the potential impact of Brexit, and budget forecasts for Looked After Children. As a result of their work reviewing the risk register, the Committee is now receiving reports on caseloads in children's social care, to gain greater assurance over the management of this risk.
- 2.4.3 The Committee also requested some benchmarking work to compare Cambridgeshire's Corporate Risk Register with those of other Councils. This work found that the types of risk being recorded are in the same areas as other Councils, but that the number of corporate risks being recorded was higher than most of the other Councils that were looked at. As a result the number of risks monitored and managed at corporate level has been reduced. The Committee has also requested updates to target dates and additional detail on specific mitigating actions to be provided, and reviewed the presentation of the risk register and its appendices.
- 2.4.4 In light of this, in the final quarter of 2016/17, discussions at Audit & Accounts Committee, General Purposes Committee (GPC) and Strategic Management Team (SMT) identified a need for the Corporate Risk Register to be reviewed, simplified and streamlined in accordance with best practice. The annual Risk Management report which was presented to the Committee in July 2017 outlined the key corporate risks faced by the Council throughout the year, the outcome of the annual review of the Risk Management Policy and the approach to revising the Risk Register. This has included a workshop with GPC to simplify the number of corporate risks, transfer reporting of risk into

the Integrated Resources and Performance Report and fully implement the use of the new GRACE risk management system.

## **2.5 Corporate Governance**

- 2.5.1 The Council's Code of Corporate Governance must be reviewed by the Committee annually. In 2016, an update was made to *the Delivering Good Governance in Local Government* Framework issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE), which sets out the requirements of the Code.
- 2.5.2 The Code of Corporate Governance was reviewed and re-drafted in light of the new requirements, and the draft was reviewed by the Committee on 30<sup>th</sup> May 2017, following a full review of supporting evidence by Internal Audit. The Code was approved by the Committee for sign off along with the Annual Governance Statement.

## **2.6 Council Finance and Statement of Accounts**

- 2.6.1 Throughout 2016/17, the Committee has maintained its oversight of Council finances, reviewing the Integrated Resources and Performance Reports to assess progress in delivering the Council's Business Plan and review the status of the Council's Key Performance Indicators. The Committee regularly inquires and follows-up on areas which have variations or other issues.
- 2.6.2 The Committee also considered and approved the annual Statement of Accounts. This is an iterative process, with the Committee receiving the audit planning report from the Council's External Auditors in May; reviewing the draft Statement of Accounts in July, and carrying out a final review in September. An extraordinary meeting of the Committee was required in October 2016 to sign off the accounts for the year ended 31<sup>st</sup> March 2016, due to delays in submission of a report from the External Auditors.
- 2.6.3 In response to this, a learning point was raised about the importance of timetabling and scheduling of external audit work. A report was brought to the January 2017 meeting of the Audit & Accounts Committee, summarising the learning points from the production of the 2015-16 Statement of Accounts and changes to systems and processes to ensure that the 2016-17 Statement of Accounts would be ready for sign-off at the end of August 2017, to allow sufficient time for members to review the final accounts prior to the September Committee meeting. Actions included introducing monthly liaison meetings between CCC and BDO to monitor progress, introduction of an agreed



escalation protocol, provision of a more detailed records required listing and a live action log.

2.6.4 The Audit & Accounts Regulations 2015 have enacted changes to the statutory deadlines for the production and publication of the Statement of Accounts. From the production of 2017/18 accounts onwards, draft accounts will need to be published by 31<sup>st</sup> May (previously 30<sup>th</sup> June) and final audited accounts by 31<sup>st</sup> July (previously 30<sup>th</sup> September). The Council has been working to accommodate these changes into working practices.

2.6.5 The Committee also reviewed the 2015-16 LGSS Statement of Accounts and the Annual Audit Letter produced by External Audit which highlights key findings from their work.

## **2.7 Appointment of the External Auditor**

2.7.1 The current arrangements for external audit of the Council come to an end upon the conclusion of the audit of the 2017-18 financial statements. At their November 2016 meeting, the Audit & Accounts Committee discussed the option of opting-in to the sector-led procurement exercise being undertaken by Public Sector Audit Appointments Limited (PSAA), the body which has replaced the Audit Commission. The decision to opt in was taken at the meeting of Full Council on 14<sup>th</sup> February 2017 as required by the Local Audit (Appointing Person) Regulations 2015.

2.7.2 Assurance has been obtained from PSAA that all LGSS authorities could be assigned the same External Auditor through the PSAA led process, subject to due considerations of auditor independence.

## **2.8 Committee Training**

2.8.1 A training seminar was held for the Audit & Accounts Committee, as part of the Member Induction Programme. This included sessions on the role of the Committee; Internal Audit; Risk Management; the Statement of Accounts; and Management Accounts.

2.8.2 The Committee's further training needs will be considered at the September 2017 meeting.

### **3. The Committee's relationship with Internal Audit**

- 3.1.1 A key part of the Committee's role is to both challenge and support the Internal Audit service. The Committee has supported a flexible approach from the Internal Audit team which ensures that planned coverage is continually assessed to direct audit resource towards areas of emerging risk, rather than a static plan agreed some months before. The Committee has taken a proactive role in this new approach, both by suggesting pieces of work for Internal Audit, contributing ideas towards the detailed brief, and requesting updates from Internal Audit and Council services on implementation of actions.
- 3.1.2 The Committee has also taken an active role in fraud awareness and whistleblowing. At its March 2017 meeting, the Committee approved drafts of a new Anti-Fraud and Corruption Policy, Anti-Money Laundering Policy and Whistleblowing Policy, and these drafts have progressed onward to the relevant Committees for final approval.

### **4. Terms of Reference for the Committee**

- 4.1 Following a decision by the Audit & Accounts Committee to retire the Assurance Framework, the terms of reference of the Committee were reviewed and brought into line with best practice guidance. The revised terms of reference were approved by the May meeting of the Audit & Accounts Committee and then by the June meeting of the Constitution and Ethics Committee.

### **5. Future Focus for the Committee**

- 5.1 As set out above, the Committee will continue to follow up on progress in key focus areas from previous years, including Safer Recruitment, the Transformation Fund, and Workforce Strategy.
- 5.2 More broadly, the 2017/18 Business Plan highlights that over the next 5 years the Council will continue to face ongoing challenges of reduced budgets coupled with significant growth, affecting both demand for services and the level of resources the Council has available to fund their provision.

- 5.3 Delivering statutory services within this context will continue to be incredibly challenging – and the Committee will seek to ensure that those services continue to be delivered with integrity and in a way that is accountable, transparent, effective, efficient and inclusive.
- 5.4 This Committee carries out its responsibilities by directing and monitoring the efforts of Internal Audit. In future, given the financial situation, there will be ever-increasing emphasis on enabling the Council to provide a higher level of service to our customers within a defined budget. In line with the approach being taken by Council services more generally, the Committee's role is increasingly shifting towards a focus on outcomes.

Source Documents	Location
Reports and Minutes to the Audit and Accounts Committee	Room 117 Shire Hall

**PENSION FUND COMMITTEE ANNUAL REPORT 2016-17**

*To:* **County Council**

*Date:* **17 October 2017**

*From:* **Chairman of the Pension Fund Committee**

*Purpose:* **To report on the work of the Pension Fund Committee over the previous year.**

*Recommendation:* **It is recommended that Full Council note the content of the report.**

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## **1. Annual Reports to the Council**

- 1.1 Some of the Council's committees report to the Council annually on their work to improve awareness of issues and to provide the Council with an opportunity to debate issues which might not otherwise be referred for discussion. It also allows the Council to exercise oversight of activity in a number of important areas and to emphasise the accountability of these committees to the Council.

## **2. Background**

- 2.1 Part 3B of the Constitution states that the Pension Fund Committee has delegated responsibility for the following areas –
- Funding Strategy;
  - Investment Strategy;
  - Administration Strategy;
  - Communication Strategy;
  - Discretions;
  - Governance; and
  - Risk Management.
- 2.2 It is the responsibility of the Committee to ensure they develop and maintain appropriate strategies, policies and procedures with on-going monitoring.
- 2.3 The information contained in sections 3, 4, 5 and 6 of this report demonstrates the key decisions and approvals that have been made by the Pension Fund Committee during 2016/17 in line with the Constitution.

## **3. Key Governance Activities of the Pension Fund Committee**

### **3.1 Approval of the Communication Strategy**

- 3.1.1 The Local Government Pension Scheme Regulations 2013 (The Regulations) requires the Pension Fund to prepare, maintain and publish a written statement setting out its policy concerning communications with members and scheme employers.
- 3.1.2 The Communications Strategy details the Funds approach to the delivery of key communication objectives, including the methods of communication that will be used for all stakeholders.
- 3.1.3 The Strategy sets firm deadlines for key communications in the Communications Plan, which is updated annually. The Communication Strategy also provides details about the Funds approach to brand identity, confidentiality, disclosure, equality and freedom of information.

- 3.1.4 A revised Communication Strategy was approved by the Pension Committee on 23 March 2017.

## **3.2 Approval of the Communication Plan**

- 3.2.1 A Communication Plan allows stakeholders to have a structured outline of the proposed communication activity for the year demonstrating customer focus and planned compliance to meet statutory deadlines.
- 3.2.2 The Communications Plan details the written and web based communications, reports and training that is planned to be delivered to provide to the Fund's stakeholders, who include active scheme members, deferred scheme members, prospective scheme members, retired scheme members, dependant scheme members, scheme employers, and Fund staff.
- 3.2.3 The plan sets clear deadlines for these communications to ensure that statutory deadlines are met for key communications such as Annual Benefit Statements, amendments to Fund policy, Scheme changes, and publishing our annual reports and accounts.
- 3.2.4 A revised Communication Plan was approved by the Pension Committee on 7 July 2016.

## **3.3 Approval of the Pension Fund Annual Business Plan and Medium Term Strategy**

- 3.3.1 Each year the Pension Fund Committee agrees a Pension Fund Business Plan and Medium Term Strategy that sets out how the Fund's objectives will be met and other key priorities for the year.
- 3.3.2 The Strategy also details performance indicators for both the Fund and its employers and an estimate of the fund account.
- 3.3.3 The Pensions Committee receives regular updates on how the Fund is meeting its objectives via the Business Plan Update.
- 3.3.4 The Pension Committee approved the Annual Business Plan and Medium Term Strategy on 23 March 2017 for the 2017/18 financial year.

## **3.4 Approval of the Cambridgeshire Pension Fund Risk Register**

- 3.4.1 The risk register is a management tool for monitoring the risk management processes of the Fund. The risk register is used to identify, assess, and manage risks to acceptable levels through regular monitoring and review.

- 3.4.2 The Public Service Pensions Act 2013 added an additional provision to the Pensions Act 2004, relating to the requirements to have internal controls in public service pension schemes. The Pensions Regulator's code of practice guidance on internal controls requires administering authorities to carry out a risk assessment and produce a risk register which should be reviewed regularly.
- 3.4.3 The risk strategy and risk register should be read in conjunction with each other as the strategy sets out the principles of risk management and how the risks are profiled; these are then incorporated into the risk register. This profiling is undertaken by considering impact and likelihood both in terms of gross and residual, post mitigation risk.
- 3.4.4 The information was subsequently populated through a heat pad analysis model and was presented to the Pension Committee on 23 March 2017. The heat pad model will be presented on a yearly basis or as required if there is a significant change.

### **3.5 Approval of the Cambridgeshire Pension Fund Training Strategy**

- 3.5.1 The Training Strategy is required to assist the Pensions Committee in performing and developing their individual role with the ultimate aim of ensuring that Cambridgeshire Pension Fund is managed and assisted by individuals who have the appropriate level of knowledge and skills as required by the Pensions Act 2004 also enforced by the Pensions Regulator.
- 3.5.2 The Cambridgeshire Pension Fund Training Strategy incorporates both the best practice as identified by the CIPFA Technical Knowledge and Skills Framework and the requirements of the Pensions Regulator.
- 3.5.3 The Strategy also recognises the requirement that skills and knowledge in the remit of a Pensions Committee must be on an individual, not collective, basis. As such self-assessments will identify individual training needs following which appropriate training will be arranged.
- 3.5.4 The Strategy sets out the methods by which the members of the Pensions Committee will achieve and maintain the required knowledge and understanding and how this will be measured on an on-going basis.
- 3.5.5 The Strategy was reviewed during the course of 2016-17 and approved by the Pension Committee on 20 October 2016.
- 3.5.6 It is a statutory requirement to include details of the training undertaken by members of the Pensions Committee in the Fund's Annual Report. In addition, this information may be required by other agencies such as the Pensions Regulator from time to time. The LGSS Pensions Service will therefore keep detailed records to provide this information.

### **3.6 Approval of the Annual Report and Statement of Accounts**

- 3.6.1 The Pension Fund's Statement of Accounts (SOA) form part of the County Council's Statement of Accounts and is covered by the external auditor's opinion on those accounts.
- 3.6.2 The Annual Report and Statement of Accounts have been subject to audit fieldwork by the County Council's external auditor. Whilst the external auditor performs a full audit of the Statement of Accounts, their work on the Annual Report is limited to a review to ensure compliance with guidance and consistency with the Statement of Accounts.
- 3.6.3 The Statement of Accounts are the financial representation of every activity that the Fund has been directly or indirectly involved with over the course of the financial year.
- 3.6.4 They are based on actual transactions accounted for within the Fund's financial ledger, information received from Fund Managers and the Fund's Custodian, and assumptions and estimations utilising the professional judgement of officers in order to give a true and fair statement of the Fund's financial position.
- 3.6.5 At 31 March 2017 there were 182 active scheme employers in the Fund made up from parish councils, outsourced contractors and district, city, county and borough councils.
- 3.6.6 The total membership of the Fund at 31 March 2017 was 77,323 of which active membership was 26,785, deferred membership 33,235 and pensioner membership 17,303.
- 3.6.7 The Fund was valued at £2.854bn at the end of the financial year. This is a significant increase in Fund value from £2.276bn March 2016.

## **4. Key Investment Activities of the Pension Fund Committee**

### **4.1 Decisions surrounding Asset Pooling**

- 4.1.1 On 15 July 2016, the ACCESS pooling proposals were submitted to DCLG, comfortably in advance of the required deadline. The focus of activity following the submission has been mainly around ACCESS governance and the structure of the pool, predominantly whether to rent or build the pooling entity known as the Operator.
- 4.1.2 On 21 October 2016, the Pensions Committee approved the agreement of the ACCESS Shadow Joint Committee, to initially rent the operator function, with a view in the medium term to revisit the Rent vs Build decision.



- 4.1.3 A Prior Information Notice (PIN) was issued and work is underway to initiate the procurement process.
- 4.1.4 A Joint Governance Committee has now formally been established with constitutional changes in each of the 11 ACCESS Funds completed, the first formal meeting was on 31 July 2017 at Camden Town Hall. This is supported by an Inter-authority agreement which sets out the terms of the partnership between the 11 Funds of the ACCESS pool.
- 4.1.5 The delivery of asset pooling is dependent upon the availability of resources. It is recognised that the OWG are combining the ongoing business of the pension fund with the asset pooling agenda, which is a factor in the challenge of meeting the April 2018 deadline. There is an intention that external resources will be used where practical, however, the value of the OWG continuity in the ongoing development of asset pooling is recognised as a key contributing factor to the overall efficiency and quality of asset pool implementation.

## **4.2 Inter Authority Agreement**

- 4.2.1 The ACCESS funds jointly commissioned the external legal firm Eversheds to provide assistance in drafting the legally binding Inter Authority Agreement ("IAA") for the pooling of investments.
- 4.2.2 The IAA is based on the governing principles that were agreed by the ACCESS pension funds at the outset of their collaboration in February 2016, including:
- Working collaboratively,
  - All Councils having an equitable voice in governance,
  - Avoiding unnecessary complexity, and
  - Running economically and applying value-for-money considerations.
- 4.2.3 All Monitoring Officers of the 11 Funds have been fully involved in the development of the IAA, which was concluded on 12 July 2017. The most significant principles that are reflected in the IAA are governance, procurement, cost sharing and withdrawal and termination.

## **4.3 Approval of the Investment Strategy Statement**

- 4.3.1 The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 ("the Regulations") came into force on 1<sup>st</sup> November 2016 and revoked The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009(b) and The Local Government Pension Scheme (Management and Investment of Funds) (Amendment) Regulations 2013(c).
- 4.3.2 In light of this the key points of the Investment Strategy Statement are-

- The ISS restructures the investment policy documentation of the Fund to comply with current guidelines and regulations.
- The ISS contains a high level, dynamic asset allocation structure, which supports the long term focus of institutional investing mitigating the risk of reacting to short term market behaviours.
- The asset allocation is structured around three main headings; Equities, Fixed Income and Alternatives. Tolerances are in line with those previously stated in the Statement of Investment Principles but are reported at a headline, rather than specific asset class basis.
- Under asset pooling, passive equities will be pooled during 2017, with liquid, active assets expected to be pooled by 2021. Illiquid, long dated assets will continue to be managed on fund basis for at least the forthcoming asset allocation cycle.
- Environmental, Social and Governance policies are to be stated in line with the Regulations. The Fund's Responsible Investment principles have been set out, and will evolve in line with collaborative efforts to develop a pool wide principles and policies.
- The Regulations require that the Fund must consult such persons as it considers appropriate as to the contents of the ISS. Following the approval of the ISC to submit the ISS to the PFC for approval the ISS was published on the Fund's web site and notification sent to all stakeholders such as employers and the Chairman of the Local Pension Board inviting feedback.

4.3.3 The 2017/18 work programme has been developed to incorporate post valuation review of strategy asset allocation, and to update the Investment Strategy Statement as appropriate.

## **5. Service Activities of the Pension Fund Committee**

### **5.1 Payroll Reconciliation**

- 5.1.1 Following the implementation of Altair pensioner payroll in October 2016, an exercise is being undertaken to reconcile the Altair pensioners' payroll records against Altair administration records, to ensure that the correct rate of pension is in payment.
- 5.1.2 The exercise is making good progress with 93.53% of the 17,303 pensioner records being reconciled within agreed tolerances of up to £100pa. This exercise so far has identified 24 overpayments and 123 underpayments, none of which are of significant value.

## **5.2 Guaranteed Minimum Pension Reconciliation**

- 5.2.1 All UK pension defined benefit pension schemes are required to reconcile their Guaranteed Minimum Pension liabilities against the HM Revenue and Customs (HMRC), due to the abolition of contracting out following the introduction of the single tier state pension on 6 April 2016.
- 5.2.2 At the March 2017 meeting of the Pension Committee, a budget of £150,000 was agreed for 2017-18 (via the Annual Business Plan 2017-18) to carry out the reconciliation of contracting-out (GMP) data between HMRC and Altair records.
- 5.2.3 A direct award via the National LGPS Frameworks was made to Independent Transition Management Limited (ITM) to carry out the reconciliation of data. The reconciliation of contracting-out data must be completed by 31 December 2018 as this is when HMRC will close to any further queries or amendments to their records on GMP liability. It will be at this stage that HMRC will write to all individuals with a contracting-out liability and identify which pension scheme is responsible for it.

## **5.3 Cambridgeshire Pension Fund Valuation**

- 5.3.1 The Pensions Committee were asked early in the year to agree the following assumptions which have a direct impact on the results of the valuation –
- Discount Rate
  - Salary Growth
  - Inflation
  - Mortality/longevity
- 5.3.2 In October 2016 the Committee received a presentation from the fund actuary which provided details of the initial valuation results, enabling the Committee to feed in any comments and for reassurance that the agreed assumptions had been applied.
- 5.3.3 The Committee also received a final update on the valuation process and final results. The presentation provided members with the following -
- Overview of results for different employer groups
  - Application of the Funding Strategy Statement
  - Issues identified by the valuation
  - Next steps e.g. monitoring relevant employers

- 5.3.4 Additional information in connection to the valuation was provided on a quarterly basis via the business plan update reports which included details on employer engagement and overall completion of the process.
- 5.3.5 Scheme employers were engaged throughout the process. This included written communications throughout the process, via Pension Bulletins, which provided employers with updates on progress of the valuation and the next steps in the process.
- 5.3.6 An employer forum was held in April 2016 with a valuation focussed agenda. This included a presentation from the Scheme Actuary outlining the process and methodology that would be used for the valuation, a presentation on the importance of good data and actuarial surgeries which allowed the employers to speak directly with the actuary about their individual circumstances and any particular concerns or questions that they had.
- 5.3.7 Another employer forum was held in November 2016 where the actuary provided an additional valuation presentation and further actuarial surgeries where employers could discuss their individual results. The presentation from the Actuary included:
- an overview of the process and methodology used for the valuation;
  - analysis of how the inter-valuation experience differed from the assumptions used at the last valuation and the impact of each on the valuation results;
  - whole Fund valuation results;
  - details of the risk based approach to setting individual employer contribution rates;
  - an overview of the Funding Strategy Statement and the logic behind the proposed strategy.
- 5.3.8 Following the employer forum, the Funding Strategy Statement was released to employers for consultation.
- 5.3.9 Following receipt of their valuation results, employers were offered the opportunity to discuss these with the Employer Services manager and some scope was provided to negotiate contribution rates, within policy parameters. Numerous meetings and teleconferences were held with employers between November 2016 and March 2017 regarding their individual valuation results.
- 5.3.10 Dedicated engagement events were held for the County/District Council employers and Police and Fire Services to discuss the valuation. Prior to the valuation this focussed on providing an overview of how the stabilisation approach used for setting their contribution rates. A further session was held following the completion of the valuation for these employers. This provided an overview of the results and discussion with each employer over the contribution rates to be applied.

- 5.3.11 Following the valuation process and opportunity for employers to discuss their results, each employer was issued with confirmation of the contribution rates and were asked to sign and return confirmation that they had received and accepted their new contribution rate.
- 5.3.12 The valuation was a success with high levels of employer engagement and all results were issued to employers before the 31 March 2017 deadline.

#### **5.4 Compliance with the Pension Regulators Code of Practice**

- 5.4.1 The Pensions Regulator is required to issue one of more codes of practice covering specific matters relating to public service pension schemes. Code number 14 (governance and administration of public service pension schemes) came into legal effect on 1 April 2015 and sets out the legal requirements for public service pension schemes in respect of these matters. The code also contains practical guidance and standards of conduct and practice expected of those who exercise functions in relation to those legal requirements.
- 5.4.2 If scheme managers and the members of pension boards as well as pension committees are, for any reason, unable to act in accordance with the guidance within the code of practice or an alternative approach that meets the underlying requirements, they should consider their statutory duty under section 70 of the Pensions Act 2004, to assess and report breaches of the law.
- 5.4.3 The Pensions Regulator expects all schemes to carry out a thorough review of their schemes legal requirements and the guidance in the code of practice.
- 5.4.4 An assessment of Cambridgeshire Pension Fund's compliance with the code of practice was undertaken and the Committee were presented with areas of full compliance, partial compliance and non-compliance on 23 March 2017. The Committee also received appropriate actions that were due to be taken in order to achieve full compliance in all areas.

#### **5.5 Reports noted by Pension Committee**

- 5.5.1 During the year the Pensions Committee have been presented with various reports in order to note the content. These mainly take the form of standing items such as the Business Plan Update, Governance and Legislation Report and Employers Admissions and Cessations Report. These reports demonstrate to the Committee that appropriate thought and consideration have been provided to the delegated areas under the Constitution and that the Committee can challenge data further and make recommendations where appropriate.

Source Documents	Location
Communication Strategy Communication Plan Cambridgeshire Pension Fund Annual Business Plan Cambridgeshire Pension Fund Risk Register Cambridgeshire Pension Fund Training Strategy Annual Report and Statement of Accounts Inter Authority Agreement Investment Strategy Statement	LGSS Pensions Service, One Angel Square

**CAMBRIDGESHIRE LOCAL PENSION BOARD ANNUAL REPORT 2016-17**

*To:* County Council

*Date:* 17th October 2017

*From:* Chairman of the Cambridgeshire Local Pension Board

*Purpose:* To report on the work of the Cambridgeshire Local Pension Board over the previous year.

*Recommendation:* It is recommended that Full Council note the content of the report.

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## **1. ANNUAL REPORTS TO THE COUNCIL**

- 1.1 Some of the Council's committees report to the Council annually on their work to improve awareness of issues and to provide the Council with an opportunity to debate issues which might not otherwise be referred for discussion. It also allows the Council to exercise oversight of activity in a number of important areas and to emphasise the accountability of these committees to the Council.

## **2. BACKGROUND**

- 2.1 The Local Government Pension Scheme (LGPS) for Cambridgeshire, which is administered by the County Council, provides pensions and related benefits for employees of the County Council, Peterborough and Cambridge City Council, the five District Councils, and other public sector employers and bodies admitted to the Fund within the county.

- 2.2 Information about the LGPS for Cambridgeshire is included in the Annual Report of the Cambridgeshire Pension Fund Committee attached at Agenda Item No.9.

- 2.3 The Public Services Pensions Act 2013 requires all Public Service Pension Schemes to establish a Local Pension Board to assist the Administering Authority (Cambridgeshire County Council) to:

- secure compliance with the LGPS regulations and other legislation relating to the governance and administration of the LGPS and also the requirements imposed by the Pensions Regulator in relation to the LGPS; and
- ensure the effective and efficient governance and administration of the LGPS.

The Cambridgeshire Local Pension Board is in addition to the existing Cambridgeshire Pension Fund Committee. It is a non-decision making body and is designed to act as a critical friend to the existing Committee and Investment Sub-Committee.

- 2.4 The Cambridgeshire Local Pension Board comprises 3 scheme employer and 3 scheme member representatives and meets approximately 4 times a year.
- 2.5 The Annual Report for 2016-17 as attached in **Appendix 1** details the activities of the Pension Fund Board during that period.

## **3. CAMBRIDGESHIRE LOCAL PENSION BOARD REPORT 2016-17**

- 3.1 A copy of the full Cambridgeshire Local Pension Board Report for 2016-17 is attached.



Source Documents	Location
Cambridgeshire Local Pension Fund Board agendas and minutes	<a href="https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/18/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/18/Default.aspx</a>

**Appendix 1**

**Cambridgeshire  
Local Pension Board**

**Annual Report  
2016-17**

# ***Contents***

	<b>Page</b>
Chairman's Foreword	3
Background	4
Role and Remit and Governance Compliance Statement	5
Constitution and Membership	6
Code of Conduct and Conflicts Policy	9
Knowledge and Understanding	10
Reporting Breaches of the Law to the Pensions Regulator Policy	13
Work Programme 2016-17	14
Work Programme 2017-18	17
Key Officers supporting the Local Pension Board	18

## ***Chairman's Foreword***

It is my pleasure, as Chairman of the Cambridgeshire Local Pension Board, to introduce the second Cambridgeshire Local Pension Fund Board Annual Report for 2016-17. The Board was established in accordance with the Public Service Pensions Act 2013. Our task is to assist Cambridgeshire County Council by making sure it is administering the LGPS effectively and efficiently and is compliant with the law.

I attended the Local Pension Board Conference held for Chairs and Vice-Chairs of pension fund boards. It had been timed for the first anniversary of the creation of local pension boards and was designed as an opportunity for the members of local boards to share experiences of the first year and to look ahead to the next year. It was pointed out by a speaker, from the Pensions Regulator, that there was insufficient information available for scheme members to find out about the role of pension fund boards, and that only 53% of funds had procedures in place to report breaches. I am delighted to report that locally, there is a policy on reporting breaches, and that efforts have been made to publicise the role of the Board, via website, payslips and this annual report. We want to hear from scheme members and employers about any issue or issues which may be causing them concern so please feel free to contact any member of the Board.

The Board has not been in existence for long and we have experienced difficulty in retaining and attracting new members. As a result we expressed a wish to be involved in the appointment of Board Members recruited via advert. Board Members have to absorb a lot of guidance from the Pensions Regulator and the Local Government Pension Scheme Advisory Board. They are required to be conversant with pensions' law and with a range of other regulatory material. Together with my Vice-Chairman, Councillor Peter Downes, I was involved in the interview process for the new Employer Representative. I am delighted to welcome Denis Payne who has already contributed positively to our work.

A survey of the effectiveness of the Board was undertaken in October. We have a plan of action to improve in a number of identified areas. I am confident that the dedication and commitment of the current Board members will continue into 2017-18 in order to assist Cambridgeshire County Council in maintaining the high standards of the administration of the Fund.

**Barry O'Sullivan**  
**Chairman of Cambridgeshire Local Pension Board**

## ***Background***

The Public Services Pensions Act 2013 requires all Public Service Pension Schemes to establish a Local Pension Board to assist the Administering Authority (Cambridgeshire County Council) to:

- secure compliance with the Local Government Pension Scheme (LGPS) regulations and other legislation relating to the governance and administration of the LGPS and also the requirements imposed by the Pensions Regulator in relation to the LGPS; and
- ensure the effective and efficient governance and administration of the LGPS.

The Cambridgeshire Local Pension Board is in addition to the existing Cambridgeshire Pension Fund Committee. It is a non-decision making body and is designed to act as a critical friend to the existing Committee and Investment Sub-Committee.

The Local Government Pension Scheme (Amendment) (Governance) Regulations 2015 relating to the creation and ongoing operation of the local pension boards were laid before Parliament on 28th January 2015 and came into force on 20th February 2015.

The Cambridgeshire Local Pension Board was established by Cambridgeshire County Council (the administering authority) at its full Council meeting on 24th March 2015. The first meeting of the Board was held on 16th July 2015.

## ***Role and Remit***

The role and remit of the Cambridgeshire Local Pension Board is to assist Cambridgeshire County Council (the administering authority) by making sure it is administering the Local Government Pension Scheme effectively and efficiently and, in doing so, is complying with relevant laws and regulations. The Board does this by reviewing the policies and practices that Cambridgeshire County Council has adopted and checking them against the applicable regulations, as well as comparing them to examples of best practice elsewhere.

## ***Governance Compliance Statement***

Each Administering Authority must have in place a Governance Compliance Statement that sets out whether it delegates its functions, or part of its functions under the Regulations to a committee, a sub-committee or an officer of the authority. Where the Administering Authority does delegate its functions, the statement must include:

- the terms, structure and operational procedures of the delegation;
- the frequency of any committee or sub-committee meetings;
- whether such a committee or sub-committee includes representatives of scheme employers or members, and if so, whether those representatives have voting rights;
- the extent to which a delegation, or the absences of a delegation, complies with guidance given by the Secretary of State and, to the extent that it does not so comply, the reasons for not complying; and
- details of the terms, structure and operational procedures relating to the Local Pension Board.

## ***Constitution and Membership***

Cambridgeshire County Council approved the terms of reference for the Cambridgeshire Local Pension Board on the basis that the Board is a stand-alone authority. With the assistance of the Local Pension Board, it has also approved standing orders for the Board. A copy of both documents is available at the following link

<https://cmis.cambridgeshire.gov.uk/ccclive/Documents/PublicDocuments.aspx>  
(see Part 3B - Responsibility for Functions, Committees of Council, Pension Fund Committee)

A Local Pension Board must include an equal number of employer and member representatives with a minimum requirement of no fewer than four in total. At its meeting on 24th March 2015, Cambridgeshire County Council agreed to establish a Local Pension Board with three employer representatives and three scheme member representatives. The term of appointment for all members is four years or until qualification for membership ceases.




The method of appointment is two employer representatives to be appointed by Cambridgeshire County Council Full Council and all other members to be appointed via an open and transparent selection process. An application pack containing the terms of reference and an outline of the knowledge and understanding and capacity requirements is available and advertised to employers and members within the Fund in a way that is compliant with the requirements set out in the Local Government Pension Scheme (LGPS) – Guidance on the Creation and Operation of Local Pension Boards in England and Wales whenever a new member is recruited. Following receipt of applications from potential representatives, a short listing and interview process involving the Council's Monitoring Officer or his representative determines that the representative has the required attributes to carry out the role effectively.

The membership of the Board is as set out overleaf:

## Employer Representatives

		
Councillor Mac McGuire Employer Representative	Councillor Peter Downes Employer Representative	Denis Payne Employer Representative
Cambridgeshire County Council Conservative Group	Cambridgeshire County Council Liberal Democrat Group	Histon and Impington Parish Councillor
<a href="mailto:Mac.McGuire@cambridgeshire.gov.uk">Mac.McGuire@cambridgeshire.gov.uk</a>	<a href="mailto:peter.downes@cambridgeshire.gov.uk">peter.downes@cambridgeshire.gov.uk</a>	<a href="mailto:denis@dwpayne.net">denis@dwpayne.net</a>
Appointed: 12 May 2015	Appointed: 18 October 2016	Appointed: 3 February 2017

## Scheme Member Representatives

		
David Brooks Scheme Member Representative	Barry O'Sullivan Scheme Member Representative	John Stokes Scheme Member Representative
Former Vice- Principal – Business of The Thomas Deacon Academy	Cambridgeshire County Council Customer Service Advisor	Former Senior Architectural Technologist
<a href="mailto:david.if.brooks@talk21.com">david.if.brooks@talk21.com</a>	<a href="mailto:Barry.O'Sullivan@cambridgeshire.gov.uk">Barry.O'Sullivan@cambridgeshire.gov.uk</a>	<a href="mailto:johnstokes@btinternet.com">johnstokes@btinternet.com</a>
Appointed: 21 October 2015	Appointed: 16 July 2015	Appointed: 16 July 2015



The Chairman/woman and Vice-Chairman/woman of the Board is elected by the Board on annual basis.

The current Chairman is Mr Barry O’Sullivan and the Vice-Chairman is Councillor Peter Downes.

The Board has met four times during the period of this Annual Report. The attendance record for members of the Board is detailed below:

Employer Representatives						Scheme Member Representatives		
Date	Cllr Mac McGuire	Cllr Lucy Nethsingha	Cllr Peter Downes	Ian Dewar	Denis Payne	David Brooks	Barry O’Sullivan	John Stokes
22 July 2016	Apologies	Attended	Not a member	Not in attendance	Not a member	Attended	Attended	Attended
26 October 2016	Not in attendance	Not a member	Attended	Not in attendance	Not a member	Attended	Attended	Attended
25 January 2017	Not in attendance	Not a member	Attended	Not a member	Not a member	Apologies	Attended	Attended
12 April 2017	Not in attendance	Not a member	Attended	Not a member	Attended	Attended	Attended	Attended

# ***Code of Conduct and Conflicts Policy***

Cambridgeshire County Council (the Administering Authority) is required to prepare and approve a code of conduct for the Board to adopt. The code of conduct should set out the standards of behaviour expected of members, incorporating the 'Seven Principles of Public Life' (known as the Nolan Principles).

The elected and co-opted members of a local authority are governed by their local authority's code of conduct for councillors. This code is required of every local authority by the Localism Act 2011 and sets out the standards of behaviour expected of individuals in their capacity as councillors. In addition, there is a legal obligation for councillors to disclose, in a register maintained by the authority's monitoring officer, certain pecuniary interests, as defined in regulations made under the 2011 Act. Both of these requirements apply to any members of a Local Pension Board who are also councillors of a local authority. They do not apply to members of a Local Pension Board who are not Councillors unless they are specifically adopted in terms of reference or other policy document to apply to the other members of the Board.

The Cambridgeshire Local Pension Board has agreed formally, at its meeting on 21st October 2015, to adopt the Cambridgeshire County Council Code of Conduct for all members of the Board. A link to the completed code of conduct forms for Councillor Board members is available below:

<https://cmis.cambridgeshire.gov.uk/ccclive/Councillors.aspx>

The code of conduct forms for non-Councillor members are retained by the Democratic Services Officer, Dan Snowdon, supporting the Board.

It is not anticipated that significant conflicts of interest will arise in the same way as would be the case if the Board was making decisions on a regular basis (compared, for example, to a Pensions Committee). However, officers will take steps to identify, monitor and manage conflicts effectively.

## ***Knowledge and Understanding***

In accordance with Section 248A of the Pensions Act 2004, every individual who is a member of a Local Pension Board must be conversant with:

- the rules of the Local Government Pension Scheme (LGPS)
- any document recording policy about the administration of the Fund which is for the time being adopted in relation to the Fund.

Each individual must have knowledge and understanding of the law relating to pensions and such other matters as may be prescribed.

Cambridgeshire County Council (the Administering Authority) is required to make appropriate training to Local Pension Board members to assist them in undertaking their role and where possible support all members of the Board in undertaking that training.

The Board approved the Knowledge and Understanding Policy Framework for Cambridgeshire Pension Fund Board Members which is available at the following link (*see item 7*):

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1069>

The Pensions Regulator has provided an e-learning programme which has been developed to meet the needs of all members of public sector scheme pension boards, whether or not they have access to other learning. A number of members of the Cambridgeshire Local Pension Board have already completed the Pension Regulator's Toolkit, which is a compulsory requirement under the Knowledge Management Policy. Members who have not completed the Toolkit have been contacted with a reminder and provided with a link as follows:

<http://www.thepensionsregulator.gov.uk/public-service-schemes/learn-about-managing-public-service-schemes.aspx>

The Local Pension Board is required to keep appropriate records of the learning activities of individual members and the Local Pension Board as a whole. This will assist members in demonstrating their compliance, if necessary, with the legal requirement and how they have mitigated risks associated with knowledge gaps. It is a statutory requirement to include details of the training undertaken by members of the Pension Fund Board in the Fund's Annual Report. In addition, this information may be required by other agencies such as the Pensions Regulator from time to time.

A schedule detailing the training undertaken by Cambridgeshire Local Pension Board members is detailed below:

Member	Event	Date
Cllr McGuire	LGA Local Pension Board Training	21/05/2015
Cllr Nethsingha	LGSS Joint Local Pension Board Training LGSS Valuation Training	1/09/2015 3/02/2016
Cllr Downes		
Ian Dewar	LGSS Valuation Training	3/02/2016
Denis Payne	Completion of the Pension Regulator's Toolkit LGPS Knowledge Assessment Local Pension Board Two Years on Seminar	28/2/2017 7/3/2017 28/6/2017
Barry O'Sullivan	LGA Local Pension Board Training LGSS Joint Local Pension Board Training UBS First Steps UBS Second Steps LGSS Valuation Training Local Pension Board Seminar Pension Ombudsman Case Study - Training item Completion of the Pension Regulator's Toolkit LGC Investment Seminar Local Pension Board Two years on Seminar	21/05/2015 1/09/2015 3/11/2015 3/11/2015 3/02/2016 29/6/2016 22/7/2016 November 2016 3/2/2017 28/6/2017

John Stokes	LGA Local Pension Board Training LGSS Joint Local Pension Board Training LGSS Pensions Liability Driven Investment & Passive Investment Training Day LGSS Valuation Training Completion of the Pension Regulator's Toolkit Pension Ombudsman Case Study - Training item Schroders Trustee Training LGC Investment Seminar Local Pension Board 2 Years on Seminar	21/05/2015 1/09/2015 27/10/2015 3/2/2016 22/6/2016 10/6/2016 2/3/2017 28/6/2017
David Brooks	Completion of the Pension Regulator's Toolkit Pension Ombudsman Case Study - Training item 14th Annual Trustee Conference	17/2/2016 22/6/2016 29/6/2017

A Local Pension Board is also required to prepare and keep updated a list of the core documents recording policy about the administration of the Fund and make sure that the list and documents (as well as the rules of the LGPS) are accessible to its members. The LGSS Pensions Team has prepared such a list for Cambridgeshire Local Pension Board members, which is available at the following link:

<http://pensions.cambridgeshire.gov.uk/index.php/governance2/key-documents>

At its meeting in January 2017, the Board approved the Cambridgeshire Pension Fund Training Strategy 2016. The Strategy is based on a training credits concept reflecting a mix of training from e-learning to training days which recognises people's commitments.

## ***Reporting Breaches of the Law to the Pensions Regulator Policy***

In accordance with section 70 of the Pensions Act 2004, certain individuals must report to the Pensions Regulator as soon as reasonably practicable where that individual has reasonable cause to believe that:

- a duty which is relevant to the administration of the LGPS, and is imposed by or by virtue of an enactment or rule of law, has not been or is not being complied with; and
- the failure to comply is likely to be of material significance to the Regulator in the exercise of any its functions.

This obligation directly applies to each individual who is a member of the Local Pension Board. The Local Pension Board must therefore have effective arrangements in place to meet its duty to report breaches of law.

At its meeting on 21st October 2015, the Cambridgeshire Local Pension Board was informed that, in line with the Pensions Regulator's Code of Practice number 14 (Governance and administration of public service pension schemes), the Fund has developed a policy that sets out the mechanism for reporting breaches of the law.

The policy ensures that those with a responsibility to report breaches of the law are able to meet their legal obligations, by analysing situations effectively in order to make an informed decision on whether a breach has been made.

As the Cambridgeshire Local Pension Fund Board does not have decision making powers, the Board is not able to approve this policy. Instead it reviewed the Policy on 21st October 2015 before it was approved by the Pension Committee at its meeting on 22 October 2015.

A copy of the "Reporting Breaches of the Law to the Pensions Regulator Policy" is available at the following link:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1070>

## ***Work Programme 2016-17***

The Cambridgeshire Local Pension Board has met four times in 2016-17 on 22nd July 2016, 26th October 2016, 25th January 2017 and 12th April 2017.

### ***Board Meeting – 22nd July 2016***

At this meeting, the Board considered the Administration Performance Report focussing on the work undertaken in administering the Pension Scheme. It was noted that employers had provided year-end data more quickly in 2016 than 2015, which was to be welcomed. The Board enquired about measures to keep in touch with deferred members. It was pleased to note that the intention was to move to electronic distribution for deferred members; once they had access to member self-service, it should be easier for them to keep their own details up to date.

The Board's advice was sought on risk and ratings assigned to the objectives agreed by the Pension Fund Committee included within the Cambridgeshire Pension Fund – Draft Risk Register. In welcoming the Register, the Board queried whether the impact of the decision to leave the European Union was included, and were informed that it was covered and that any changes in legislation governing pension funds would have to go through statutory processes, so would not be introduced without some warning.

In response to a request from the Board to be kept up to date with progress on the triennial valuation of the Pension Fund, it received a reporting setting out an overview of the timeline of key valuation activities and progress made to date. The Board also received information on a Local Government Pension Scheme Ombudsman case study. This was supplied to enable members to build their skills and knowledge in order to undertake their role effectively.

### ***Board Meeting – 26th October 2016***

The Board was informed of an audit of Cambridgeshire County Council undertaken by BDO, which had not been without issues. An update on the triennial valuation of the Pension Fund carried out by Hymans Robertson, the scheme actuary, was presented to the Board. Key assumptions were highlighted such as salary growth and the difference between the Retail Prices Index (RPI) and Consumer Prices Index (CPI). Initial results showed that funding had increased from 72% to 78% between the two most recent valuations.

The Board received the Administration Performance report for consideration and welcomed the fact that there had been not overpayments of pension. Following a presentation at the previous meeting, a report setting out the current position regarding asset pooling was considered. The level of member representation on asset pools was questioned. It was noted that the Local Pension Board would retain its scrutiny function and national guidance was being sought regarding member representation on the pools. It was agreed unanimously to request formally that a member representative be appointed to the Asset Pooling Board.

### ***Board Meeting – 25th January 2017***

The Board considered a representation from a scheme member expressing concern over the notice period provided for changes to late retirement factors. The Government had made changes that affected people who were working beyond their retirement age. Disclosure rules dictated that material changes to pensions had to be communicated within three months of the change. Communication had been issued within two months and therefore the statutory timeline had been met. The short notice was therefore the fault of the Government.

In considering items discussed at meetings of the Pension Committee, the Board expressed concern regarding the financial position of many Academy Schools and questioned what the possible risks were to the pension fund if their financial position became untenable. It was noted that the Government was the guarantor of last resort. How academies were treated within the scheme would be reviewed if there was a change to government policy. The Board also considered the Internal Audit Report 2015/16, the Pension Fund Valuation Report, the Chartered Institute of Public Finance and Accountancy (CIPFA) Benchmarking Club Report in respect of the year ending 31 March 2016, and the Cambridgeshire Pension Fund Annual Report and Statement of Accounts 2015/16.

### ***Board Meeting – 12th April 2017***

The Board received a revised Cambridgeshire Pension Fund Communication Strategy. It was also involved in pre-scrutinising the Administration Strategy, which included suggesting improvements, before it was presented to the Pension Fund Committee for approval. An update on the progress of the 2016 valuation of the Cambridgeshire Pension Fund raised a number of issues at the Board.

Much of the meeting was taken up by a confidential briefing on developments in the arrangements for Asset Pooling, which provoked considerable discussion. The Board also considered the LGSS Pensions Service Administration Performance Report and noted that it had been necessary to complete a Breach of Law report for one medium-sized employer.



The Board was invited to evaluate and suggest any improvements to the draft Anti-Fraud and Corruption Policy. It was also asked to consider the Fund's Business Plan, detailing the Fund's objectives and setting out key priorities for the forthcoming year, and in some cases subsequent years. Other topics for consideration included the Cambridgeshire Pension Fund Risk Register and the LGPS Fund's Investment Strategy Statement.

More detail is available in the agendas and minutes of the above Cambridgeshire Local Pension Board meetings which can be accessed via following link:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Committee.aspx?committeeID=87>

The Cambridgeshire Local Pension Board maintains an action log which is reported at each meeting to ensure that actions agreed at its meetings are followed up.

## ***Work Programme 2017-18***

The Cambridgeshire Local Pension Board maintains a work programme (agenda plan) which is considered at every meeting. The Work Programme for 2017-18 is as set out below:

### **21 July 2017**

- Administration Report (every meeting)
- Governance and Legislation Report (every meeting)
- Asset Pooling (every meeting)
- Internal Audit Report
- Anti-Fraud & Corruption Policy

### **27 October 2017**

- Administration Report (every meeting)
- Governance and Legislation Report (every meeting)
- Asset Pooling update (every meeting)
- Draft Data Improvement Plan
- Draft Record Keeping Policy
- Update on Actuarial, Benefits and Consultancy services procurement
- Western Union overseas existence project review

### **16 February 2018**

- Administration Report (every meeting)
- Governance and Legislation Report (every meeting)
- Asset Pooling update (every meeting)
- General Data Protection Regulations update
- TBC

### **20 April 2018**

- Administration Report (every meeting)
- Governance and Legislation Report (every meeting)
- Asset Pooling update (every meeting)
- TBC

## ***Key Officers supporting the Local Pension Board***

<b>Head of Pensions</b>	Mark Whitby <a href="mailto:MWhitby@northamptonshire.gov.uk">MWhitby@northamptonshire.gov.uk</a> 07990 556197
<b>Governance &amp; Regulations Manager</b>	Joanne Walton <a href="mailto:JWalton@northamptonshire.gov.uk">JWalton@northamptonshire.gov.uk</a> 07342 065329
<b>Governance Officer</b>	Michelle Oakensen <a href="mailto:MOakensen@northamptonshire.gov.uk">MOakensen@northamptonshire.gov.uk</a> 07824 866138
<b>Democratic Services Manager</b>	Michelle Rowe <a href="mailto:michelle.rowe@cambridgeshire.gov.uk">michelle.rowe@cambridgeshire.gov.uk</a> 01223 699180
<b>Democratic Services Officer</b>	Daniel Snowdon <a href="mailto:daniel.snowdon@cambridgeshire.gov.uk">daniel.snowdon@cambridgeshire.gov.uk</a> 01223 699177

## COMMITTEE MEMBERSHIP 2017/18

### POLICY AND SERVICE COMMITTEES

#### **GENERAL PURPOSES (15)**

				<b>Substitutes</b>	
CLLR	A BAILEY	C	CLLR	C BODEN	C
CLLR	I BATES	C	CLLR	D CONNOR	C
CLLR	S BYWATER	C	CLLR	K CUFFLEY	C
CLLR	S COUNT	C	CLLR	A HAY	C
CLLR	S CRISWELL	C	CLLR	M HOWELL	C
CLLR	P HUDSON	C	CLLR	S HOY	C
CLLR	R HICKFORD	C	CLLR	W HUNT	C
CLLR	J SCHUMANN	C	CLLR	M MCGUIRE	C
CLLR	M SHUTER	C	CLLR	T WOTHERSPOON	C
CLLR	L DUPRE	LD	CLLR	S KINDERSLEY	LD
CLLR	D JENKINS	LD	CLLR	J WILLIAMS	LD
CLLR	L NETHSINGHA	LD	CLLR	G WILSON	LD
CLLR	N KAVANAGH	L	CLLR	S CRAWFORD	L
CLLR	J WHITEHEAD	L	CLLR	L JONES	L
			CLLR	J SCUTT	L
CLLR	D GILES	IND.	CLLR	T SANDERSON	IND.
				S TAYLOR	IND.
				-	IND.

#### **ADULTS (10)**

				<b>Substitutes</b>	
CLLR	A BAILEY	C	CLLR	D CONNOR	C
CLLR	A COSTELLO	C	CLLR	L EVERY	C
CLLR	K CUFFLEY	C	CLLR	J GOWING	C
CLLR	J FRENCH	C	CLLR	A HAY	C
CLLR	M HOWELL	C	CLLR	W HUNT	C
CLLR	D WELLS	C	CLLR	L JOSEPH	C
CLLR	N HARRISON	LD	CLLR	A BRADNAM	LD
CLLR	G WILSON	LD	CLLR	L DUPRE	LD
			CLLR	L NETHSINGHA	LD
CLLR	S CRAWFORD	L	CLLR	N KAVANAGH	L
			CLLR	C RICHARDS	L
			CLLR	J WHITEHEAD	L
CLLR	D GILES	IND.	CLLR	T SANDERSON	IND.
			CLLR	S TAYLOR	IND.
				-	IND.

## CHILDREN & YOUNG PEOPLE (10)

				<b>Substitutes</b>	
CLLR	S BYWATER	C	CLLR	D CONNOR	C
CLLR	A COSTELLO	C	CLLR	K CUFFLEY	C
CLLR	L EVERY	C	CLLR	J GOWING	C
CLLR	A HAY	C	CLLR	M HOWELL	C
CLLR	S HOY	C	CLLR	L JOSEPH	C
CLLR	J WISSON	C	CLLR	S KING	C
CLLR	P DOWNES	LD	CLLR	H BATCHELOR	LD
CLLR	L NETHSINGHA	LD	CLLR	S VAN DE VEN	LD
			CLLR	A TAYLOR	LD
CLLR	J WHITEHEAD	L	CLLR	N KAVANAGH	L
			CLLR	E MESCHINI	L
			CLLR	C RICHARDS	L
CLLR	S TAYLOR	IND.	CLLR	D GILES	IND.
			CLLR	T SANDERSON	IND.
			CLLR	-	IND.

## COMMERCIAL AND INVESTMENT COMMITTEE (10)

				<b>Substitutes</b>	
CLLR	I BATES	C	CLLR	C BODEN	C
CLLR	A HAY	C	CLLR	J GOWING	C
CLLR	P RAYNES	C	CLLR	R HICKFORD	C
CLLR	T ROGERS	C	CLLR	L JOSEPH	C
CLLR	J SCHUMANN	C	CLLR	S TIERNEY	C
CLLR	T WOTHERSPOON	C	CLLR	D WELLS	C
CLLR	D JENKINS	LD	CLLR	P DOWNES	LD
CLLR	L NETHSINGHA	LD	CLLR	L DUPRE	LD
CLLR	M SHELLENS	LD	CLLR	G WILSON	LD
CLLR	L JONES	L	CLLR	S CRAWFORD	L
			CLLR	N KAVANAGH	L
			CLLR	J WHITEHEAD	L

## COMMUNITIES AND PARTNERSHIP COMMITTEE (10)

				<b>Substitutes</b>	
CLLR	S CRISWELL	C	CLLR	D AMBROSE SMITH	C
CLLR	K CUFFLEY	C	CLLR	D CONNOR	C
CLLR	L EVERY	C	CLLR	A COSTELLO	C
CLLR	L JOSEPH	C	CLLR	M HOWELL	C
CLLR	S TIERNEY	C	CLLR	J GOWING	C
CLLR	D WELLS	C	CLLR	P TOPPING	C
CLLR	L DUPRE	LD	CLLR	H BATCHELOR	LD
CLLR	I MANNING	LD	CLLR	N HARRISON	LD
			CLLR	L NETHSINGHA	LD
CLLR	E MESCHINI	L	CLLR	C RICHARDS	L
			CLLR	J SCUTT	L
			CLLR	J WHITEHEAD	L
CLLR	S TAYLOR	IND.	CLLR	D GILES	IND.
			CLLR	T SANDERSON	IND.
			CLLR	-	IND.

## ECONOMY & ENVIRONMENT (10)

				Substitutes	
CLLR	D AMBROSE SMITH	C	CLLR	L HARFORD	C
CLLR	I BATES	C	CLLR	P RAYNES	C
CLLR	D CONNOR	C	CLLR	R HICKFORD	C
CLLR	R FULLER	C	CLLR	M HOWELL	C
CLLR	S TIERNEY	C	CLLR	L JOSEPH	C
CLLR	T WOTHERSPOON	C	CLLR	M SHUTER	C
CLLR	D ADEY	LD	CLLR	N HARRISON	LD
CLLR	J WILLIAMS	LD	CLLR	D JENKINS	LD
			CLLR	A TAYLOR	LD
CLLR	N KAVANAGH	L	CLLR	L JONES	L
			CLLR	J SCUTT	L
			CLLR	J WHITEHEAD	L
CLLR	D GILES	IND.	CLLR	T SANDERSON	IND.
			CLLR	S TAYLOR	IND.
			CLLR	-	IND.

## HEALTH (10)

				Substitutes	
CLLR	C BODEN	C	CLLR	D CONNOR	C
CLLR	P TOPPING	C	CLLR	J GOWING	C
CLLR	L HARFORD	C	CLLR	M HOWELL	C
CLLR	P HUDSON	C	CLLR	L JOSEPH	C
CLLR	K REYNOLDS	C	CLLR	M SMITH	C
CLLR	L DUPRE	LD	CLLR	A BRADNAM	LD
CLLR	D JENKINS	LD	CLLR	N HARRISON	LD
CLLR	S VAN DE VEN	LD	CLLR	G WILSON	LD
CLLR	L JONES	L	CLLR	N KAVANAGH	L
			CLLR	C RICHARDS	L
			CLLR	J WHITEHEAD	L
CLLR	T SANDERSON	IND.	CLLR	D GILES	IND.
			CLLR	S TAYLOR	IND.
			CLLR	-	IND.

## HIGHWAYS & COMMUNITY INFRASTRUCTURE (10)

				Substitutes	
CLLR	I GARDENER	C		I BATES	C
CLLR	M HOWELL	C	CLLR	D CONNOR	C
CLLR	W HUNT	C	CLLR	J FRENCH	C
CLLR	S KING	C	CLLR	R HICKFORD	C
CLLR	P RAYNES	C	CLLR	L JOSEPH	C
CLLR	M SHUTER	C	CLLR	T WOTHERSPOON	C
CLLR	H BATCHELOR	LD	CLLR	L DUPRE	LD
CLLR	A TAYLOR	LD	CLLR	L NETHSINGHA	LD
			CLLR	J WILLIAMS	LD
CLLR	J SCUTT	L	CLLR	N KAVANAGH	L
			CLLR	L JONES	L
			CLLR	J WHITEHEAD	L
CLLR	T SANDERSON	IND.	CLLR	D GILES	IND.
			CLLR	S TAYLOR	IND.
			CLLR	-	IND.

## **REGULATORY**

### **PLANNING COMMITTEE (8)**

			<b>Substitutes</b>	
CLLR	D CONNOR	C	K CUFFLEY	C
CLLR	I GARDENER	C	R FULLER	C
CLLR	L HARFORD	C	J GOWING	C
CLLR	W HUNT	C	M HOWELL	C
CLLR	P HUDSON	C	M SMITH	C
CLLR	A BRADNAM	LD	H BATCHELOR	LD
CLLR	S KINDERSLEY	LD	N HARRISON	LD
			D JENKINS	LD
CLLR	J WHITEHEAD	L	L JONES	L
			C RICHARDS	L
			J SCUTT	L

## **OTHER COMMITTEES**

### **AUDIT AND ACCOUNTS COMMITTEE (7)**

			<b>Substitutes</b>	
CLLR	P HUDSON	C	I BATES	C
CLLR	M MCGUIRE	C	C BODEN	C
CLLR	T ROGERS	C	J FRENCH	C
CLLR	D WELLS	C	M SHUTER	C
CLLR	M SHELLENS	LD	S KINDERSLEY	LD
CLLR	J WILLIAMS	LD	I MANNING	LD
			G WILSON	LD
CLLR	S CRAWFORD	L	N KAVANAGH	L
			L JONES	L
			J WHITEHEAD	L

### **CONSTITUTION AND ETHICS COMMITTEE (8)**

			<b>Substitutes</b>	
CLLR	D CONNOR	C	I BATES	C
CLLR	R HICKFORD	C	C BODEN	C
CLLR	M MCGUIRE	C	S BYWATER	C
CLLR	K REYNOLDS	C	J GOWING	C
CLLR	P TOPPING	C	L HARFORD	C
CLLR	A BRADNAM	LD	D ADEY	LD
CLLR	L DUPRE	LD	S KINDERSLEY	LD
			L NETHSINGHA	LD
CLLR	J SCUTT	L	L JONES	L
			N KAVANAGH	L
			J WHITEHEAD	L

## CAMBRIDGE CITY JOINT AREA COMMITTEE (6)

		Substitutes	
D ADEY	LD	N HARRISON	LD
I MANNING	LD	L NETHSINGHA	LD
A TAYLOR	LD	-	LD
L JONES	L	C RICHARDS	L
N KAVANAGH	L	J SCUTT	L
E MESCHINI	L	J WHITEHEAD	L

*Membership from Councillors representing Cambridge City Divisions*

## CAMBRIDGESHIRE HEALTH AND WELLBEING BOARD (5)

		Substitutes (one per position):	
D WELLS	C		
S HOY	C	M HOWELL	C
P TOPPING	C	S BYWATER	C
S VAN DE VEN	LD	P HUDSON	C
C RICHARDS	L	D JENKINS	LD
		J WHITEHEAD	L

## CORPORATE PARENTING SUB-COMMITTEE (5) (subject to approval of Agenda Item 7(a))

		Substitutes	
CLLR	C		C
CLLR	C		C
CLLR	C		C
CLLR	LD		LD
CLLR	L		LD
			LD
			L
			L
			L

*[Note: Membership drawn from Children and Young People Committee membership]*

## JOINT DEVELOPMENT CONTROL COMMITTEE - CAMBRIDGE FRINGES (4)

CLLR			Substitutes (two per group)	
	L HARFORD	C		
	P HUDSON	C	L JOSEPH	C
	A BRADNAM	LD	T WOTHERSPOON	C
	C RICHARDS	L	D ADEY	LD
			L NETHSINGHA	LD
			N KAVANAGH	L
			J WHITEHEAD	L

## LGSS JOINT COMMITTEE (3)

		Substitutes	
C BODEN	C	I BATES	C
P RAYNES	C	R HICKFORD	C
		T ROGERS	C
G WILSON	LD	S KINDERSLEY	LD
		I MANNING	LD
		L NETHSINGHA	LD

## PENSION FUND COMMITTEE (6)

			Substitutes	
CLLR	A HAY	C	C BODEN	C
CLLR	R HICKFORD	C	R FULLER	C
CLLR	T ROGERS	C	P RAYNES	C
CLLR	J SCHUMANN	C	P TOPPING	C
CLLR	P DOWNES	LD	D ADEY	LD
CLLR	M SHELLENS	LD	L NETHSINGHA	LD
				LD



## PENSION FUND COMMITTEE INVESTMENT SUB-COMMITTEE (4)

			<b>Substitutes</b>	
CLLR	R HICKFORD	C	A HAY	C
CLLR	T ROGERS	C	J SCHUMANN	C
CLLR	P DOWNES	LD		
CLLR	M SHELLENS	LD		

[Note: Membership drawn from Pension Fund Committee membership]

## PENSION FUND BOARD (2 Employer Representatives)

CLLR	S KING	C		
CLLR	I MANNING	LD		

[Note: Members of the Board cannot be members of the Pension Fund Committee]

## STAFFING & APPEALS COMMITTEE (8)

			<b>Substitutes</b>	
CLLR	S HOY	C	S BYWATER	C
CLLR	P HUDSON	C	R HICKFORD	C
CLLR	W HUNT	C	S KING	C
CLLR	M MCGUIRE	C	K REYNOLDS	C
CLLR	J SCHUMANN	C	S TIERNEY	C
CLLR	L NETHSINGHA	LD	D ADEY	LD
CLLR	N HARRISON	LD	P DOWNES	LD
			S VAN DE VEN	LD
CLLR	J WHITEHEAD	L	N KAVANAGH	L
			C RICHARDS	L
			J SCUTT	L

## SERVICE APPEALS SUB-COMMITTEE (3)

**APPOINTED FROM STAFFING & APPEALS COMMITTEE AS AND WHEN NEEDED**

## CAMBRIDGESHIRE COUNTY COUNCIL

### APPOINTMENTS TO OUTSIDE BODIES: COUNTY COUNCIL APPOINTMENTS

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire and Peterborough Combined Authority – Overview and Scrutiny Committee</b>	11	2	Councillor Jan French Councillor Lucy Nethsingha  Substitutes: <b>Councillor Lina Joseph replaces</b> <b>Councillor Lynda Harford</b> Councillor David Jenkins	Anne Gardiner Peterborough City Council Town Hall, Bridge Street Peterborough PE1 1HQ

**UNITARY GOVERNANCE MOTION RESPONSE**

*To:* County Council

*Meeting Date:* 17 October 2017

*From:* Chief Executive

*Purpose:* To respond to the motion passed by County Council in March 2017, asking the Chief Executive to explore alternative models of unitary governance across Cambridgeshire and Peterborough, and recommend next steps.

*Recommendation:* Councillors are asked to consider the contents of this report and make a recommendation on how to take the work forward, particularly in light of the Combined Authority's Public Sector Reform agenda.

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## 1. BACKGROUND

### 1.1 In March 2017, County Council passed a motion as follows:

*Council notes:*

- a. *that the revenue support funding of local government from central government has been significantly reduced over the last four years and will cease in the near future*
- b. *that this has profound implications for service delivery to residents*
- c. *that new patterns of expenditure on local services and activities are being introduced by the creation of the Combined Authority*
- d. *that joint working across traditional boundaries has been developed recently and is increasing*
- e. *but that all these changes have been super-imposed on the traditional democratic structure of parish/town councils, district councils and county Councils*

*Council believes that it is therefore timely to ask officers to prepare information on options for the new Council to consider without any pre-commitment to a particular outcome.*

*Therefore:*

*This Council resolves to ask the Chief Executive to explore alternative models of unitary governance across Cambridgeshire and Peterborough with a view to identifying savings and to improving efficiency, service delivery and outcomes for the residents of Cambridgeshire and Peterborough.*

*In doing so, this Council resolves to consult with District Councils, Peterborough and Cambridge City Councils and the Combined Authority to develop options which would include consideration of Parish arrangements and options for non-parished areas. The Chief Executive will report back to Full Council within six months, providing a breakdown of the savings, efficiencies and implementation costs of each option for discussion.*

- 1.2 Since then, officers have undertaken work to explore alternative models of governance, including discussions with other local authorities; a review of potential savings identified in other areas; discussions with national Government bodies and policy makers; and investment in external expertise to develop a deeper understanding of how place-based system change can support a shift towards new ways of working.
- 1.3 The report attached as **Appendix A** draws together that work and forms the response of the Chief Executive to the motion passed by County Council. It makes recommendations for further exploration of models of governance in

Cambridgeshire. Members are invited to discuss the report and its recommendations.

Source Documents	Location
Council Agenda and Minutes – 28 March 2017	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/174/Committee/20/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/174/Committee/20/Default.aspx</a>

# Unitary Governance Motion

Response from the Chief Executive

October 2017

Gillian Beasley

Chief Executive, Cambridgeshire County Council

## CONTENTS

	Title	Page
1.	Background	3
2.	Overview	4
3.	National Context	6
4.	Local Context	8
5.	Models of Unitary Governance	11
6.	Case Studies	14
7.	Alternatives to reorganisation	19
8.	Options and Recommendations	22

## 1. BACKGROUND

In March 2017, County Council passed a motion as follows:

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## 2. OVERVIEW

Over the last six months work to **explore alternative models of governance** has included:

- discussions with a number of councils that have already developed proposals for different models of local government, resulting in the development of a number of case studies which identify models of unitary governance pursued or proposed across England from which lessons could be drawn for Cambridgeshire;
- a review of the potential savings identified in these case studies and comparison against Cambridgeshire's profile;
- discussions with National Government bodies and policy makers to better understand the context and possibilities for local government reorganisation (LGR), including the process required if Cambridgeshire and Peterborough were to seek reorganisation;
- development of case studies demonstrating how areas have pursued closer collaboration across local government without structural reorganisation;
- investment in external expertise to develop a deeper understanding of how place-based system change can support a shift towards new ways of working across the County.

Since March 2017, when Council resolved **to consult with District Councils, Peterborough and Cambridge City Councils and the Combined Authority**, there have been a number of changes to the Local Government landscape, which have provide different forums and opportunities for discussion around public sector reform.

- In May 2017, the Cambridgeshire and Peterborough Combined Authority was formed and a Mayor was elected. Members of the new Combined Authority have committed to transforming public service delivery to be much more seamless and responsive to local need and the terms of reference and action plan for work on public sector reform are being developed.
- Members of the Cambridgeshire Public Service Board (CPSB) have agreed to consider a shared outcomes framework which is based on an ambitious vision for improved outcomes for Cambridgeshire citizens and which will be driven by joint commissioning, shared resource and collaborative planning.
- A number of District Councils have enhanced shared services arrangements with each other and with public sector partners.
- The County Council has continued to pursue shared structures and personnel with Peterborough City Council and the further expansion of its shared services provider LGSS

Although informal conversations have taken place across a range of partner organisations, the Council's role in leading formal consultation around Local Government reorganisation is less clear given the remit of the Combined Authority in relation to public sector reform. Conversations with the Local Government Association and central government suggest that the Secretary of State is now unlikely to accept any proposals that are not jointly submitted by all local authorities in the area. Furthermore DCLG has continued to encourage those areas with combined authorities and Mayors to be more ambitious and look not only at Local Government but at all Public Sector delivery in their area.

The Secretary of State is shortly to make decisions on a number of recent unitary proposals which will set precedents that may influence the approach taken in Cambridgeshire.

Given this changing context, it has not been possible to present a fully costed **options appraisal**. To progress this work effectively officers would require clarity on the relative roles of the County Council and the Combined Authority in relation to Local Government reorganisation and approval of investment to engage specialist external expertise to support development of proposals which meet legislative requirements.

However, significant groundwork has been laid through review of policy, existing case studies and financial benchmarking and this report details the analysis and consultation undertaken to date.

### 3. NATIONAL CONTEXT

There have been two main rounds of local government reorganisation over the last 30 years. An initial round of restructuring between 1995 and 1998 created 46 unitary authorities in areas that had largely been 'two tier' areas with county and district authorities. A second round in 2009 created further unitaries, including a number of former shire counties. These included Cornwall, Durham, Northumberland, Shropshire, Wiltshire, Bedford, Central Bedfordshire, Cheshire East, Cheshire West and Chester. Since these restructures, many areas and authorities have continued to explore unitary options in recent years, including Buckinghamshire, Dorset, Oxfordshire, Hampshire, and Lincolnshire.

#### Legal process

The process for creating a unitary authority is set out in the Local Government and Public Involvement in Health Act 2007. The Secretary of State for Communities and Local Government can establish criteria and then invite unitary proposals; accept or reject these; and if accepted make a parliamentary order to implement. The Cities and Local Government Devolution Act 2016 additionally extended these provisions to enable new unitaries that could cross existing unitary or county boundaries. Whereas the 2007 Act required consensus from all local authorities in an area, the 2016 Act removed the need for all relevant authorities in an area to support any proposal; however this provision was time-limited to 31 March 2019 and was to be used sparingly and as a last resort. Conversations in preparation for this report have suggested there will be reluctance to use this provision in any new proposals that may come forward.

As well as the creation of new unitary authorities, mergers of district-level authorities are also enabled through a separate process involving the Boundary Commission, enacted by an order from the Secretary of State.

#### National views

In preparing this report, officers had conversations with a number of national organisations, including the Local Government Association; the Department of Communities and Local Government; and the County Councils' Network; as well as reviewing reports and publications from other national bodies.

Most bodies do not take an official position on local government reorganisation. The Local Government Association, for example, believes that it is for local areas to agree what is most appropriate for them, as each area is unique. The County Councils Network, which has commissioned independent research on the merits of different models of unitary governance, does not take a view on the argument for or against structural reform.

However, some common themes emerged from these conversations. Firstly, it was noted that decisions due from the Secretary of State in the near future would set a precedent and provide a statement of the Government's intentions on structural reform, and local areas would be wise to wait for these decisions before committing to a particular structure.

Secondly, the importance of local organisations working together on common proposals where possible was regularly highlighted; and it was suggested that there would be reluctance to use the last resort power removing the need for all local authorities to support any proposal.

The importance of developing a robust evidence base for any savings and benefits expectations was stressed; and the need for significant independent advice and research was highlighted.

Finally, a number of people referenced the upheaval caused by a decision to pursue local government reorganisation. Developing a case for local government reorganisation will take significant resource and time; and in many areas this work has distracted from other local priorities. This is particularly true where there is a lack of agreement on the best model of governance.

## 4. LOCAL CONTEXT

There are a number of local contextual issues that would have a significant impact on the likely options for local government reorganisation. Cambridgeshire and Peterborough's local public sector landscape consists of a number of bodies delivering a range of functions across differing geographies. These include:

- A Combined Authority and Directly-Elected Mayor, Clinical Commissioning Group, Police and Crime Commissioner and Fire Authority all operating at a Cambridgeshire and Peterborough geography.
- The Greater Cambridge Greater Peterborough Local Enterprise Partnership covering Cambridgeshire and Peterborough and surrounding areas (including Forest Heath, North Hertfordshire, Rutland, St. Edmundsbury, South Holland, South Kesteven, Uttlesford, West Norfolk and King's Lynn).
- A County Council for Cambridgeshire and a Unitary City Council for Peterborough.
- The Greater Cambridge Partnership (formerly the City Deal) covering Cambridge City and South Cambridgeshire.
- Five District Councils (Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, South Cambridgeshire District Council).
- A network of over 200 local town and parish councils across Cambridgeshire.
- The NHS which is commissioned via the CCG across Cambridgeshire and Peterborough, and has a number of providers operating in different parts of that geography.
- Various other organisations that deliver services directly or indirectly on behalf of the Government such as skills, employment training, MOJ etc.

With many different organisations, not all with coterminous boundaries, is important to have clarity of responsibilities across public services. One of the common arguments for local government reorganisation is that it simplifies governance, and could provide a model of public services that is responsive to local needs, and more financially efficient than current arrangements.

### Key considerations for Cambridgeshire

#### Costs and Savings

The level of savings that any local government reorganisation in Cambridgeshire could achieve is a key consideration. Examples from other areas demonstrate that significant savings could be achieved through measures such as reducing duplication of roles and from economies of scale. However, the cost of any additional functions to be taken on would come with restructuring should also be considered. For example, District Councils becoming unitaries would take on education, social care and transport responsibilities, which would need to be disaggregated from the County Council; whilst County Councils becoming unitaries would take on housing and waste collection services.

It is also important to note that in Cambridgeshire and Peterborough, the County Council, Peterborough City Council, and a number of Districts have already entered into shared services arrangements for different services. LGSS being a major example where the back office functions are already shared at a significant level. Therefore the level of savings are unlikely to be as extensive as suggested by external models.

## Governance

One of the benefits of local government reorganisation would be the opportunity to simplify decision-making across Cambridgeshire, and give greater clarity for residents on which organisations are responsible for which services. Bringing together decisions that relate closely to each other, such as housing and infrastructure, in a single organisation could promote better coordination to achieve better outcomes. Creating larger unitaries could enable fewer layers of government and more effective decision-making; but this would also need to be balanced against the need to ensure good engagement and connection with local communities. With fewer Councillors there is a risk that very large unitaries feel less connected to local communities. Some county-wide unitaries have addressed this issue by establishing local boards; parish councils would also likely have an important role to play in connecting decision making between local areas and any unitary authorities.

## Cambridgeshire's economy

Restructuring could bring a better ability to align economic activity in Cambridgeshire and Peterborough. Cambridgeshire has a range of institutions focused on economic development operating at differing geographies, reflecting the fact that the county's economy is highly interconnected. Locally we have two fast-growing economies in Cambridge and Peterborough supported by a wider network of market towns and rural areas, but with economic connections, sectoral corridors and infrastructure links to the South, East, North and West. Compared to an area such as Unitary Cornwall, with its own coastal borders and economy and well-defined identity, it may not be straightforward to propose a unitary structure which completely addresses this issue in Cambridgeshire and Peterborough.

## Public services

The ability to align policy and delivery of public services in Cambridgeshire and Peterborough would be a strong potential benefit of local government reorganisation. There is some co-terminosity and associated partnership working across Cambridgeshire and Peterborough in terms of its public services organisations, such as the Clinical Commissioning Group (CCG), Police and Crime Commissioner (PCC) and fire authority; and increasingly close working between the County Council and Peterborough City Council. The PCC, CCG and fire authority are also Co-opted Members of the Combined Authority. While restructuring at this geography could therefore have some benefits, there is already significant partnership working, both at the Peterborough/County Council level, the County/District level, and between Districts which is helping to align the delivery of some shared public service objectives.

## Implementation

The ability to speedily and effectively deliver restructuring across Cambridgeshire and Peterborough would also be an important consideration. Central government has said it wants to empower areas that can agree on unitary proposals for their area. In the past, areas that have not been able to present a united view to central government on proposals have failed to make progress. Ideally any proposals submitted should have a strong and sustained consensus from all the Local Authorities, local people, local communities and across the political spectrum in order to succeed and not risk damaging existing successful partnership working. There will also be a period of time during which the changes will be put forward, consulted upon and implemented. The experience of a number of other areas has been that this process is likely to require a significant investment in capacity and resource to deliver and can distract the organisations involved from delivering effectively for service

users in their usual functions while this takes place, even if the eventual result of the changes are seen as being beneficial.

## 5. MODELS OF UNITARY GOVERNANCE

In September 2016, the County Councils Network (CCN) published an independent analysis of different governance scenarios and public service reform in county areas<sup>1</sup>. Carried out by consultants EY, the paper outlines six scenarios for two-tier county areas, including indicative savings for the 'average' county, and an evaluation of the benefits of each model:

Scenario	Cumulative net saving/cost (five years)	Annual saving (post implementation)	Reduction to spend (excl. care and education)**	Implementation costs	Payback period	Cumulative net saving/cost per average county (five years)	Annual saving (post implementation) per average county)
Single unitary	£2.37-£2.86 bn	£621 - £781 mn	6.0 – 7.5%	£277 - £393 mn	2 yrs, 2 months	£88 - £106 mn	£23 - £29mn
Two unitaries	£1.17 - £1.70 bn	£361 - £520 mn	3.5 – 5.0%	£371 - £519 mn	3 years, 2 months	£43 - £63 mn	£13 - £19 mn
Three unitaries	(£33 mn) to £526 mn	£98 - £266 mn	0.9 – 2.6%	£401 - £585 mn	7 years	(£1 mn) to £19 mn	£4-£10 mn
Shared Support Services	£160-£568 mn	£63-£205 mn	0.6-2.0%	£84 - £173 mn	4 yrs, 11 months	£6-£21 mn	£2-£8 mn
Merged Districts	£531-£839 mn	£165-£266 mn	1.6-2.6%	£188-325 mn	3 years, 8 months	£20-£31mn	£6-£10 mn
Three unitaries and a CA*	(£36 mn) – (£366 mn)	£87 - £257 mn	0.8 – 2.5%	£680 mn - £1.10 bn	7 yrs +	(£1 mn - £14 mn)	£3-£10 mn

\* Combined Authority. Not explored in the options below given that a CA is already established in Cambs

\*\* Annual saving (post implementation) as a percentage of the total county spend, excluding Social Care and Education expenditure.

Reproduced from <https://www.countycouncilsnetwork.org.uk/download/165/>

This section provides an overview of each model; and provides indicative savings from each (over five years) for Cambridgeshire. **These calculations have been made solely on the basis of the EY methodology, and do not take into account any local factors that would influence the savings total. Whilst useful for comparative purposes, they should not be considered as meaningful but an indication of comparative savings should further work be considered.** If LGR was to be pursued, significant independent advice and financial modelling would be required to arrive at realistic savings/cost figures for this area.

### Single Unitary model

Cumulative net saving/cost per 'average' county (five years): £88 to £106m

Under this model, a Single Unitary authority would be created across the whole area. This offers the largest efficiency savings, through increased economies of scale and removal of duplication across the area. Implementation costs are relatively low, and 'payback' would be anticipated within two years and two months. However, governance structures would need to manage any reduction in political representation and there may be some loss of 'local' connection to services.

<sup>1</sup> <https://www.countycouncilsnetwork.org.uk/download/165/>.



In Cambridgeshire and Peterborough, this would involve a single authority taking on all functions of the existing district, city, unitary and county authorities in Cambridgeshire. This would offer a single boundary aligned across the Combined Authority, local authority and other local public services such as the local NHS. Based on the EY methodology, estimated savings of £69m - £83m could be expected in Cambridgeshire and Peterborough over five years. However, given existing shared services between some districts; between Cambridgeshire County Council and Peterborough City Council; and through LGSS, these additional savings are likely to be difficult to realise.

### Two Unitary model

Cumulative net saving/cost per 'average' county (five years): £43 to £63m

Under this model, two unitary authorities would be created covering the area. This would still offer efficiencies and economies of scale, but these are reduced compared to scenario 1. It may be easier to ensure strong political representation and retain a connection to localities. Implementation costs would be higher, with payback time standing at three years and two months.

In Cambridgeshire and Peterborough, there are a number of different geographies that could be used for a two unitary model; however there is not an obvious geographical divide, and new boundaries would need to be drawn. Based on the EY methodology, estimated savings of £33m - £49m could be expected in Cambridgeshire and Peterborough over five years. However, given existing shared services between some districts; between Cambridgeshire County Council and Peterborough City Council; and through LGSS, these additional savings are likely to be difficult to realise.

### Three Unitary model

Cumulative net saving/cost per 'average' county (five years): -£1m to £19m

Under this model, three unitary authorities would be created to cover the whole area. This may be most disruptive in terms of its impact on residents. Whilst there would be fewer organisations overall, there would likely be complex migration of service users between organisations. This model would likely offer more councillors than the other unitaries, which would potentially increase locality focus, although communication may be more difficult across three organisations. Implementation costs would be high, with payback time predicted at seven years.

In Cambridgeshire and Peterborough, again there is no natural 'three unitary' geography, and new boundaries would need to be drawn. Based on the EY methodology, estimated savings of £0 to £15m could be expected in Cambridgeshire and Peterborough over five years. However, given existing shared services between some districts; between Cambridgeshire County Council and Peterborough City Council; and through LGSS, these additional savings are likely to be difficult to realise.

### Shared Support Services

Cumulative net saving/cost per 'average' county (five years): £6m to £21m

This model would see shared support services across all organisations in the area, but no organisational structural changes. This would be the least disruptive option from the residents' point of view. Lower potential savings are offered but implementation costs are also low, meaning that the payback time would be four years, 11 months.

In Cambridgeshire and Peterborough, this would involve no changes to boundaries from the point of view of residents. Using the EY methodology, savings would be between £5m and £16m over five years in Cambridgeshire and Peterborough. However, given existing shared services between some districts; between Cambridgeshire County Council and Peterborough City Council; and through LGSS, these additional savings are likely to be difficult to realise.

### Merged District Authorities

Cumulative net saving/cost per 'average' county (five years): £20m to £31m

Under this model, top-tier authorities would remain as they are currently configured, and district authorities would merge. There would need to be some restructuring of democratic arrangements across Districts. There would be no cost associated with disaggregating services at a county level, and implementation costs would be lower than a move to single-tier governance. Savings would also be lower; a predicted payback time would be three years and eight months.

In Cambridgeshire, this approach would be possible with a number of different configurations of merged district authorities. Based on the EY methodology, estimated savings of £1 and £11m could be expected in Cambridgeshire and Peterborough over five years. However, given existing shared services between some districts; between Cambridgeshire County Council and Peterborough City Council; and through LGSS, these additional savings are likely to be difficult to realise.

## 6. CASE STUDIES

### Oxfordshire

(Unitary County proposal, currently with the Government for consideration)

Oxfordshire currently has one County Council, four District Councils and a City Council. Between January 2015 and March 2017 Oxfordshire explored potential new governance solutions before making devolution submissions to Government.

Oxfordshire County Council commissioned reports from EY and Grant Thornton on the potential savings that could be achieved from a Unitary Oxfordshire Council in January and August 2016. Between February and August 2016 Oxfordshire Districts and City Councils announced proposals to abolish the County Council and create four unitary authorities, including initially a Cotswold and South Northamptonshire District Council, with PWC appointed to review these options.

Between September 2016 and March 2017, the Districts and City decided not to pursue their unitary proposal, while the County Council agreed to progress their unitary proposal. This latter proposal was put out for public and stakeholder feedback, which resulted in a revised proposal that received the backing of two of Oxfordshire's five district and city councils - South Oxfordshire and Vale of White Horse. This was then submitted to the Secretary of State for Communities and Local Government by the three Local Authorities on 23<sup>rd</sup> March.

The option put forward to the Secretary of State was for one single unitary Oxfordshire Council, with 15-20 Local Area Boards of councillors, and an autonomous local council for Oxford. Under this proposal Parish Councils would continue to exist and be able to raise a Council Tax Precept as they currently do. This proposal highlighted the EY and Grant Thornton studies which state that at least £20m could be saved every year after the one-off cost of reorganisation.

The Oxfordshire proposals are currently with the Secretary of State for Communities and Local Government but have not yet received a response. The Local Authorities in Oxfordshire are currently working together on a Growth Deal proposal for the area.

<https://www.better-oxfordshire.org/home>

### Buckinghamshire

(Unitary County and Two Unitary proposals, with Government for consideration)

Buckinghamshire currently has a county council and four district councils.

In September 2014, Bucks Business First commissioned EY to produce "The Strategic Financial Case for Local Government Reorganisation in Buckinghamshire". In June 2016 Buckinghamshire County Council approached the four district councils in Buckinghamshire and asked them to join with them in preparing a business case for a single unitary council in Buckinghamshire. The district councils declined this offer and commissioned an independent review.

The business case developed in-house by Buckinghamshire County Council and then verified by an external consultancy identified the creation of a single unitary authority as the preferred option. Other options considered were: two/three unitary authorities and three unitary authorities with a Combined Authority. Buckinghamshire County Council submitted their business case to the

Department for Communities and Local Government (DCLG) in September 2016. The business case can be found here: <http://futurebucks.co.uk/business-case/>

The review commissioned by the four district councils in Buckinghamshire compared one, two and three unitary authority options, with a preference emerging for two or three unitary councils in Buckinghamshire. Aylesbury Vale, Chiltern, South Bucks and Wycombe District Councils submitted a joint proposal to DCLG for two unitary authorities, based on a north/south split of Buckinghamshire, in January 2017. That proposal can be found here:

<http://democracy.aylesburyvaledc.gov.uk/ieListDocuments.aspx?CId=135&MId=2255>

The initial Bucks Business First study suggested that, over a five year period, there was an opportunity for net County Council savings of £13.4m - £26.9m from a two unitary model, and £44.6m - £58.3m from a single unitary model for Buckinghamshire. The County Council's review anticipates revenue savings in the first five years as £17.3M for a two unitary authority solution and £45.4M for a single unitary solution. The District Councils' proposal anticipates net savings over a five year period of £57.4M for a two unitary authority solution and £72.9M for a single unitary authority solution.

All Buckinghamshire councils are awaiting a response from the Secretary of State.

## West Suffolk

(proposing to Government a new single council for West Suffolk, replacing two existing district level authorities)

Suffolk currently has a county council and seven district and borough councils. Unitary proposals were originally put forward by the Boundary Commission in 2007, proposing a single unitary for most of the county; in response alternative proposals were put forward by the district and borough councils for three unitaries.

Forest Heath District and St. Edmundsbury Borough Councils have been developing proposals for a single West Suffolk District Council for their area since May 2017. This is seen as building on the work the shared services work the two councils have developed, which they state have delivered annual savings of £4m.

On the 9th May 2017 the Leaders of the two authorities published a statement of intent that they wanted to look into the possibility of creating a single District authority for their area, and would create a steering group across the two authorities to look at this issue. A Joint Cabinet Meeting on 30<sup>th</sup> May then decided that officers should test this proposal against other alternatives in a draft business case. On 13<sup>th</sup> and 14<sup>th</sup> June the two councils considered this business case and agreed on a period of public and stakeholder engagement to inform the final business case for their decision as to whether to proceed.

The draft business case evaluated the options of creating a new single, district council for West Suffolk against the options of doing nothing, dismantling existing shared services and expanding shared service partnership work to other councils. The cited benefits included having a louder voice to attract business and investment while being more financially stable and small enough to be able to deliver locally tailored initiatives. It also stated that one council would be more 'fleet of foot' to grasp commercial and investment opportunities; and there would also be savings of £800,000 a year

on top of the £4 million already being saved annually through sharing services. The option of full unitary status, taking down powers and responsibilities from Suffolk County Council, was not considered.

A stakeholder engagement process was completed in September, with both Councils meeting on the 26<sup>th</sup> and 27<sup>th</sup> September and agreeing to submit their proposal to the Secretary of State. If agreed, this will then be followed by an Electoral Review process leading to a new Council in place for April 2019 in time for elections in May 2019.

[https://www.westsuffolk.gov.uk/Council/single\\_council/index.cfm](https://www.westsuffolk.gov.uk/Council/single_council/index.cfm)

## Wiltshire

(established Unitary County)

Wiltshire started looking at options for local government reorganisation following the 2006 'Strong and Prosperous Communities' Government White Paper. The government set out options in the white paper and districts opted not to pursue 'pathfinder' status of closer working; the County Council then made the decision to pursue a unitary option. The proposal was to move from five councils - a county council and four district councils - into a single unitary authority. One district council supported the unitary proposal but the three other district councils submitted legal challenges.

Wiltshire submitted an initial bid in January 2007 and a vote was taken in the House of Commons on 6th February 2008, approving the creation of the new unitary. A shadow authority then ran from May 2008 – May 2009 to start to implement the process and the new unitary authority went live on 1st April 2009. It was claimed in 2008 that moving to a single unitary authority could save taxpayers £15m each year by 2012. The recurring savings achieved from 2009-17 have equalled £176M; however the extent to which those savings could have been achieved without a unitary authority is unclear.

Following the establishment of the unitary authority, 18 Community Area Boards were introduced. Their role has grown significantly since their introduction. Community Area Boards provide a public forum, give grants for local projects, prioritise work according to local requests, and undertake some local commissioning of services.

## Hampshire

(multiple proposals developed but not agreed)

In September 2015, Hampshire County Council, the 11 district councils in Hampshire, Portsmouth and Southampton City Councils and Isle of Wight councils, alongside wider partners, submitted a devolution bid to the government for Hampshire and Isle of Wight (HIOW). This included a commitment to exploring options for governance arrangements, including a Combined Authority. The Hampshire and Isle of Wight devolution bid was not progressed for a number of reasons, including principally the Government's requirement for it to be governed through a Combined Authority led by a directly elected Mayor.

Subsequently, a separate devolution bid was put forward by five district authorities from the 'Solent' area. Hampshire County Council was invited to support this proposal, but declined. A revised 'Solent' devolution bid was subsequently developed without the Hampshire district councils, however this has not yet been approved.

The development of a Solent area devolution bid triggered a parallel proposal from the six remaining district councils: Basingstoke and Deane, Hart, New Forest, Rushmoor, Test Valley and Winchester. This could not proceed without Hampshire County Council's support.

Hampshire County Council commissioned Deloitte to undertake an independent comparative study of options for local government reorganisation in March 2016. Options included unitary councils with a larger geography than the county, a unitary council based on the proposed county geography and options of having unitary authorities smaller than the county geography (up to five councils). The Deloitte report recommends that a unitary authority based on the county geography would be the most beneficial option.

Following the Deloitte report, Hampshire County Council commissioned Ipsos Mori on 17 June 2016 to undertake a public consultation on options for future local government in Hampshire. 5000 residents engaged with the consultation and the results of that consultation published in November 2016<sup>[1]</sup>. The data arising from the consultation was not conclusive; presenting no clearly preferred 'front-runner' but various options for change did receive degrees of support.

## Bedfordshire and Central Bedfordshire

(completed transition to unitary authorities)

In 2007 government announced that Bedfordshire was one of the sixteen successful council bids approved to go to the next stage of stakeholder consultation to pursue becoming unitary organisations. Two unitary options were considered in detail for Bedfordshire: a unitary county and two unitary councils consisting of Bedford and Central Bedfordshire (combining Mid and South Bedfordshire District Councils). The transitional costs for the Bedfordshire unitary proposal were estimated to be £16.9m compared to £27.0m for the two Bedford and Central Bedfordshire unitaries (apportioned £9.7m to Bedford BC and £17.3m to Central Bedfordshire).

Other potential options were raised such as only the Bedford unitary proceeding (leaving the remainder of the county and two district councils or substantially expanding the Bedford and Luton boundaries) and an extension of Luton's boundaries, which became a unitary council in 1997, into South Bedfordshire. However, those options were not developed into proposals nor consulted on.

The agreed chosen option was to create two unitary organisations, Bedford and Central Bedfordshire Councils with both commencing in 2009.

## Dorset

(Proposed Unitary / District merger)

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<sup>[1]</sup> The results of the consultation can be found here:

[http://www3.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitemdocuments.htm?sta=&pref=Y&item\\_ID=7925&tab=2&co=&confidential=](http://www3.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitemdocuments.htm?sta=&pref=Y&item_ID=7925&tab=2&co=&confidential=)

In September 2015 the Leaders of Poole\*, Bournemouth\*, Christchurch and East Dorset Councils announced that they would jointly explore proposals for a single new unitary council to cover the area for their councils, and including the services provided by Dorset County Council in this area.

On 12 October 2015 a meeting took place involving the Leaders and Chief Executives of all nine Councils in Bournemouth, Dorset and Poole and agreed that they would work together to seek agreement on the future shape of local government in Poole, Bournemouth and Dorset.

In December 2015 a standard report went to all nine principal authorities in Dorset, Bournemouth and Poole<sup>2</sup>. The Leaders agreed to ask the LGA to assist all nine Councils with the assessment of options and to support a set of principles to guide the way the Councils work together in carrying out this work. The LGA approached Local Partnerships to discuss the brief on behalf of the nine principal councils.

The local authorities jointly commissioned three key pieces of work to consider whether there is a case for changing the current structure of local government in Dorset – a Case for Change; Financial Analysis; and a Public Consultation. Options considered included retaining all councils, or reducing the current 9 councils to 2.

The financial savings created from reducing nine councils to two have been calculated as £45.2M to £66.3M depending on the level of transformation and service redesign that takes place.

In January 2017, the Bournemouth, Dorset and Poole local authorities agreed to submit a proposal to the Secretary of State<sup>3</sup>. The proposal was submitted in February 2017. More information can be found at: <https://futuredorset.co.uk/>

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\*Neighbouring Unitary Authorities.

<sup>2</sup>

<http://dorset.moderngov.co.uk/CeListDocuments.aspx?CommitteId=137&MeetingId=504&DF=16%2f12%2f2015&Ver=2>

<sup>3</sup> <http://dorset.moderngov.co.uk/ieListDocuments.aspx?CId=134&MIId=944&Ver=4>

## 7. ALTERNATIVES TO REORGANISATION

Whilst formal restructuring may achieve more streamlined local governance, even minor changes to organisational structures would have a significant lead time. Local government reorganisation would have a minimum lead time of around two years from conception to starting implementation. Significant resources and capacity would be needed in each organisation to pursue local government reorganisation. Anecdotal evidence also suggests that in areas that have pursued local government reorganisation, it has been difficult for local organisations to collaborate on other change programmes – particularly if they disagree on the direction of the LGR proposals. Structural change also requires the requirement of approval from the Secretary of State, creating a risk that even if proposals were developed and submitted, they may not be approved.

Additionally, LGR would only streamline local authorities, whilst increasingly services are becoming more closely integrated across other public sector organisations and partnerships. These include the LEP, NHS commissioners and providers, policing and the fire authority. This is driving many areas to consider how closer collaboration may be achieved across all local public services.

Collaborate CIC is a social consultancy that helps services (public sector, private and voluntary) collaborate to tackle social challenges. In February 2017 Collaborate CIC published Building Collaborative Places: Infrastructure for System Change. The report argues that public services should not be seen in isolation, but should be considered part of a wider system including people, families, communities, local organisations and institutions, the third sector and businesses that can influence outcomes. It describes how local areas have driven closer collaboration between organisations without formal structural form, through shared planning, and the development of shared outcomes and accountability. Notably Greater Manchester is cited as an area which has achieved greater collaboration between Boroughs following devolution, without merging local authorities.

Collaborate has been engaged by the County Council to explore how a deeper understanding of place-based system change can support a shift towards new ways of working across the County. Such a transition requires a place to develop the foundations for collaborative working and build the preconditions for long-term transformation.

Collaborate's experience suggests that using a place-based system lens to understand the drivers and challengers in a place is more effective than exploring the strengths and weaknesses of a discrete set of interventions and organisations.

Collaborate will provide CCC with:

- a) a snapshot of Cambridgeshire as a place – looking across organisations and partners;
- b) a gap analysis of the current 'state of play' and
- c) recommendations for what it would take to shift to a more collaborative, place-based model of system change

In summary, Collaborate propose a three-month period of diagnostic and analysis work that will produce a snapshot of Cambridgeshire through a place and system lens, and act as a catalyst for a new way of working. The outputs of this collaboration should be considered as part of any decision to pursue different models of governance in Cambridgeshire.

The report describes nine 'building blocks of collaborative local systems' which can drive greater collaboration. These are:



### *1. Place-Based Strategies & Plans*

A vision for place, based on a shared understanding of local challenges and co-produced.

### *2. Governance*

A collaborative leadership governance structure that is cross-sector, cross-cutting and which holds the whole system to account.

### *3. Outcomes & Accountability*

Local accountability through shared outcomes and metrics that have a direct line to the experience of citizens and communities.

### *4. Funding & Commissioning*

Collaborative commissioning platforms and local budgeting driven by social value and asset based principles. This means a new code of conduct for commissioners, and an increasingly key role for independent funding.

### *5. Culture Change & People Development*

Capacity to build collaboration readiness and hold the weight of profound change across agencies. Workforce development needs to emerge from the shadows as part of a more collaborative approach to performance management.

### *6. Delivery*

Collaborative and integrated service models that blend a hard implementation focus with the need for trust-based working at the front line.

### *7. Data, Evidence & Evaluation*

Collaborative learning and evaluation, supported by shared data that supports insight-based working between statutory and non-statutory partners. This goes beyond data sharing to generating collaborative insight into the root causes of need and demand.

### *8. Collaborative Platforms:*

Digital & Physical Shared spaces – online or in person – which function as the ‘junction box’ of the system. Public services should invest, enable and create space for others to come together and improve outcomes.

### *9. Communications & Engagement*

Feedback loops within and between parts of the system which enable real-time collaboration and adaptive delivery. Today the risk of not collaborating outweighs single organisation delivery risk in many areas.

The report outlines five steps that local areas can take to secure greater collaboration that do not involve a formal restructuring process; and allow each organisation to work together more effectively whilst retaining their sovereignty. Through a real commitment to a shared set of outcomes, joint learning and development and treating the workforce as a shared resource, it is suggested that many of the benefits of restructuring can be achieved without the associated upheaval and costs of restructure. Oldham in Greater Manchester is highlighted as an area that has taken steps towards greater public service collaboration without pursuing local government reorganisation, in the context of a devolution deal and Combined Authority covering Greater Manchester, partners have established a shared partnership, shared outcomes, and integrated commissioning arrangements.

In Cambridgeshire and Peterborough, the Cambridgeshire Public Service Board has agreed to consider the development of a shared outcomes framework which is based on an ambitious vision for improved outcomes for Cambridgeshire citizens and which will be driven by joint commissioning, shared resource and collaborative planning.

This will link to discussions through the Combined Authority about Public Sector Reform – the opportunity to drive closer collaboration based on an agreed set of shared outcomes, with each partner holding the others to account for delivery. Workshops are scheduled for late October and November to explore this approach. If successful it may deliver a number of the benefits of structural reform, without the same level of upheaval and associated cost in terms of funding and time.

## 8. OPTIONS AND RECOMMENDATIONS

In response to the issues raised in the original motion and in the report, County Council has a number of options available.

### Option 1: Develop proposals unilaterally for consultation with partners

County Council could choose to develop proposals in isolation and consult on these with partners. However, given the complexity of public service arrangements in Cambridgeshire and Peterborough, it is unlikely that any first proposal would receive full and immediate support from all local partners. Unilateral action by the County Council may be detrimental to relationships between the County Council and other authorities. This approach would also see the County Council bearing in full the cost of the specialist external advice that would be required to develop proposals; and even

Given the strong steer from government that local areas should seek consensus on any proposals submitted for local government reorganisation, this option is not recommended.

### Option 2: Seek support of City and District Councils to collaborate on proposals

County Council may choose to seek the support of other local authorities in Cambridgeshire and Peterborough in order to develop proposals collaboratively. This would be more likely to result in proposals that are acceptable to all local organisations and have a stronger chance of success. It would likely still be challenging to reach a single common proposal across all organisations in order to submit a single proposal to government. Consideration would also be needed as to how to engage with other local public services, and in particular the Combined Authority. It is suggested that a process led by the County Council and involving only local authorities would be unlikely to do justice to this wider scope; and the work may be more appropriately led outside the County Council. Therefore, this option is also not recommended.

### Option 3: Work as part of the Combined Authority to consider local government reorganisation through the Public Sector Reform programme being led by the Mayor.

The proposed Public Sector Reform programme being established by the Combined Authority utilising external expertise is likely to seek to address many of the same issues that would be explored through formal local government reorganisation and the County Council could seek to have development of options for restructure of Local Government explicitly added to the Terms of Reference for this work. The Mayor has noted a willingness to explore an independent review of governance in Cambridgeshire and Peterborough.

Whilst this option makes no assumption about local government reorganisation, it is likely to be the most collaborative approach; and most likely to reach agreement on a way forward across all local stakeholders. Therefore, if County Council wishes to pursue development of options for LGR this is the recommended option.

## Recommendations

As described in the introduction to this report, the public sector in Cambridgeshire and Peterborough has changed significantly since this motion was originally passed by County Council.

As a new statutory local government partnership in Cambridgeshire and Peterborough, the Combined Authority provides a forum for collaboration and makes it easier to develop closer working between public sector partners. Given the statutory nature of the partnership, and the fact that it includes all local authorities, it is suggested that the Combined Authority offers the most appropriate forum for discussions of local governance restructure.

Councillors are asked to consider the contents of this report and make a recommendation on how to take the work forward, particularly in light of the Combined Authority's Public Sector Reform agenda.



**Agenda Item No.15**

**Cambridgeshire & Peterborough Combined Authority**

**Reports from Constituent Council Representatives  
on the Combined Authority**

**Member representatives**

Meeting	Dates of Meeting	Representative
Overview and Scrutiny Committee	24 July 2017 21 September 2017	Councillor Jan French Councillor Lucy Nethsingha
Combined Authority Board	26 July 2017 27 September 2017	Councillor Steve Count

The above meetings have taken place in July and September.

**Overview and Scrutiny Committee – Monday 24 July and Thursday 21 September 2017**

The Overview and Scrutiny Committee met on 24 July and 21 September 2017. The decision summaries are attached at **Appendix 1**.

**Board meetings – Wednesday 26 July and 27 September 2017**

The Board met on 26 July and 27 September 2017. The decision summaries are attached at **Appendix 2**.

The agendas and minutes of the meetings are on the Combined Authority website:

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-24th-july-2017/?date=2017-07-24>

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-21-september-2017/?date=2017-09-21>

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-26th-july-2017/?date=2017-07-26>

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-27-september-2017/?date=2017-09-27>



## Overview and Scrutiny Committee - Decision Summary

**Meeting:** 24th July 2017

<http://cambridgeshirepeterborough-ca.gov.uk/assets/Overview-and-Scrutiny-Committee/Overview-and-Scrutiny-Agenda-24th-July-2017.pdf>

Vice Chair Cllr Terry Hayward in the Chair as Cllr Batchelor had sent apologies.

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies</b>	Apologies were received from Cllr Batchelor, substituted by Cllr Hart and apologies received from Cllr Bradley.
2.	<b>Declaration of Interests</b>	There were no declarations of interest.
3.	<b>Minutes of the meeting held on Monday 26<sup>th</sup> June 2017</b>	<p>Committee members requested that 'Matters Arising' be added to the minute item on the agenda.</p> <p>Committee members requested that in reference to the issue of public questions that was discussed at the last meeting, that a report be brought to the September committee meeting for the members to discuss.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		The Committee agreed the minutes from the June meeting, the minutes are on page 3 of the agenda. (see link above)
4.	<b>Interview – Portfolio Holder for Transport &amp; Infrastructure</b>	<p>The Committee invited the Portfolio Holder for Transport &amp; Infrastructure to the meeting to talk about his transport plan and other issues which covered:-</p> <ul style="list-style-type: none"> <li>• The challenges faced in producing a transport plan for the Combined Authority area and the possible transport models being considered.</li> <li>• The work of the Independent Economic Commission</li> <li>• The importance of the Spatial and Transport Plans of the Combined Authority working together.</li> <li>• The possible development of Wisbech Town, the rail links required and the economic opportunities that could be opened up in this area.</li> <li>• Bus franchising for the Combined Authority.</li> <li>• Expansion of the M11, continual improvements to A10 and the inclusion of the A1 in future plans.</li> <li>• Development of existing rail links.</li> <li>• Working with neighbouring counties to achieve goals and secure joint funding on larger projects such as the six junctions.</li> </ul> <p>A full summary of the interview is in the minutes. <a href="http://cambridgeshirepeterborough-ca.gov.uk/about-us/committees/overview-and-scrutiny-committee/">http://cambridgeshirepeterborough-ca.gov.uk/about-us/committees/overview-and-scrutiny-committee/</a></p>
5.	<b>Interview – Portfolio Holder for Strategic Planning</b>	<p>The Committee invited the Portfolio Holder for Strategic Planning to the meeting to talk about his spatial plan and other issues which covered:-</p> <ul style="list-style-type: none"> <li>• The focus of the spatial plan on disadvantaged areas and inclusive growth.</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> <li>• The establishment of a land commission using the work already carried out by the 'Making Assets Count' project.</li> <li>• The non-statutory spatial plan in addition to the existing local plans.</li> <li>• The spatial including work from the Independent Economic Commission and the LEP.</li> <li>• Land banking and the use of Compulsory Purchase Orders for the Combined Authority.</li> <li>• Building on existing relationships between the LEP and other organisations.</li> <li>• The Commitment for more sustainable and renewable energy being used and the need to work with the utility companies.</li> </ul> <p>A full summary of the interview is in the minutes. <a href="http://cambridgeshirepeterborough-ca.gov.uk/about-us/committees/overview-and-scrutiny-committee/">http://cambridgeshirepeterborough-ca.gov.uk/about-us/committees/overview-and-scrutiny-committee/</a></p>
6.	<b>Shadow Portfolio Holders</b>	The Committee received and agreed the report which outlined the role of the proposed shadow portfolio holders and asked members to decide if they would like to allocate members to undertake these roles. The agreed allocations can be found in Appendix A of the minutes.
7.	<b>Review of Combined Authority Agenda</b>	The Committee considered the agenda that had been published for the upcoming Combined Authority Board meeting on 26th July and agreed to note the agenda of the Combined Authority Board meeting on 26 <sup>th</sup> July acknowledging that now the committee had appointed shadow portfolio holders they would be able to look at the relevant reports on future agendas.
8.	<b>Combined Authority Forward Plan</b>	The Committee had no comments to make at this time regarding the forward plan of the Combined Authority.



Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>The current forward plan can be found here:  <a href="https://cmis.cambridgeshire.gov.uk/ccclive/Documents/PublicDocuments.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Documents/PublicDocuments.aspx</a></p>
9.	<b>Overview &amp; Scrutiny Work Programme</b>	<p>The Committee received the work programme and were asked to comment or make any amendments.</p> <p>The Committee discussed how they would like to structure their meeting going forward with various suggestions being put forward in regards to what type of scrutiny the committee should undertake and the timing of the meetings in regards to the Board meetings. It was resolved that the Committee would continue to hold their meetings before the Board meeting and would review the structure after the November meeting and after training with the Centre for Public Scrutiny.</p> <p>The Committee agreed that an action sheet be produced after each meeting to show what actions had been agreed either by the committee or the board members and officers invited to attend.</p> <p>The Committee resolved that they would like to invite the Chief executive for the Combined Authority be invited to attend the September meeting.</p> <p>The Committee resolved that they would like there to be an item on the Board agenda to enable the Overview and Scrutiny Committee to provide feedback on items that had been discussed at their meeting held beforehand and that the Chair would attend the Board meeting on Wed 26th July to present the Committee's proposal and other issues that had been raised at this meeting.</p> <p>The Committee Resolved to put forward the below recommendation to the Board:</p> <p>'The Overview and Scrutiny Committee recommends to the Board of the Combined Authority that at the end of the Mayor's 100 Day Plan (August 16th 2017) that should a further Combined Authority Plan be proposed, that plan is developed with involvement from the Overview and Scrutiny committee and that all future similar plans brought forward are developed in Consultation with the Overview and scrutiny Committee.'</p>
10.	<b>Date &amp; Location of Next Meeting</b>	<p>The Committee agreed that the next meeting would be held at Cambridge City Council on the 21<sup>st</sup> September 2017.</p>



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## Overview and Scrutiny Committee\_ Decision Summary

**Meeting:** 21<sup>st</sup> September

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-21-september-2017/?date=2017-09-21>

Chair: Cllr John Batchelor

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies</b>	Apologies received from Cllr Yeulett and Cllr Mason, substituted by Cllr Davis.  Apologies received from Cllr Murphy.
2.	<b>Declaration of Interests</b>	There were no declarations of interest.
3.	<b>Minutes of the 24th July 2017</b>	The minutes of the meeting held on Monday 24th July 2017 were agreed as a correct record subject to the following amendments: <ul style="list-style-type: none"><li>- Under item 4 Cllr Hayward asked that a point be added to record a question that had been raised regarding the inclusion of the A1 and the Alconbury Station.</li><li>- Bullet point 5.2 should be re-worded to say 'The Portfolio Holder agreed to provide a note for Committee members with examples of this type of model of non-spatial planning and areas where it was used elsewhere in the country.'</li></ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
	<b>Minutes of the meeting held on 16<sup>th</sup> August 2017</b>	The minutes of the meeting held on Wednesday 16 <sup>th</sup> August 2017 were agreed as a correct record.
4.	<b>Interview – Portfolio Holder for Homes and Communities</b>	<p>The Committee invited the Portfolio Holder for Homes and Communities to the meeting to talk about his transport plan and other issues which covered:-</p> <ul style="list-style-type: none"> <li>• The Housing Strategy for the Combined Authority aimed to accelerate the building of good quality homes that were both viable and affordable, appropriate and fit for purpose thus creating good communities.</li> <li>• Existing local plans would not be superseded, the purpose of the Combined Authority was to accelerate existing plans by unblocking barriers to delivery.</li> <li>• An example of the type of work the Combined Authority could do was the bid to the DCLG for the Cambridge Northern Fringe East.</li> <li>• Rents and tenure were part of the bigger picture when it came to the housing strategy and the Combined Authority was working with housing associations to create an approach to broker arrangements with private landlords.</li> <li>• The Combined Authority was encouraging modular housing. Traditional means of construction was still prevalent within the industry but some local landowners had shown a positive response to working with the Combined Authority.</li> <li>• Land banking by large developers was a key issue but things that could be done – district councils needed to have crisper means to deal with s106 agreements – sometimes it was made too complicated.</li> <li>• The Combined Authority was in the process of bringing forward proposals about the land commission; the land commission existed specifically to identify a pipeline of public sector land that could be used to accelerate the provision of housing.</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> <li>The Combined Authority would have a design guide for housing to encourage housing developers to build greener properties.</li> </ul> <p>A full summary of the interview is in the minutes: <a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-21-september-2017/?date=2017-09-21">http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-21-september-2017/?date=2017-09-21</a></p>
5.	<b>Amendment to Standing Orders for the Overview &amp; Scrutiny Committee – Public Question Scheme</b>	<p>The Committee received the report from the Interim Legal and Monitoring Officer which outlined the process for amending the standing orders for the Committee in regards to introducing a Public Question Scheme.</p> <p>The Committee voted 6 in favour and 6 against having a public question scheme.</p> <p>As there was no clear majority the motion for a public question scheme to be introduced at the Overview and Scrutiny Committee failed.</p>
6.	<b>Review of Combined Authority Agenda</b>	<p>The Committee considered the agenda that had been published for the upcoming Combined Authority Board meeting on 27<sup>th</sup> September.</p> <p>Members asked a question regarding the appointment of the Chief of Staff role and how this had come about. They were advised that the Mayor was entitled to appoint a Chief of Staff and this role did not require an interview to be undertaken. There had been a job description written and the salary had been weighted following the usual HR process. The reason for the change from the original role of political advisor was that as the process had developed it had become clear to the Mayor that the role was much wider than that of a Political Advisor.</p> <p>It was not unusual for Mayor's to have advisers; All Combined Authority Mayor's had Political Advisors or a Chief of Staff.</p> <p>Members felt that it was important that the Overview and Scrutiny Committee leant its support to the bid to the DCLG for the Cambridge Northern Fringe East proposals as they</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>felt it was important to show that there was county wide and cross party support for this proposal.</p> <p>The Committee voted 8 in favour, with 2 abstentions to write a letter of support to the Mayor to express the Committee's support for the Cambridge Northern Fringe East bid to the DCLG.</p>
7.	<b>Combined Authority Forward Plan</b>	<p>The Committee noted the forward plan of the Combined Authority Board.</p> <p>The current forward plan is at <a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Forward-Plan-Update-25-August.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Forward-Plan-Update-25-August.pdf</a></p>
8.	<b>Overview &amp; Scrutiny Work Programme</b>	<p>The Committee agreed to amend the work programme to include the following points:-</p> <p>The Committee requested that the substitutes for the Overview and Scrutiny Committee be invited to the November training session with the CFPS.</p> <p>The Committee requested that written responses to the questions submitted by Committee members be provided by the Portfolio Holders at future meetings.</p> <p>The Committee requested that a briefing meeting with the CEO be added into the work programme mid cycle so they could be kept updated on the Combined Authority work.</p>
9.	<b>Date &amp; Location of Next Meeting</b>	<p>The next meeting would be held at East Cambs District Council on the 23<sup>rd</sup> October 2017.</p>



## CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

### Summary of Decisions

Meeting: 26th July 2017

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-26th-july-2017/?date=2017-07-26>

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	<b>Apologies and Declarations of Interest</b>	Apologies received from Councillor Herbert, substituted by Councillor Price, Councillor Roberts, substituted by Councillor Bailey, and Jess Bawden, substituted by Gary Howsam.  There were no declarations of interest.
1.2	<b>Minutes – 28 June 2017</b>	The minutes of the meeting of 28th June 2017 were approved as a correct record.
1.3	<b>Petitions</b>	None received.
1.4	<b>Public Questions</b>	One question received, response published at the following link: <a href="#">Cambridgeshire and Peterborough Combined Authority meeting 26/07/2017</a>

Item	Topic	Decision
1.5	<b>Amendment to membership of the Overview and Scrutiny Committee</b>	<p>Following notification of membership changes by Constituent Councils, it was resolved to approve the following amendments to the Overview and Scrutiny Committee for the remainder of the municipal year 2017/2018:</p> <ul style="list-style-type: none"> <li>(a) Appoint Councillor David Mason as a Member and Councillor Maureen Davis as substitute member;</li> <li>(b) Appoint Councillor Jan French as a Member;</li> <li>(c) That the Monitoring Officer be given delegated authority to accept future changes to membership of committees notified by constituent councils during the municipal year to ensure there was a full complement of members or substitute members at committee meetings, and to amend the constitution accordingly.</li> </ul>
1.6	<b>Community Representative to the Combined Authority</b>	<p>The Board considered a proposal to create a non-voting co-opted community representative on the Board.</p> <p>It was resolved to examine the best way to reasonably involve the voice of all sections of our community in the decision making process, as early as reasonably possible.</p>
1.7	<b>Officer and Support Structure</b>	<p>The Combined Authority exists to enable economic growth and deliver public service reform. In the next twenty years, it is expected to support the growth of the local economy by over £20bn, oversee the delivery of 100,000 new homes, 70,000 new jobs and a world class public transport system. Furthermore it is tasked with designing and implementing a real transformation in end to end public service delivery. The Combined Authority is responsible for managing a significant investment fund, from the first devolution deal, of more than £1bn, making sound investment decisions and ensuring that programmes are delivered on time and on budget. It has always been intended that the Combined Authority will be small and strategic in its operation, and that it will commission the delivery of its programmes.</p> <p>To achieve its objectives, the Combined Authority requires an appropriate staffing</p>

Item	Topic	Decision
		<p>structure. The purpose of this report was to:</p> <p>(a) Consider the proposed officer structure for the Combined Authority</p> <p>(b) Consider arrangements for the provision of support services for the Authority</p> <p>It was resolved to:</p> <p>(a) Approve proposals in respect of the officer structure as set out in this report</p> <p>(b) Confirm the arrangements for the provision of support services.</p> <p>Following a request by five members to call in the decision, the Overview and Scrutiny Committee met on 16 August and agreed to call in the decision. The Board met on 4 September to reconsider its decision and the comments of the Committee.</p> <p>The Board, following receipt of additional information provided by the Chief Executive agreed to:- (a) consider the recommendations of the Overview and Scrutiny Committee; (b) note the additional information provided by the Chief Executive in relation to the request of the Overview and Scrutiny Committee; (c) approve the revised proposals in respect of the officer structure as set out in the report; (d) approve the following posts on the basis of the additional information set out in the report: 1) Director of Transport and Infrastructure 2) Interim Director of Skills 3) Housing Director 4) Assistant Director (e) approve an additional budget allocation for staffing for 2017/18 as set out in the report.</p>
1.8	<b>Forward Plan</b>	It was resolved to approve the Forward Plan of Executive Decisions dated 24 July 2017.



	Part 2 – Key Decisions & Other Policy Reports	
2.1	<b>Development of a Centre for Skills and Apprenticeships</b>	<p>The current skills system is based on a highly centralised model, with £10.5 billion spent by Whitehall across 20 different national schemes. Furthermore, local delivery arrangements are fragmented, with many partners operating often with roles that overlap and with service models that lack depth and resilience. This has resulted in a significant skills gap.</p> <p>Current national forecasts predict that by 2024 there will be:</p> <ul style="list-style-type: none"> <li>• 9.2m low-skilled people chasing 3.1m low-skilled jobs (a surplus of 6.2m low-skilled workers)</li> <li>• 12.6m people with intermediate skills chasing 10.7m jobs (a surplus of 1.9m people)</li> <li>• 16.1m high-skilled jobs with only 11.9m high-skilled workers (a deficit of 4.2m).</li> </ul> <p>The Combined Authority wants to create an ambitious vision to connect all the work that is taking place across its area in respect of skills and employment, bringing it under the umbrella of a Centre for Skills. It is believed that this will offer greater opportunity to reduce the fragmentation and duplication that currently exists; enable maximisation of funding opportunities and have the greatest impact for the local area in terms of developing higher level skills and enabling growth.</p> <p>The report presented this in conceptual format and sought approval to develop a more detailed report, containing a proposed vehicle, options and governance arrangements.</p> <p>The first step towards this which will also strengthen the approach, is to migrate the current Apprenticeship initiatives into the Centre for Skills concept, through the creation of an Apprenticeship Hub, whilst simultaneously developing the detailed proposal for the wider Centre for Skills.</p> <p>It was resolved to:</p> <p>In relation to the proposal for a Centre for Skills:</p>

		<ol style="list-style-type: none"> <li>1. Approve a review of the end-to-end skills system,</li> <li>2. Note that the Chief Executive would work alongside the LEP and other partners to undertake this as a joint review,</li> <li>3. Note that a proposal would be brought forward for a new skills system alongside a skills strategy by February 2018.</li> </ol> <p>In relation to Apprenticeships:</p> <p>note the success of generating 524 new apprentices in the last 12 months, and in order to continue that success:</p> <ol style="list-style-type: none"> <li>4. Approve £692,000 funding in order to build on the Apprenticeship Employer Grant (AGE) for Small and Medium Enterprises, to deliver a further 575 apprenticeships across the Combined Authority area,</li> <li>5. Approve the development of a detailed options appraisal for an Apprenticeship Hub to be brought to the September meeting.</li> </ol>
2.2	<b>Career and Progression Innovation Pilot</b>	<p>A key strategic objective of the Combined Authority is to raise the levels of productivity in the area. Across the Combined Authority area there is comparatively low unemployment, but within the area there are also areas of significant deprivation. Critically many residents are also working in low skilled and low paid jobs and there is a shortage of skilled workers in particular sectors.</p> <p>This report set out an exciting new Innovation Pilot to address this issue in the Health and Care Sector. Subject to final agreement by Government, the Combined Authority has successfully negotiated additional funding of over £5m that will help over 2,100 workers develop their skills and advance their position in order to progress both their pay and career.</p> <p>The report described how the pilot will work in practice, the governance model and what is needed of the Local Authorities involved.</p> <p>It was resolved to:</p>

		<p>a) note that – subject to final agreement by Government – the Combined Authority had been awarded an additional £5.2m funding from Government to deliver a Pay and Progression Pilot for the Health and Care Worker Sector</p> <p>b) note that the pilot would create an additional 600 new apprenticeships in the area and provide an additional £20m of net present public value</p> <p>c) agree the proposed model of governance and delivery arrangements for the pilot</p> <p>d) note the expectations on each of the constituent councils and the LEP in the Combined Authority area</p> <p>e) delegate to the Chief Executive authority to take all necessary action, in consultation with the portfolio holders of the Delivery Group, to meet any grant conditions imposed by Department of Works and Pensions (DWP), provided that the action taken does not exceed the funding envelope.</p>
2.3	<b>Strategic Transport Development Across The Area's Key Growth Corridors: Rapid, Mass Transport and Strategy Options Appraisal</b>	<p>Greater Cambridge, including the areas covered by Huntingdonshire, South Cambridge and Cambridge City are of enormous economic significance locally and nationally. There is growing evidence that the economy of this geographic area is close to overheating. The Combined Authority is committed to improving accessibility and connectivity to boost growth and prosperity whilst also addressing the congestion and delays that face residents and visitors to the area.</p> <p>The Mayor and the Combined Authority's ambition is to deliver world-class public transport across Cambridgeshire and Peterborough, the city region and future growth centres as well as into neighbouring counties. This vision will enable strategic sites for new housing and business to be unlocked. This includes the potential development of major schemes at Wyton, St. Neots, Waterbeach, Northstowe, and Alconbury.</p> <p>The Combined Authority Board considered and agreed investment in the feasibility and business case development for a number of strategic schemes to the north and east of the area at its June meeting. As a first step in connecting Greater Cambridge and enabling people and businesses to move rapidly across and into the city of Cambridge this report asked the Board to proceed with a Strategic Options Appraisal into rapid, mass</p>

		<p>transport options for Cambridge City and the surrounding travel to work area in conjunction with the Greater Cambridge Partnership Board. The Strategic Options Appraisal will consider both the Inner City and scalable and extendable options for the wider area.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Commission a strategic options appraisal study into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Greater Cambridge Partnership Board.</li> <li>2. Agree a total budget allocation of up to £100,000 in 2017/18 for the delivery of the strategic options appraisal study.</li> <li>3. Delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Transport &amp; Infrastructure and in conjunction with the Chair of the Greater Cambridge Partnership Board, to award a contract for the study provided that the collective value of the contract does not exceed the approved budget allocation.</li> </ol>
2.4	<b>Future Local Transport Plan</b>	<p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Commission the development of a new Local Transport Plan for the Combined Authority.</li> <li>2. Agree a total budget allocation of up to £500,000 in 2017/18 and 2018/19 for the delivery of the new Local Transport Plan.</li> <li>3. Delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Transport &amp; Infrastructure, to commission the development of the new Local Transport Plan including requisite third party specialist inputs provided that the value of the commissioned services does not exceed the approved budget allocation.</li> </ol>
2.5	<b>Housing Investment Fund Programme: Quick Wins</b>	<p>The purpose of this report was to ask the Board to agree the proposal to commission the development of a new Local Transport Plan for the Combined Authority.</p>

		<p>The future Local Transport Plan for the Combined Authority will set out a bold and ambitious vision for the future and clearly differentiate the added value afforded by the creation of the Combined Authority. The development of the new Local Transport Plan will take a strategic approach, with strong leadership and joint working across the Combined Authority area. It will align with other core strategies including the economic strategy, non statutory spatial plan, housing strategy and skills strategy.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Commit grant funding of £4.56m for the initial portfolio of affordable housing schemes</li> <li>2. Delegate authority to the Chief Executive, in consultation with the Portfolio Holders of the Delivery Group to approve the release of grant funding on application for draw down of the funds by the providers and take all necessary steps to ensure delivery of the affordable housing schemes</li> <li>3. Note the intention to bring forward detailed proposals for the management of the Housing Investment Fund including the rules, procedures and levels of delegation, to the Combined Authority Board in September 2017.</li> </ol> <p><i>Councillors Bailey and Holdich declared disclosable pecuniary interests under the Code of Conduct as a Director of Palace Green Homes and a Director of Cross Key Homes respectively and did not vote on this item.</i></p>
2.6	<b>Housing Strategy</b>	<p>Across Cambridgeshire and Peterborough there is a need to build at least 100,000 new homes, including 49,000 affordable new homes and to accelerate their delivery.</p> <p>The Combined Authority proposes to develop a Housing Strategy for Cambridgeshire and Peterborough for the next twenty years which will address the current housing challenges facing the area. The principles of the strategy will include:</p> <ul style="list-style-type: none"> <li>• An ambitious plan to deliver over 100,000 new homes by 2037 in order to meet the housing needs to support the growth of the local economy</li> <li>• A commitment to deliver 40,000 affordable homes within the same time period, to help address the affordability of housing, particularly for key workers and first-time buyers</li> </ul>

		<p>and in doing so, support the creation of more sustainable communities</p> <ul style="list-style-type: none"> <li>• Ensuring that housing supports the most vulnerable, helping to manage demands on primary health and social care by addressing current issues in the system in addition to ensuring increased choice and affordability for those requiring specialist care in the medium to long-term</li> <li>• Driving innovation and solution-focused approaches by supporting new types of building construction (including modular homes) and helping to boost small and medium sized building enterprises, by exploring ways to make sites more financially viable</li> <li>• Identifying and meeting housing need; exploring further opportunities for Community Land Trusts, extending choice through a choice-based lettings system and tackling homelessness through shared initiatives and action-planning</li> <li>• Ensuring that infrastructure to support new housing is co-ordinated and delivered as a coherent programme by making strong links across strategies and projects</li> <li>• Improving standards in existing homes and encouraging best use of all homes by tackling overcrowding, reducing fuel poverty, bringing empty homes back into use and tackling homes in poor condition.</li> </ul> <p>The Combined Authority will work with partners to deliver on this ambition. It will provide strong leadership and use the additional investment and flexibility afforded through devolution to do this. It will take a strategic and collective view and make the necessary interventions and investments that are to deliver the homes that are needed for the future success and prosperity of our communities.</p> <p>In this context, the purpose of this report was to ask the Board to agree the approach to develop a bold and ambitious Housing Strategy for Cambridgeshire and Peterborough.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Agree the approach to developing the Housing Strategy</li> <li>2. Agree a budget allocation of up to £150k in 2017/18 for the development of the Housing Strategy</li> </ol>
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2.7	<b>Investment Strategy and Fund</b>	<p>The Cambridgeshire and Peterborough Combined Authority has a bold plan for the future growth and success of the area. Delivering its ambition will only be achieved by attracting a substantial level of investment and then by maximising the value of the resources that are available. This position requires the Combined Authority area to have a clear and single Investment Strategy.</p> <p>This report set out the principles and that should form the center of an Investment Strategy for Cambridgeshire and Peterborough. It was recommended that a Fund is established that builds on the financial package from Government that formed the basis of the Devolution Deal. The purpose of the Fund will be to attract further public and private sector investment, and to target resources into specific programmes and projects.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Approve the features and principles of the Cambridgeshire and Peterborough Investment Strategy;</li> <li>2. Approve the establishment of a Fund to attract further public and private sector investment;</li> <li>3. Agree that the following key strategic projects were in the CPCA pipeline were taken to market to assess their potential for private and public sector investment: <ol style="list-style-type: none"> <li>a) Dualling of the A47</li> <li>b) Wisbech Garden Town</li> <li>c) Cambridge Rapid Mass Transport</li> </ol> </li> <li>4. Approve a budget of £25,000 to carry out this work.</li> </ol>
2.8	<b>The Non-Statutory Spatial Plan for Cambridgeshire and Peterborough</b>	<p>The Non Statutory Spatial Plan enables the Combined Authority to reflect spatially across Cambridgeshire and Peterborough its vision, objectives, and growth and investment priorities.</p> <p>The Mayor's 100 Day Plan includes a commitment to 'Commission the Non-Statutory Spatial Plan for Cambridgeshire and Peterborough'. In accordance with this commitment,</p>

		<p>the report recommended the approach to developing the Non-Statutory Spatial Plan (NSSP) for the Combined Authority area; a broad programme for delivering the plan based on this approach; and the initial resources and budget required to do so.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Note the purpose and value of the Non Statutory Spatial Plan (NSSP) for the achievement of the Combined Authority's vision and objectives;</li> <li>2. Agree the approach outlined to undertake the development of the Non-Statutory Spatial Plan for the Combined Authority area;</li> <li>3. Note that work on producing the first part of the NSSP was to be completed by no later than February 2018 in parallel with other key workstreams; and</li> <li>4. Approve a budget of up to £150,000 to support the necessary work to develop the first part of the NSSP, including sufficient officer capacity and external support.</li> </ol>
	<b>Part 3 – Financial Management &amp; Audit</b>	
3.1	<b>Budget Update</b>	<p>Constituent members when agreeing to the establishment of the CPCA considered the resource allocations from central government and the initial expenditure plans which have since been further developed. This report provided an update of the 2017/18 budget.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> <li>1. Note the budget updates as requested for approval in other Board reports on this meeting's agenda.</li> <li>2. Note the updated budget and indicative resources for 2017/18 and 2018/19 as set out in Appendix A.</li> </ol>



	<b>Part 4 – Urgent Items</b>	<b><i>The Chairman agreed to take the following two urgent items. The reasons for urgency were that the Chief Finance Officer (Section 151 Officer) for the Combined Authority had resigned, and Overview and Scrutiny Committee had only met two days before the Board meeting.</i></b>
4.1	<b>Appointment of the Interim Chief Finance Officer and Section 151 Officer</b>	<p>The purpose of this report was for the Combined Authority to agree to appoint an interim statutory Chief Finance Officer for the Combined Authority from amongst the constituent Council's Chief Finance Officers.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) appoint a Chief Finance Officer from amongst the constituent Councils Chief Finance Officers; and</li> <li>(b) report the named appointee to the September meeting of the Board.</li> </ul>
4.2	<b>Report from the Overview and Scrutiny Committee</b>	<p>At the meeting of the Overview and Scrutiny Committee held on the 24th July 2017, the committee resolved that the Chair should attend the Combined Authority Board meeting on the 26th July 2017 to present the following recommendations:</p> <p>The Board approved the recommendations as amended:</p> <ul style="list-style-type: none"> <li><del>1. That the Board consider that a standing item is placed on its agenda to allow the Chair of the Overview and Scrutiny Committee to present recommendations from the Committee to the Board regarding items on its agenda;</del></li> <li><b>1. to consider any written recommendation from the Overview and Scrutiny Committee to the Board at consideration of the relevant report, and that the Chair was available to answer any questions the Board might wish to ask, at the discretion of the Mayor.</b></li> <li>2. that should a further Combined Authority Plan be proposed, following the end of the first 100 day plan, that plan was developed in consultation with the Overview and Scrutiny Committee and that all future similar plans brought forward were also developed in consultation with the Overview and Scrutiny Committee.</li> </ul>

		<p>3. to note that the Committee had agreed to appoint shadow portfolio holders from within the Overview and Scrutiny Committee membership (Appendix 1);</p> <p>4. to note that the Committee had heard from the Mayor and two portfolio holders at their last two meetings. The Committee welcomed discussions with the portfolio holders and would propose that for future meetings:</p> <p>a) the Portfolio Holders should prepare a 10 minute presentation for the Committee;</p> <p>b) the Committee will send questions to portfolio holders in advance of the meeting but may ask a number of supplementary questions.</p>
	<b>Part 5 – Date of Next Meeting</b>	
5.1	<b>Date of Next Meeting</b>	It was resolved to note the date of the next meeting – Wednesday 27 September 2017 at 10.00am at Cambridge City Council, The Guildhall, Market Hill, Cambridge CB2 3QJ

**Notes:**

- (a) Statements in bold type indicate additional resolutions made at the meeting.
- (b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer.



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

## Decision Statement

Meeting: 27th September 2017

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-27-september-2017/?date=2017-09-27>

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	<b>Apologies and Declarations of Interest</b>	<b>Apologies received from Councillor Count, substituted by Councillor Hickford, Councillor Roberts and Councillor Reynolds.</b> There were no declarations of interest.
1.2	<b>Minutes – 26 July 2017 &amp; 4 September 2017</b>	It was resolved:  to approve the minutes of the meetings of 26th July and 4th September 2017 as a correct record <b>subject to the following amendment to the minutes of 26th July 2017:</b> <b>Minute 66 – Officer and Support Structure: second bullet, third sentence – change “education” to skills.</b>
1.3	<b>Petitions</b>	None received.
1.4	<b>Public Questions</b>	None received.

1.5	<b>Membership of the Combined Authority - Amendments</b>	<p>It was resolved to:</p> <ul style="list-style-type: none"> <li>a) note that Huntingdon District Council appointed Councillor Graham Bull to replace Councillor Daryl Brown as Councillor Robin Howe's substitute to the Combined Authority for the remainder of the municipal year 2017/2018;</li> <li>b) approve the nomination of Councillor John Peach as the substitute member for the Cambridgeshire and Peterborough Fire Authority</li> </ul>
1.6	<b>Appointment of the Interim Chief Finance Officer and Section 151 Officer</b>	<p>It was resolved to:</p> <p>confirm the appointment of Alex Colyer as interim statutory Chief Finance Officer and S151 Officer to the Combined Authority</p>
1.7	<b>Employment Committee and Appointment of Mayoral Adviser and Chief of Staff</b>	<p>It was resolved to:</p> <ul style="list-style-type: none"> <li>a) agree the Employment Committee consists of six members to include: <ul style="list-style-type: none"> <li>(a) The Mayor as Chair</li> <li>(b) The Statutory Deputy Mayor as Vice-Chair</li> <li>(c) The Constitutional Deputy Mayor,</li> <li>(d) Councillor Lewis Herbert (to maintain political balance)</li> <li>(e) Two other Board members taken in rotation which must include the relevant Portfolio Holder when interviewing for to a particular Chief Officer post;</li> </ul> </li> <li>b) note the appointment made by the Mayor of Tom Hunt as Mayoral Adviser and Chief of Staff on the terms and conditions set out in the report;</li> <li>c) <b>review the Code of Conduct for political advisers working in central government with a view to adopting this into the Combined Authority's Constitution at a future meeting.</b></li> </ul>
1.8	<b>Forward Plan</b>	<p>It was resolved to:</p> <p>Approve the Forward Plan of Executive Decisions <b>dated 15 September 2017.</b></p>

	<b>Part 2 –Decisions</b>	
2.1	Department for Communities and Local Government (DCLG) National Infrastructure Fund	<p>It was resolved to:</p> <ul style="list-style-type: none"> <li>a) Submit the Cambridge Northern Fringe East bid to the Housing Infrastructure Fund Forward Funding Pot in the sum of £193m which will unlock the potential for 7,600 new homes which will in turn support new jobs in the Cambridge Science Park and in Greater Cambridge more generally;</li> <li>b) Note the endorsement of this bid by the Greater Cambridge Greater Peterborough LEP (Appendix 1). This will be noted by Government as a strength;</li> <li>c) Commit to deliver the two additional schemes of strategic importance identified through this process by developing business cases to target future investment at: <ul style="list-style-type: none"> <li>• Huntingdon Third River Crossing</li> <li>• Wisbech Garden Town</li> </ul> </li> <li>d) Note and endorse the Marginal Viability Funding bids to be submitted by the District Councils.</li> </ul>
	<b>Part 3 – Date of Next Meeting</b>	
3.1	<b>Date of Next Meeting</b>	It was resolved to note the date of the next meeting – Wednesday 25 October 2017 at 10.30am at East Cambridgeshire District Council, The Grange, Nutholt Lane, Ely, Cambs CB7 4EE

**Notes:**

(c) Statements in bold type indicate additional resolutions made at the meeting.

(d) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer.

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**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY UPDATE**

**TO: Cambridgeshire County Council**

**FROM: Chairman, Cambridgeshire and Peterborough Fire Authority**

**DATE: 17 October 2017**

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**1. POLICE AND CRIME COMMISSIONER'S (PCC) LOCAL BUSINESS CASE FOR FIRE AND RESCUE GOVERNANCE**

- 1.1 Since the last report to Council in March 2017 there have been a number of developments in this area.
- 1.2 At its meeting in June 2017, the Authority considered an updated draft local business case on options available for the governance of the fire and rescue service, noting that the legislation provides that only the two upper tier authorities, Peterborough City Council and Cambridgeshire County Council, are statutory consultees. Whilst the Authority was not a statutory consultee, Members felt strongly about proactively engaging with the consultation process and agreed to hold a number of informal workshops that culminated in the formulation of a written response to the business case. The response was agreed at a special meeting of the Authority on 12 July 2017. Full details can be found via the following link:

<http://www.cambsfire.gov.uk/CPFA%20Response%20to%20Local%20Business%20Case.pdf>

- 1.3 As Council will be aware they and colleagues at Peterborough City Council also considered the Authority response and unanimously agreed at their respective full council meetings in July 2017 to adopt it thereby **rejecting** the PCC case for a change to the **governance model** (*the PCC takes on legal and overarching responsibility for the provision of the fire and rescue service(s) in their area. Individual services retain their operational independence, their chief fire officers and their own staff. In Cambridgeshire, this would see the PCC becoming the CPFA*) and **supporting** the **representation model** whereby the powers set out under the Policing and Crime Act 2017 are used for the PCC to sit on the local fire authority or any of its committees with full voting rights, subject to the agreement of the fire authority, to the extent that the PCC could become the chair of the Authority if the other members of the Authority were to elect him to the post. Under this model the PCC could attend, speak and vote at full and relevant meetings. The Fire Authority may need to review its membership to ensure that the political balance of the Authority is maintained.
- 1.4 The PCC ran a 'Fire Governance Consultation' process between 3 July and 4 September 2017. At the time of writing the results have not yet been made

public however the Authority has been informed by the PCC office that a total of 2,392 responses were received to the survey (using Census 2011 data this represents 0.3% of the population). Of these we were told 53% agreed, 39% disagreed and 8% neither agreed or disagreed with the PCC proposal. The Authority has had to submit a request under the Freedom of Information Act to further understand the data behind these results and awaits a response (due on or before 18 October 2017). Council colleagues might think it ironic, given that the statutory basis of the changes is to facilitate better collaboration between police and fire, that the PCC has failed to disclose the details of the consultation responses. If this is the start of a 'collaboration model' we may have much to fear. Council is urged to resolve today to request the PCC to fully disclose the consultation responses in the interests of transparency and fairness.

1.5 It is understood that the PCC, regardless of the statutory consultees not supporting his business case, still intends to follow the timeline below as published on the PCC website:

- 4 – 30 September – prepare consultation report; review and update business case in response to consultation comments.
- October – submit to Home Office.
- October to December – Home Office review business case.
- December – Home Office decision on business case.
- January to March 2018 – if approved, prepare for transition to new governance arrangements.
- 1 April 2018 – implementation of new governance arrangements.

1.6 When the Authority has had sight and the opportunity to review the post consultation business case it will determine its next steps, including legal action.

## **2. INSPECTION OF FIRE AND RESCUE AUTHORITIES IN ENGLAND**

2.1 In July 2017 the Authority received correspondence from the then Minister of State for Policing and the Fire Service (Nick Hurd MP) announcing, as part of the national agenda for fire reform, the expansion of Her Majesty's Inspectorate of Constabulary (HMIC). The expansion would be the creation of an independent inspectorate for fire and rescue authorities in England and in order to preserve fire and rescue's distinct identity, HMIC was to be rebranded as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services or HMICFRS.

2.2 The Minister acknowledged the 'resounding bravery and skill of our firefighters and emergency responders' when commenting on the response to the recent tragic Grenfell Tower fire and was of the opinion that *'this inspectorate will help support the continuous improvement of this critical public service and enable you to become more effective ...'*

2.3 In the same month Cambridgeshire Fire and Rescue Service received correspondence from Sir Thomas Winsor, Her Majesty's Chief Inspector of Constabulary, confirming that the Home Secretary had recommended to Her Majesty that following commencement of fire and rescue inspection provisions in the Policing and Crime Act 2017 he be appointed as Chief Fire and Rescue

Inspector.

- 2.4 Over the next two years a dedicated team of existing inspectors (including expertise drawn from the fire and rescue sector) will be appointed to carry out fire and rescue inspections of each of the 45 fire and rescue services in England. They will inspect using three criteria to establish how efficient, effective and well-led each one is.
- 2.5 To prepare for this the Service has worked with colleagues in Cambridgeshire Constabulary to understand the existing process by shadowing one of their inspections, carrying out a mini Police Effectiveness, Efficiency and Legitimacy Programme (PEEL) in health and safety to familiarise themselves with the process and language, briefed managers on PEEL and will be attending a seminar this month in the hope that further clarification on the way forward will be gleaned.
- 2.6 The newly formed HMICFRS has requested two fire and rescue services to take part in a pilot of the new inspection regime and the Authority fully supports the Service in its bid to be one of them. It is expected that the pilots, of one week duration, will be carried out between January and April 2018. Thereafter HMICFRS will inspect 15 randomly chosen fire and rescue services each year.

### **3. NATIONAL JOINT COUNCIL PAY CLAIM**

- 3.1 The National Joint Council (NJC) has been negotiating a pay award for firefighters, linked to an increase in the cost of living and a widening of the firefighter role to enable the delivery of other activities such as response to medical emergencies. Fire Authorities were advised that a 2% offer would be made by the employers. This was rejected by the employees side of the NJC. Whilst discussions continue, any offer over 1%, unless funded by central government, will place additional pressure on the Authority budget, as to date a 1% pay increase has been forecast within the Medium Term Financial Strategy.



## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
<p>Fire Authority Minutes 2017</p> <p>Police and Crime Commissioner Cambridgeshire and Peterborough website</p> <p>Correspondence from Home Office and HMIC, July 2017</p>	<p>Fire Service HQ Hinchingsbrooke Cottage Huntingdon</p> <p><a href="http://www.cambridgeshire-pcc.gov.uk/">http://www.cambridgeshire-pcc.gov.uk/</a></p>	<p>Michelle Rowe 01223 699180 <a href="mailto:Michelle.rowe@cambridgeshire.gov.uk">Michelle.rowe@cambridgeshire.gov.uk</a></p> <p>Via website</p> <p>Chief Fire Officer 01480 444575 <a href="mailto:chris.strickland@cambsfire.gov.uk">chris.strickland@cambsfire.gov.uk</a></p>