

COMMUNITIES AND PARTNERSHIP COMMITTEE



Date: Thursday, 24 August 2017

Democratic and Members' Services

Quentin Baker

LGSS Director: Law and Governance

11:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Kreis Viersen Room

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/cc-conduct-code>
2. **Minutes 6th July 2017 Communities and Partnership Committee** 3 - 16
3. **Scope and Remit of Communities and Partnership Committee and Role of Area Champion** 17 - 24
4. **Cambridgeshire County Council approaches to consultation on the Business Plan** 25 - 56
5. **Update on the Innovate and Cultivate Fund** 57 - 62
6. **Communities and Partnership Committee Agenda Plan update 15th August** 63 - 68
7. **Date of Next Meeting**

The Committee date on 28th September will now be a training session.

The next scheduled Committee will be on 26th October 2017.

The Communities and Partnership Committee comprises the following members:

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

Councillor Lorna Dupre Councillor Lis Every Councillor Lina Joseph Councillor Ian Manning
Councillor Elisa Meschini Councillor Simone Taylor Councillor Steven Tierney and Councillor
David Wells

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

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COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES

Date: Thursday 6TH July 2017

Time: 10.00a.m. to 12.55p.m.

Present: Councillors: S Criswell (Chairman) K Cuffley (Vice-Chairman), L Dupre, L Every, L Joseph, E Meschini, S Taylor, S Tierney, and D Wells

Apologies: Councillors: I Manning.

1. CONFIRMATION OF CHAIRMAN/WOMAN AND VICE-CHAIRMAN/WOMAN

The Committee noted that the Council had appointed Councillor Criswell as the Chairman and Councillor Cuffley as the Vice-Chairman for the Municipal Year 2017-18.

2. DECLARATIONS OF INTEREST

None received.

3. PETITIONS AND PUBLIC QUESTIONS

None received.

4. COMMUNITIES AND PARTNERSHIP COMMITTEE TERMS OF REFERENCE

This report presented the terms of reference for this new Committee, which had been approved at the Annual Council meeting on 23rd May 2017, for consideration of whether the summary of functions and the scope of the delegated authority was sufficient to cover all aspects of the Committee's work. The purpose of the Committee would be to deliver the County Council's ambition to build stronger, self-sustaining communities.

It was clarified that the wording reading "authority to advise the County Council" was being used as a general term rather than referring to the full Council, enabling the Committee to make recommendations to any of the Policy and Services Committees including General Purposes Committee on matters within their remit. The Chairman highlighted that the Policy and Service Committees were the appropriate budget holding committees and that it was important that the Committee did not seek to see itself as a scrutiny committee, as it was not this Committee's role to scrutinise other Committees.

Queries raised in discussion included:

- delegated authority Bullet 2 reading "in consultation with the combined authority, district councils and other partners within communities approve joint investment in projects....." the Vice Chairman queried whether parishes should be included.

- Paragraph 4.1 Resource Implications One Member challenged the wording “There are no direct resource implications relating to the Terms of Reference” highlighting that the establishment of a new Committee in addition to the current Committee structure had implications in terms of special responsibilities, officer time and printing costs.
- Referencing paragraph 4.5 “Localism and Local Member Involvement” the same member had concerns that the establishment of the Committee could detrimentally affect local member commitment to localism as some members might take the view that with a Committee undertaking the responsibility for engaging with communities and acting as a community advocate they were no longer required to be actively involved. On the Committee membership, the same Member challenged the enhanced Area Community Champion role being given to some Members of the Committee suggesting it lacked clarity. She asked what their standing was in an area of a district they had not been elected to represent. The Chairman in response made the point that elected members had a duty to represent all people in Cambridgeshire and that the Champion role would at a more strategic level working with district wide partners, other local members and helping enhance their localism activity.

In summary, the Chairman suggested that it was currently too early to suggest changes to the terms of reference but that a further review might be required, once the Committee had settled in following a few more meetings.

It was resolved;

Not to recommend any changes at the current time.

5. INNOVATION FUND REFRESH

Following a motion to full Council in February 2016, the County Council launched the Cambridgeshire Communities Innovation Fund in November 2016. Initially worth £1 million, the Fund is managed in partnership with Cambridgeshire Community Foundation to help community organisations undertaking transformative, preventative work. Applications were invited for funding for projects which demonstrably made an impact on County Council priority outcomes, particularly in relation to working with vulnerable people, thereby diverting children and adults from needing high-cost Council services and helping people and communities to become more resilient.

The report set out the development to date of the Innovation Fund and the plans to refresh how the Fund was allocated following the experience of its initial operation. In the first round the Fund had received 47 applications of which five projects were funded committing £170,043 of the available funds. Appendix 1 of the report set out summaries of the five successful projects.

Paragraph 2.2 set out a summary of key feedback received from applicants with paragraph 2.3 setting out proposals for improving the operation of the Fund going forward for Members consideration, including:

- Creating a small grants (£2k- £10k) strand within the overall Fund focusing on capacity building and developing and strengthening networks on the ground to go through a simpler application process with a single panel decision.
- Retaining a large grants scheme (up to £50k) with a focus on innovative projects involving, as presently, a two-stage application process.
- Rather than continuing the current open process with no deadlines developing timelines for small and large grants with set application deadlines,
- Service Leads identifying gaps and challenges within their service areas where bids would be welcomed and communicating them to applicants via workshops and promotional campaigns/materials.
- Large grant bids would need to robustly demonstrate potential savings with assistance offered by the Business Intelligence and Finance teams. Small grant bids would also need to demonstrate savings, to be achieved by demonstrating that the activity proposed would lead to savings, or cost avoidance, through community capacity building.
- Renaming the Fund 'Innovate and Cultivate Fund' to reflect the two separate segments of the fund – community capacity building and innovation.
- Proposing that Membership of the Bid Assessment Panel should include the Chairman with the Vice Chairman.

In discussion the following issues were raised:

- Members welcomed the proposals for a smaller fund strand.
- A query was raised on whether the 42 unsuccessful bids could re-apply? It was explained that those rejected had not met the laid down criteria although where appropriate to do so, further advice and support was given on how their project could be taken forward in other ways for example directing them to other funding opportunities they might wish to pursue or by offering support from service areas where applicable .
- One Member highlighted that outcomes listed in paragraph 1.6 did not include any reference to support for young families and mental health life skills. It was explained in response that the criteria had been weighted to vulnerable people where there was less history of investment and where the County Council has significant care costs. These tended to involve vulnerable adults and older people. It was also explained that a wide range of officers were working to shape future themes including representatives from Families and Mental Health Services. However, any additional suggestions / ideas from Members would be welcomed.

- One Member queried the clarity of the status of the Panel highlighting the different descriptions of the Panel's role referencing recommendation b), the wording in paragraph 1.4 and the second bullet of paragraph 4.6. She asked for details of the membership, how often they met and also questioned whether the decisions were open to call-in. In response it was explained that the Panel who had been appointed by General Purposes Committee was made up of seven officers and two Members, with the expectation that they would meet three times over the next 18 months.
- The above Member suggested that as the Total Pot was £1m, for transparency and for greater Member involvement in the process, bids should come back to Committee for final decision. She cited the example of a similar Local Highways scheme where the panel's recommendations came back to Highways and Community Infrastructure Committee for final member decisions. This approach drew cross party support from members of the Committee.

Following further discussion on the best way to proceed, including whether a further report should be received on options for dispensing funds and with officers still needing to check on the way General Purposes Committee had established the Bid Assessment Panel:

It was unanimously resolved:

- a) To agree to the plans to refresh the Innovation Fund as set out in paragraph 2.3 of the officers' report.
- b) That the Committee Chairman and Vice Chairman be appointed to the Bid Assessment Panel.
- c) That recommendations on grants from the Bid Assessment Panel are reported to this Committee for final decision.

6. CAMBRIDGESHIRE AND PETERBOROUGH DOMESTIC ABUSE AND SEXUAL VIOLENCE PARTNERSHIP

Sarah Ferguson with support from Si Kerss and Vickie Crompton presented this report. The purpose was to brief Members on the work of the Domestic Abuse and Sexual Violence (DASV) Partnership and to seek authority to hold a Members briefing or seminar on domestic abuse and sexual violence in order to help raise awareness further.

It was highlighted that tackling the root causes and consequences of DASV was complex and required a considerable amount of partnershipwork co-ordinated by the DASV Partnership. The aim was to promote healthy relationships with young people alongside a clear and explicit strategy on protecting victims involving a robust response from the criminal justice system. Appendix 1 to the report set out the recently developed partnership governance arrangements for community safety in Cambridgeshire.

It was highlighted that the current partnership DASV Strategy (2014 – 2018) focused on the following four core themes:

- **Preventing** people from becoming perpetrators or victims of domestic abuse
- **Protecting** victims of domestic abuse and their children, whether or not they choose to report crimes to the police
- **Pursuing** perpetrators of domestic abuse through the criminal justice system to ensure that they face up to the implications of their actions
- Supporting victims to **recover** from the consequences of domestic abuse.

The report explained that since 2016 the Government had moved the DASV violence into a broader Violence Against Women and Girls (VAWG) agenda. Crimes covered under VAWG were listed in paragraph 1.5 of the report. As a result the time was right for a review of the existing Strategy and to identify what had worked well and what improvements could be made.

Section 2 of the report set out details of the number of crimes falling into the Domestic Abuse and Sexual Violence category across Cambridgeshire and Peterborough in 2015/16, highlighting that Peterborough and Fenland had the highest rates of domestic abuse incidents in Cambridgeshire, whilst Cambridge City had a significantly higher rate compared to the much lower rates in the other Cambridgeshire districts. Section 2.2 provided details of the Specialist Service response, highlighting that the demands for the services provided were increasing.

It was explained that to help in developing a revised DASV Strategy from 2017 onwards, The Office of the Police & Crime Commissioner had commissioned a Countywide 'Violence Against Women and Girls Needs Assessment for Cambridgeshire and Peterborough'. This Needs Assessment was expected to be finalised in early August 2017 following further consultation with partners and would come back to the one of the Autumn Committee meetings for approval.

Issues raised in discussion included:

- Recognition of the need to work closely with partners to influence the final Strategy contents.
- To ensure that there was no duplication of effort from any work being undertaken by other committees. In response to a query regarding whether the Strategy would be better placed with one of the service committees, Sarah Ferguson responded that the issue was of interest to all committees and the Director of Children, Families and Adults considered that this Committee would be the appropriate Committee to lead on and review the Strategy to help raise the DASV profile.
- Councillor Tierney highlighted that Councillor Hoy had previously undertaken a scrutiny review of domestic violence six years ago in respect that had been sent to Teresa May at the time she was Home Secretary and that this should be sought out to ensure that officers were not "reinventing the wheel".
Action: Simon Kerrs would seek it out following the meeting.

- There was often a correlation between domestic violence and wider abuse and that a high priority was to raise awareness to what was a national issue.
- Regarding what was being done to make the public more aware of child abuse issues, information was provided through different media and in relation to children, raising awareness included awareness programmes being run on children's and other television channels / undertaking talks in schools. It was suggested that future reports should include lists of the activities being undertaken by the Council
- The need to include an emphasis on mental health issues, as trauma in childhood often manifested itself in problems later on in adult life. In response reference was made to a successful grant application for funding of £400k to help finance community mental health services for children.
- With reference to the number of media reports of historical child abuse in children's homes a question was raised on whether regular visits were undertaken in the County's own children's homes. In response reassurance was provided that the children's service workforce were in good place with children's social workers being highly aware in being able to pick up on any issues of concern.
- There was support for an item on a future Member seminar which one Member asked should also highlight what support was provided for victims in rural communities.
- To clarify to the Committee in the next report governance concerns raised regarding the future role of this Committee compared to other committees such as Children and Young People and Adults. **Action: S Ferguson**
- Support for the role the Innovation Fund could have on the work already being undertaken in this area.

The Committee received a power-point presentation from Helen Whyman (standing in for Sara Dunling-Hall) supported by Simon Kersey. This is included as a separate Appendix 1 to these Minutes.

Issues raised following the presentation included:

- Whether mapping was ongoing regarding unmet need. In response it was explained that the need was consistent across England and Wales and that there was always a cohort who would wish to access the services provided.
- The need to continue the information campaigns to empower children regarding domestic abuse. One member suggested that research showed that drama based media tended to have the most impact.
- Whether it was possible to measure the impact of schools programmes? In response it was explained that it was challenging to establish long term data as it

was difficult to track children from nine to twenty two. The aim was to influence positively the attitudes of pupils at school.

It was resolved to:

- a) Agree to hold a Member Seminar on domestic abuse and sexual violence in order to further help raise awareness.
- b) Agree to receive a revised Joint Domestic Abuse and Sexual Violence Strategy with recommended commissioning priorities at one of the autumn meetings of the Committee.

7. COMMUNITY RESILIENCE STRATEGY AND DELIVERY PLAN

The Committee received a report on progress with the delivery of the Stronger Together, Cambridgeshire County Council's Strategy for Building Resilient Communities summarising the officer activity and the partnership engagement that had taken place so far and inviting the identification of priorities for the future delivery of the Strategy.

The vision in the Strategy for building resilient communities is ".....for a stronger future for our communities where strengths are recognised and where people can easily find the information and advice they need to be happy and healthy citizens. Cambridgeshire will be a place where people are part of well-networked communities and where they get the right help to play an active role within their neighbourhoods".

It was highlighted that for the Strategy to be successful there needed to be a fundamental shift of emphasis from a focus on need and service provision, to a focus on mobilising the energies and strengths within communities to improve people's lives thus reducing need. At the heart of the Strategy was 'people helping people' which headed a framework which also included the following key themes: *Communication; Council Members; Our Workforce; Community Spaces and Partnerships*. Section 3 of the report set out the aims against each of the headings, the success to date and future actions to be taken.

Issues raised in the debate included:

- The lack of integration between Council websites and national initiatives, 'Fix my street' cited as an example. This and another issue raised by Councillor Dupre regarding bus pass renewals was to be taken up with her by officers outside of the meeting. **Action: Sue Grace.**
- One Member highlighted the need to publicise locality networks on District Council websites to help signpost support mechanisms, particularly for new communities and those villages with large growth, to help increase their resilience.
- One Member suggested that the Council needed to make more use of social media such as Twitter. Other Members as a counter to this suggested currently councils and social media did not mix well, as Councils were governed by rules

and standards of conduct, while the majority of social media was more concerned with personal issues. It was suggested that until everyone embraced social media or was IT savvy, social media should not be the main use of communication. Also highlighted were dangers of Members using social media for Council related business and become overloaded when they were seen by members of the public as an information contact point.

In discussion the following priority areas were identified:

- Development of locality networks within division clusters, as the Chairman believed 60 or more separate networks would be unwieldy. It was explained that work was already underway working with District and the City councils to map services in areas and that this would be an area to involve the Community Champions and the parish and town councils.
- Linked to the above, the need for closer partnership working with Town and Parish Councils which was seen as a critical area going forward.
- Investigating further ways of improving the communication of support information to both existing local communities and to new communities. Regarding new communities, it was suggested that this should be the subject of a report to a future meeting.

It was resolved to:

- a) note the achievements to date with the delivery of 'Stronger Together' Cambridgeshire County Council's Strategy for Building Resilient Communities.
- b) agree the following priorities for the future delivery of this Strategy:
 - Development of locality networks
 - Undertake closer partnership working with Town and Parish Councils
 - Investigate further ways of improving the communication of support information to communities.

8. TOWN AND PARISH COUNCIL SURVEY AND IMPROVEMENT PLAN

As a council it has been recognised that the County Council's relationship with the 238 Town and Parish Councils in Cambridgeshire required strengthening. The report detailed the work undertaken to improve this important relationship including:

- a) Members initiating activity in their own divisions, sometimes as part of the Community Connectors Programme.
- b) The 'Support Cambridgeshire' partnership being commissioned to build the capacity of community groups, voluntary organisations and parish councils.
- c) Holding the first countywide 'Parish Council Conference' in November 2016 to explore how all tiers of government and the voluntary sector could work better together for the good of Cambridgeshire residents around the conference theme of 'Stronger Together'

The report presented the findings of the 'Town and Parish Council Survey' with the aim to produce a 5 year Improvement Plan in partnership with parish councils, district councils and support organisations. Going forward the intention was to repeat The Town and Parish Council Surveys for both Clerks and Councillors every two years in order to help evaluate the impact and success of the collaborative approach.

The report was preceded by a Power-point presentation co-presented by Diane Lane Community Engagement Manager and Kirsten Bennett from Cambridgeshire ACRE (Action with Communities in Rural England) Included as a separate Appendix 2 to these minutes.

Section 2 of the report set out the key survey findings and the common themes that had been identified in respect of future challenges and the readiness of the local council sector to meet them. In order to address the findings from the surveys, the Stakeholder Partnership was drafting an improvement plan, setting out the collective aspirations for Cambridgeshire's Town and Parish Council Sector in supporting the aspirations of the National Association of Local Councils (NALC) and the National Improvement Strategy for Parish and Town Councils (2017 – 2022). It was intended that the Improvement Plan final draft would be presented to this Committee for endorsement prior to the launch at the 'Cambridgeshire Town and Parish Council Conference' on 17 November 2017.

Paragraph 3.4 detailed how the Improvement Plan would be resourced and the publicity to be undertaken. The report highlighted that the County Council would be committing to the following actions as part of the Improvement Plan:

- Improve communications through a bi-monthly e-newsletter that will promote this work and relevant County Council news-timescales and content to be reviewed with Parishes after 6 – 8 months.
- Improve communications with regard to supporting improvement in health and ensure that they have access to appropriate health related information and resources.
- Strengthen relationships between County Councillors and Parish Councils through the Councillors as Community Connectors programme.
- Join up our Parish Council engagement work with District Councils.

In discussion issues raised included:

- One Member explained that with a parish council member she would be collaborating to share best practice in her division and would also seek to gather information on the challenges faced by parishes.
- That while the review highlighted the lack of young people coming forward to become parish councilors this was in fact to be expected, as young people had other priorities including raising families and it was only generally later in life that some people developed a wish to give something back to their local community.
- The need to improving training to parish councillors regarding their powers and duties, as many did not understand the role of the clerk, while also recognising that some might find it difficult to make the additional time available, while others did not believe they needed training.

- Training should be based on shared best practice which the County council should help encourage and promote.
- The need to review job descriptions of parish clerks to ensure their relevance with current requirements / expectations of the role, which was now far more than just being an administrator / minute taker and required a wide range of skills and knowledge of relevant legislation.
- Improving the training provided to parish clerks regarding current requirements / expectations of the role and seeking to ensure that Councillors had the right technical information when making decisions.
- The need to consider further how to support younger parish councillors in order to retain their enthusiasm and commitment and ensure that they did not feel isolated from potentially not having other people on the council of an age they could easily relate to and whether younger parish councillor networks could be developed.
- Encouraging parishes to become involved with volunteer and service provider locality networks in order that they became aware of who does what.
- While it had been indicated in the introduction to the slide presentation that there had been an excellent response to the survey, one Member queried how it was intended to target the 45% of parishes who did not respond. It was explained that as they could be identified, they could be further targeted with a follow up survey and through the umbrella parish organisations.

Having considered the findings of the survey,

It was resolved:

- a) To note the findings of the survey and the Implications for Cambridgeshire County Council.
- b) That key actions to be part of the Improvement Plan to include:
 - Improving training to parish councillors regarding their powers and duties
 - Reviewing job descriptions of parish clerks to ensure their relevance with current requirements / expectations of the role
 - Improving the training provided to parish clerks regarding current requirements / expectations of the role
 - Considering how we support younger parish councillors to retain their enthusiasm and commitment.
 - Encouraging parishes to become involved with volunteer and service provider locality networks
- c) The proposed Improvement Plan to be received at the September Committee.

9. CAMBRIDGESHIRE COUNTY COUNCIL APPROACH TO PUBLIC CONSULTATION ON THE BUSINESS PLAN AND OTHER KEY DECISIONS

Responsibility for reviewing the County Council's approach to consultation for the 2018/19 business planning cycle and determining the appropriate methodologies going forward had been delegated to the Committee, reporting back to General Purposes Committee as appropriate. As a result, the report provided an overview of a range of approaches to consultation and sought a steer from the Committee on the preferred options for consultations on business planning and for other key Council decisions.

It was explained that the business planning consultation methodologies undertaken in recent years had included the use of the following: Household surveys; Online surveys; the 'YouChoose' budget simulator tool, pop up consultation stands; Strategic Partner and Stakeholder Engagement workshops; e-mail submissions. In addition, details were provided of the consultation framework used when consulting on individual topic areas and changes to a Service area.

A key difficulty identified in previous business planning consultations was trying to engage people on a plan which was still being formed, leaving insufficient time for a full and meaningful consultation and without being able to provide detail about the specific proposals, or the implications of their expressed views. In addition, the consultation has been seen as a stand-alone exercise, rather than part of an overall approach to consultation and engagement. Given these issues, officers recommended that the consultation for business planning should in future be embedded in a wider framework of consultation, combining the results of the former, with the outcomes of the significant consultation areas being planned as listed in paragraph 6.2 of the report. Paragraph 6.3 of the report set out the following proposed options for the business plan consultation, to be used by singularly or in combination:

- A simple web survey
- A representative household survey
- A community focussed approach
- A YouChoose (or similar) model

Beyond the 2018/19 business plan the report gave options for undertaking different methods of consultation including co-producing or co-designing services with residents and service users, with the intention to move away from planning and budgeting as a single organisation and instead looking to plan against shared outcomes as a public sector. The intention was that a final paper would be presented to the August Committee meeting with firm proposals based on the initial steer provided.

Issues raised in the subsequent discussion included:

- One Member highlighting in his experience a tendency in the past for the budget consultation surveys to attempt to steer people to the solution that the Council wished to adopt, or if the results of a particular consultation approach (the example given being a web survey) were not to their liking, stating that they were not a representative sample and then ignoring them. This resulted in the budget

consultation process lacking credibility with some members of the public. Another Member on the same point suggested that the Council should be prepared to accept with a more transparent consultation that it might not like the responses received.

- A suggestion that it would be far more useful for Members to see the initial proposed list of questions rather than the results of a consultation so that they could have an input into deciding the final wording of the questions to be asked. As a response it was indicated that this approach was already being implemented for service reviews with an example being cited from Children and Young People (CYP) Committee and also the highlighting that a working group had been set up by General Purposes Committee to look at the content of the consultation.
- The risk of too many surveys bombarding residents at the same time and putting them off completing them. It was suggested that Officers should liaise with partners such as district councils to avoid this happening.
- Following on from the above, as a better solution officers should seek to develop more joint consultations/ surveys with the Council's partners on services in the same area.
- To use Service surveys as an initial means of obtaining people's views on what they considered were the priorities on particular services, before undertaking a second stage, wider consultation on the Council's Business Plan.
- In reply to a question on whether the proposed report back to the August meeting of the Committee would provide enough time for officers to be able to tweak the consultation document, it was confirmed that this would be the case as the intended timeframe for the business plan consultation was October / November.

Having provided initial consideration of the consultation options outlined

It was resolved to:

- a) To note and endorse the consultation options approach for the 2018-19 Business Plan outlined in paragraph 6.3 of the report.
- b) For the longer term consideration being given:
 - To Members involvement in the review of the content / questions of proposed draft consultation documents.
 - To seek to develop more joint consultations/ surveys with the Council's partners.
 - To use Service surveys as an initial means of obtaining people's views on what they considered were the priorities before undertaking second stage, wider consultation on the Council's Business Plan.

10. SUGGESTIONS FOR ADDITIONAL TRAINING

There was an oral discussion regarding whether the Committee had any proposals for additional training. From the discussion the following was discussed and agreed:

- To use the workshop in August (before the main Committee) for developing the role of area champions.
- Investigating further holding a member seminar to help Members obtain a better understanding of mental health issues
- Information request for officers to investigate for one member whether any Lithuanian language classes were held in the County.

11. AGENDA PLAN

The published Plan was noted and would be updated for the following additions agreed at the meeting:

- To receive a revised Joint Domestic Abuse and Sexual Violence Strategy Violence at one of the Autumn Committee meetings.
- To receive the Town Councils and Parish Councils Improvement Plan at the September Committee.
- To programme a future report on new communities.

It was suggested that the September meeting should be held at a venue in Wisbech. This would be further investigated. **Action: Rob Sanderson**

12. DATE OF NEXT MEETING 24TH AUGUST

It was noted that there would be a Member only workshop for the Area Community Champions from 9.30 a.m. with the public Committee meeting to commence from 11a.m.

Councillors Taylor and Joseph sent their advance apologies with substitutes to be arranged.

SCOPE AND REMIT OF COMMUNITIES AND PARTNERSHIP COMMITTEE AND ROLE OF AREA CHAMPION

To: **Communities and Partnership**

Meeting Date: **24th August 2017**

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

Electoral division(s): **All**

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

Purpose: **The Committee is being asked to consider the future scope of the Communities and Partnership Committee and the role and remit of the Area Champion role.**

Recommendation:

- a) To consider and agree the proposed scope of the Communities and Partnership Committee**
- b) To note the future responsibilities of the Committee in relation to business planning**
- c) To consider and agree the proposed purpose and brief for the Area Champion role**

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|--|--------------------------------|--|
| Name: | Sarah Ferguson | Names: | Councillors Steve Criswell and Kevin Cuffley |
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1. BACKGROUND

- 1.1 The Communities and Partnership Committee Terms of Reference were confirmed at the Annual council meeting on 23rd May 2017, and considered at the inaugural meeting of the committee on 6th July. It was agreed that there would be no changes to the terms of reference at this time.
- 1.2 However, in order to inform the forward agenda plan for the Committee and business planning this report proposes some further clarification of the scope and remit of the Committee. Following on from discussions held at the 6th July Committee, included in the report are some proposals for the role and remit of the Area Champions for Members to consider.

2. MAIN ISSUES

Scope of Business for Communities and Partnership Committee

- 2.1 The Terms of Reference of the Committee make provision to 'jointly deliver or / and 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'.
- 2.2 The Committee will play a key role in the Council's commitment to managing demand, with a clear intent to focus on making an impact on delivering defined outcomes. As such, and through further discussion with the Chairman of the Committee and in the context of the evolving Communities Network of partner organisations (Chaired by the Executive Director for People & Communities), it is proposed that the Committee should specifically focus on the following areas of business during its first year of operation:

Community resilience

- *Helping the Council to manage demand through focussing on:*
 - Information, advice and guidance for communities who want to develop stronger self-sustaining communities to reduce reliance on statutory services
 - Vulnerable people's housing, particularly homeless families, in order to reduce the use of expensive and unsuitable temporary accommodation
 - Partnerships with the voluntary and community sector to increase community capacity to help people help themselves
 - Volunteering opportunities to reduce reliance on paid services
 - Use of assets to support the delivery of the Community Resilience Strategy
 - Workforce development in the context of public sector reform
 - Community based activities to address well-being and inequalities, including poverty and community cohesion
 - Tackling worklessness to help improve health and wellbeing including mental health

Community Safety

- Reducing the impact of domestic and sexual violence

- Reducing the impact of anti-social behaviours on vulnerable people and communities
- Targeted youth support to reduce the likelihood of young people becoming involved in criminal or anti-social behaviour and increasing access to life enriching activities

Innovate and Cultivate Fund

- Supporting community capacity building and promoting innovation through investment in ideas which are likely to reduce the need for more costly services and which enable people and communities to help themselves. It is proposed that the elected member of the Recommendation Panel for innovation funding be drawn from this committee.

- 2.3 The Committee will have responsibility in the business planning process for a number of services covered within the remit outlined in 2.2, but for the purpose of decision making in relation to budgets, this will include the Youth and Community Engagement Services and the Domestic Abuse and Sexual Violence Team, including the Independent Domestic Violence Advocacy Service.

Role of Area Champions

- 2.4 The role of Member Area Champions has been agreed, with a draft terms of reference attached as Appendix One. The remuneration for these roles was agreed at Full Council on 17th July 2017.
- 2.5 Members are invited to comment on an initial proposed focus for the work of the Area Champions (subject to need in each District/ City) as potentially being drawn from one of the following priority areas: the role of the voluntary and community sector; family homelessness; community cohesion around places; provision of community based services for young people; child poverty; and impact of domestic abuse.
- 2.6 It is proposed to appoint the following Members as Area Champions, which reflect the political control held in each District Council administration:
- Cambridge City – Councillor Elisa Meschini (Labour)
 - Fenland – Councillor Steve Tierney (Conservative)
 - East Cambs – Councillor Lis Every (Conservative)
 - South Cambs – Councillor Lina Joseph (Conservative)
 - Hunts – Councillor David Wells (Conservative)

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

The business of the Committee will support the Council's focus on developing the resilience and capacity of individuals and communities as set out in paragraph 2.2 in the report which will have a positive impact on the Council's Corporate Priorities.

3.2 Helping people live healthy and independent lives

The business of the Committee will support the Council's focus on developing the resilience

and capacity of individuals and communities as set out in paragraph 2.2 in the report which will have a positive impact on the Council's Corporate Priorities.

3.3 Supporting and protecting vulnerable people

The business of the Committee will support the Council's focus on developing the resilience and capacity of individuals and communities as set out in paragraph 2.2 in the report which will have a positive impact on the Council's Corporate Priorities.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The Committee will play a key role in the business planning process as described in section 2.3.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No response received.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

The work of this Committee will ensure the appropriate focus is placed on disadvantaged, isolated or excluded communities and individuals, and those from the protected characteristic groups. The Area Champions role will be particularly relevant to ensure delivery at a local level.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

The focus for the Communities and Partnership Committee reinforces the County Council's commitment to developing and delivering on its Community Resilience Strategy, a key vehicle for Localism. Member engagement and leadership is a core aspect of the strategy. The development of the role of Area Champions provides an enhanced role for Members to engage at a District level on key aspects of its delivery.

4.7 Public Health Implications

This proposal will impact on the health and well being of Cambridgeshire communities. The scope of the Communities and Partnership Committee will impact on public health including health inequalities through influencing both the wider determinants of health and health

behaviours. The Area Champions proposal is a means to expedite delivery in local communities.

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

| Source Documents | Location |
|---|--|
| Terms of Reference for Communities and Partnership Committee | Council Constitution Part 3(b) Responsibility of functions of Committees of Council 3B14 pages 1-2 Contact: rob.sanderson@cambridgeshire.gov.uk Democratic Services Room 117, Shire Hall, Cambridge |

APPENDIX ONE



Area Champions' role description

Representation and Community Leadership

The Area Champion is a role that has been created as part of the newly formed Communities and Partnership Committee. The purpose of the Area Champion is to enhance the representation and community leadership aspect of the role of individual Members, paying particular attention to areas of interests for the Committee in the 5 Cambridgeshire Districts.

Stronger Together – the County Council's Strategy for Building Resilient Communities is a priority for this Council. The strategy underpins the Council's approach to demand management with the responsibility for it's delivery sitting with the Communities and Partnership Committee. It will be the role of the Committee and the Area Champion to specifically identify areas of success and areas for improvement within its remit, where a greater impact could be made. The Communities Network officers group will provide a route to engage with the wider network of partner organisations on relevant issues.

The areas of focus to be ratified and confirmed at Committee on 24th August for the Committee are:

Community resilience

- *Helping the Council to manage demand through focussing on*
 - Information, advice and guidance for Communities who want to develop stronger self sustaining communities to reduce reliance on statutory services
 - Vulnerable People's housing; particularly homeless families to reduce the use of expensive and unsuitable temporary accommodation
 - Partnerships with the voluntary and community sector to increase community capacity to help people help themselves
 - Volunteering opportunities to reduce reliance on paid services
 - Use of assets to support the delivery of the Community Resilience Strategy
 - Workforce development in the context of public sector reform
 - Community based activities to address well-being and inequalities, including poverty and community cohesion
 - Tackling worklessness to help improve health and wellbeing including mental health

Community Safety

- Reducing the impact of domestic and sexual Violence Reducing the impact of anti-social behaviours on vulnerable people and communities

- Targeted youth support to reduce likelihood of young people becoming involved in criminal or anti-social behaviour and increase access to life enriching activities

Innovate and Cultivate Fund

- Supporting and promoting innovation through investment in ideas which are likely to reduce the need for more costly services and which enable people and communities to help themselves. It is proposed that the elected member of the recommendation panel for innovation funding be drawn from this committee.

With the support of the Committee Chair and Vice-chair, the role of the Area Champion which may vary from place to place depending on local needs and priorities but is likely to include on behalf of the Committee, to:

- Gain a deep understanding at a District/ City level through discussion with officers and local members where appropriate, of key issues which impact on demand for County Council services
- Focussing on relevant issues for the District/ City, report back to Committee and the Communities Network on areas of strength and areas for improvement which would strengthen impact on outcomes.
- Provide challenge to the Committee, the Council, and partner organisations on whether we are doing everything possible to address the issue within available resources
- Demonstrate leadership by engaging with communities and other elected representatives for relevant Divisions as needed across the District/City so people's voices are heard and self-sustaining communities are encouraged
- Work with partners, stakeholders, community groups and representatives to develop relevant actions and creative responses to identified need
- Be an ambassador for community based provision across the District/City;
- Share good practice in strengthening communities across and between Districts/City, county wide and where appropriate nationally;
- Ensure new ways of working and new models of service delivery are shaped by and where appropriate commissioned from community groups and organisations.

Support for Area Champions

Area Champions will operate independently, with some support from the Strengthening Communities Manager, but will have access to service leads and resources to support research and the development of plans and priorities.

The Area Champions will meet monthly to provide updates, share and develop thinking.

CAMBRIDGESHIRE COUNTY COUNCIL APPROACH TO PUBLIC CONSULTATION ON THE BUSINESS PLAN

To: Communities and Partnerships Committee

Meeting Date:

From: Sue Grace: Director of Corporate and Customer Services

Electoral division(s): All

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

Purpose:

- To set out some options for the Committee to consider regarding the approach to the consultation to inform the Council's Business Plan.

Recommendation:

- a) The Committee considers the options for consultation on the Business Plan, in order to provide a recommendation to General Purposes Committee.
- b) The Committee endorses the proposed Council strategy on consultation and engagement.

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|--|--------------------------------|--|
| Name: | Tom Barden | Names: | Councillors Steve Criswell and Kevin Cuffley |
| Post: | Head of Business Intelligence | Post: | Chairman / Vice Chairman |
| Email: | Tom.barden@cambridgeshire.gov.uk | Email: | Steve.criswell@cambridgeshire.gov.uk Kevin.Cuffley@cambridgeshire.gov.uk |
| Tel: | 01223 699705 | Tel: | 01223 706398 |

1 BACKGROUND

- 1.1 At the meeting of the Communities and Partnerships Committee on 6 July 2017, the Committee requested a further paper detailing the approach to the consultation to inform the Council's Business Plan.
- 1.2 This paper sets out some options for the Committee to consider, in order to support the Committee to make a recommendation to General Purposes Committee (GPC) as per the request made by GPC at its meeting on 13 June 2017.
- 1.3 As discussed at the July meeting there are two aspects to a consultation on the Business Plan – firstly, to survey what priorities people think are most important for the Council to focus on, and secondly to consult on the proposed Business Plan itself at an appropriate time. This paper presents two options for delivering a consultation on these topics.

2 BUSINESS PLAN SURVEY PROPOSAL – OPTION 1

- 2.1 This option focuses on maintaining a continuity of approach with 2016/17. It allows for comparable results to be produced, but also extends the consultation work to reflect comments made by GPC last year, and the previous Communities and Partnerships Committee meeting on this topic. This option would have two stages:
 - Stage 1: A survey to inform the consideration of the Business Plan priorities by the General Purposes Committee.
 - Stage 2: A specific consultation on the proposals contained within the draft Business Plan.
- 2.2 The following survey design for Stage 1 is proposed:
 - A paid for household survey of approximately 1,300 residents so the results will be significant at a County level. The sample will be a stratified, random sample. That is to say participants will be randomly selected within the criteria of having a final sample that reflects the age / location structure of the County's population. This gives the best chance that the results of the survey can be said to be true of the population of the county as well as the sample. The survey would be competitively tendered with a guide price of about £25,000.
 - An accompanying digital / on-line consultation, using the same questionnaire. This allows anyone to participate but the results can be analysed separately from the household survey so any bias can be controlled for.
 - An accompanying programme of public facing community engagement, where Members and officers can speak to people.
- 2.3 The survey questions are proposed to be largely the same as last year.

These questions were developed with the involvement of a Member working group. Last year's questions were focused on identifying priorities for the Council and understanding residents' views on changes to Council Tax. Maintaining the same set of questions means that comparison to previous years is possible. The questionnaire and script used in 2016 is included at Appendix 1. We are able to tweak and amend the questions but doing so will reduce the ability to provide year on year comparisons.

- 2.4 Doing a random and representative household survey is a good opportunity to extend and develop our evidence base about people in Cambridgeshire. It is therefore proposed to introduce a new question about quality of life, which allows us to start to develop some quantitative and qualitative information about how people feel about their life and what is affecting them. Two possible options for this question are included in Appendix 2. The first is from the Adult Social Care User Experience Survey – this would allow comparison between the general public and social care service users. The second option is from the Office for National Statistics' work to measure quality of life and personal well-being – this would allow comparison to UK analysis of well-being by age and other demographic factors.
- 2.5 It is proposed to remove question 12, which asks whether there are any aspects of services people particularly value. In the previous analysis, we found that many people did not answer this question, and of those who did, the most common answers corresponded to the information they had just been given. This means that the value of the question was low. This could be replaced with a question which seeks information on all public services and reflects the Council's transformation work. Options for this question are included in appendix 2. The addition of this question reflects comments made by GPC in 2016 requesting that the consultation reflect the Council's transformation and improvement agenda, as well as the Council's focus on increasing partnership working and reducing silos between different organisations.
- 2.6 This methodology follows the methodology used in 2016 closely. The results of this work are available in the notes of the GPC meeting of 29 November 2016 (https://cmis.cambridgeshire.gov.uk/ccs_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/184/Committee/2/Default.aspx).
- 2.7 Members also requested that the results of previous consultations should be taken into account. It is proposed that a short summary report, detailing the key headlines from the previous 12 months' consultation and engagement work, is shared with Members in mid-October.
- 2.8 Stage 2 of the consultation proposal will be focused on the specifics of the Business Plan proposal. Service Committees are timetabled to consider drafts of proposals in early November. It is suggested that a consultation on this set of proposals could be launched. This consultation would provide a summary overview of the key proposals, and ask some simple straightforward questions about the degree of support for the proposals and requesting other

comments. This is a balance between giving people a clear set of proposals to respond to and giving a meaningful amount of time for them to respond. The model of the recent consultations on the St Neots Bridge and Children's Centres, i.e. straightforward questions, promotion to key groups using all communication channels, will be used to promote it.

2.9 The proposed timeline is shown in Appendix 3. This timeline allows for Members to receive results informally of the Stage 1 survey on priorities and Council Tax in mid-November, and the results of Stage 2 on proposals in January.

2.10 There are some risks with option 1:

- *The timescales are too short to complete a thorough survey, high quality analysis and meet key report deadlines.* The suggested timeline tries to provide a balance between these factors but the timescales are very tight.
- *The stage 1 / stage 2 approach causes 'survey fatigue'.* Stage 2 is proposed here as an option – if Members are concerned about 'survey fatigue' then this stage does not have to be done in order to demonstrate meaningful consultation in line with statutory requirements.
- *Stage 2 does not take into account the results of Stage 1.* Since the results of Stage 1 will not be available until mid-November, the proposals consulted on in Stage 2 will not be informed by these results. This may be mitigated by moving Stage 2 to later in the year, but that will mean the consultation is open over the Christmas holiday period in late December and analysis may be too late to inform decision-making.

3 SURVEY PROPOSAL – OPTION 2

3.1 This option breaks continuity with 2016/17 but potentially allows for richer information to be gathered. This option would also involve two stages:

- Stage 1 – focus groups to take a deeper look at residents' priorities
- Stage 2 – household / representative / web survey on the draft proposals considered by Committees in November

3.2 The focus groups would be commissioned from a market research company and could be specified as follows:

- Participants pre-selected by market research company, 8-12 people per focus group, in five district areas.
- Participants' demographics as follows:
 - Two people from younger age groups 18 – 30
 - One person from mid-range age groups 30 – 55
 - Two people from older age groups 55+
 - Equal numbers of men and women – mix of working, unemployed, retired, students etc.
- One GPC Member or other appropriate Member to attend each, not identified to participants, to watch/listen to discussion only – not to take part.
- Discussion to last roughly 2 - 3 hours, possible morning, afternoon and

evening sessions.

- 3.3 The focus groups would cost approx. £2,000 per group, with total cost of approx. £10,000. This would be competitively tendered.
- 3.4 The content of the sessions would need to be scoped out in detail with the successful bidder, but an example session could focus on understanding participants' views on the question 'what are councils for – and how do you think they need to change?'. This would be approached in two ways – by understanding participants' existing awareness of issues facing the Council, then by exploring different proposals. For example:

Information and awareness building:

- What do you know about the responsibilities of county councils – what services do they provide?
- Information about the Council budget– and how this is made up and will change in next few years.
- Information about Cambridgeshire – how many older people, school aged children, how many miles of roads, how this will change in next few years.
- What do they know about the costs of different services – what's spent on a residential bed for an older adult, children in care, building or mending roads, running a library etc.
- What do they think about this? Any surprises, concerns?

Proposals and options for the future

- All Councils talk a lot about coping with reducing funding with rising demand – various options for this are being looked at, we want to know your views.
- Focusing on those most in need – what level of need are we talking about/where do you draw the line?
- Communities taking more action locally, supporting people closer to home – what areas of services would suit this most comfortably, what more could be done, who by?
- Spending more on early help – what is being done/could be done more to prevent people needing more expensive services.
- Raising income – examples like Soham solar farm/housing company, selling land, or services. What else could we do?
- Level of council tax – what various bands pay per week/per month, what an extra 1% means.
- Campaigning for additional national funding – Is this the role for councillors/MPs/local people to get more involved in?
- Efficiencies – buying better, reducing staffing costs (breakdown of job roles of 5,000 council staff), costs of buildings, business mileage etc. Suggestions.

- Working with partners – where is it most important we work together with other organisations, where are the priority areas for improvement across the public sector?
- 3.5 From this research, we could get a good understanding about different groups' views on subjects such as independence, early help, community resilience and self-support, and the role which a council should play when finances are tight and demand is increasing.
- 3.6 This would be followed up by Stage 2, which would be a consultation on the specific draft proposals discussed in early November by Committees. This could be done as a randomised, representative household survey in the manner discussed in option 1 above, which would incur similar costs, or it could simply be a web-based survey, using the same model as the current consultation on Children's Centres for example. This would be similar in approach to the option discussed above, i.e. a simple summary of the key proposals with a scale for support and comments invited. This could also include questions on quality of life, priorities for transformation and partnership working, and Council Tax, as per the discussion in option 1. The precise detail of the questionnaire would need to be worked up to allow for it to be completed in a reasonable amount of time. This consultation would be driven by a communications package to promote it.
- 3.7 Stage 2 of this option would also be supported by engagement with the public at community events and with Partnership Boards for service users, focusing on the specific Business Plan proposals.
- 3.8 The timeline for this option would allow for Members to receive the results of the focus groups in October, in time to support discussion at Committees in November, then receive results of the consultation on specific proposals in January ahead of GPC.
- 3.9 There are risks associated with option 2:
- *The timescale for Stage 2 is too short to allow for meaningful consultation and thorough analysis.* Although this option allows for the specific proposals to be the subject of consultation at Stage 2, the timescale is such that the analysis will have to be done very quickly over the Christmas period in order to be shared with Members ahead of key decision-making points in January.

4 GENERAL APPROACH TO CONSULTATION

- 4.1 Recently work has been undertaken to bring together two separate statements about the Council's approach to consultation, the 'Working Together Commitment' and the Consultation and Engagement Strategy 2016. The document is included as Appendix 4.
- 4.2 The Working Together Commitment was co-produced with service users, originally in 2015 and was reviewed in May 2017. The idea behind the development of the original 'Working Together' commitment was to have a

shared set of values and good practice that the Council could work with and be held accountable to. During the past two years local groups and organisations have looked at the Council's engagement and consultation activities and have been able to challenge our practice and act as a critical friend because they have the commitment to refer to. There has also been positive feedback received about Council practice (in line with the commitment) and the commitment has been shared with other organisations as an example of good practice that they should be aspiring to.

- 4.3 The Consultation and Engagement Strategy was reviewed and approved by GPC in 2016. It reflects the Council's aspirations, describes best practice in consultation and the role of consultation in decision-making.
- 4.4 Bringing these two documents together simplifies the statement of the Council's approach to consultation and engagement and ensures that the voice of service users is clearly reflected in our strategy around consultation and engagement. The July paper to the Committee noted that the Council would increasingly be seeking to use co-production approaches to service design and delivery. The new statement of the Council's approach to consultation and engagement is intended to provide a solid basis for that work to take place.

5 QUESTIONS FOR DISCUSSION

- 5.1 This paper has presented a number of options for discussion by the Committee. Questions that the committee may want to reflect on include:
 - a) Is Option 1 or Option 2 preferable overall?
 - b) What parts of each option are required?
 - c) Which of the proposed additional questions would it be most helpful to include?
 - d) Any other comments on the options discussed here

6 ALIGNMENT WITH CORPORATE PRIORITIES

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

6.1 Developing the local economy for the benefit of all

Robust and meaningful consultation will provide a benefit to the local economy by ensuring that we support and promote local economic activity that has been identified by citizens themselves.

6.2 Helping people live healthy and independent lives

Citizens and service users are 'experts by experience' and are therefore best placed to decide what kind of support is going to make them more healthy and independent. This proposal is designed to ensure that we have a meaningful input from citizens into decisions about how the Council's budget is spent and how services should be delivered.

6.3 Supporting and protecting vulnerable people

This proposal is about listening to people's views on the priority and business plan proposals about our services to support and protect vulnerable people, to make sure that they are as effective as possible.

7 SIGNIFICANT IMPLICATIONS

7.1 Resource Implications

There is a resource implication if members wish to administer a full household survey as part of the consultation framework. The average cost of this has been around £25k for previous surveys. There is also a resource implication if Members wish to commission focus groups of an estimated £10k. Existing officer capacity will be utilised to implement the other activities described, albeit that some are more resource intensive than others.

7.2 Statutory, Legal and Risk

This proposal is designed to ensure that the Council meets its statutory and legal obligations to consult on plans.

Wherever there is a duty to consult, there is a duty to engage in lawful and therefore fair consultation. The level and form of the consultation required will depend upon factors including the nature and impact of the decision to be taken, the practicalities of the situation and whether there are imperatives of urgency or national security. Further principles are:

- a. The consultation must be at a time when proposals are still at a formative stage.
- b. The Council must give sufficient reasons for any proposal to permit intelligent consideration and response. Those consulted should be made aware of any criteria that will be applied when considering proposals and which of those criteria will be considered decisive or of substantial importance.
- c. Adequate time must be given for consideration and response.
- d. The product of the consultation must be conscientiously taken into account in finalising any proposals

7.3 Equality and Diversity

The proposal in this paper describes taking a representative sample of the county's population. The communications package supporting the consultation will be designed to support the aim of representativeness and inclusion.

7.4 Engagement and Communications

The proposal describes a piece of work to allow for large-scale engagement

and consultation, with an associated communications package, which will take place from September – December 2017.

7.5 Localism and Local Member Involvement

Localism and member involvement are at the heart of effective consultation with members acting as the champions and advocates for communities and playing a lead role in consultation activities. Members can support the proposed consultation activity by promoting it at events, on social media etc. The programme of attendance at community engagement events also offers an opportunity for Member involvement which has been successful in the past.

7.6 Public Health

There are no significant implications relating to public health.

| Implications | Officer Clearance |
|---|---------------------------|
| | |
| Have the resource implications been cleared by Finance? | Tom Kelly |
| | |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance? | Tom Kelly |
| | |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law? | Richard McAdam |
| | |
| Have the equality and diversity implications been cleared by your Service Contact? | Sue Grace Yes |
| | |
| Have any engagement and communication implications been cleared by Communications? | Christine Birchall Yes |
| | |
| Have any localism and Local Member involvement issues been cleared by your Service Contact? | Sue Grace Yes |
| | |
| Have any Public Health implications been cleared by Public Health | N/A |

| Source Documents | Location |
|---|---|
| <p>GPC minutes and report on consultation 29 November 2016</p> <p>GPC minutes 13 June 2017</p> <p>Communities and Partnership Committee July 2017</p> | <p>Room 117</p> <p>Shire Hall,</p> <p>Cambridge</p> |



Cambridgeshire Budget Consultation - 16115

Hello, my name is and I work for MEL Research an independent research company. I am conducting a survey on behalf of Cambridgeshire County Council.

The Council is seeking resident views to help them plan the budget next year, including setting the level of council tax as well as making savings.

The information you provide will be kept confidential and not be linked to your name or address. The survey should take about 10 minutes, are you happy to continue?

Section 1

Q1 First can I just check that you are 18 or over?

Yes ☐ 1 No (Thank you and close) ☐ 2

Q2 Just to give you a bit of background. The Council spends £549 million a year on services for residents and needs to find savings over £23 million in the next year and £86 million over the following 5 years. This is in addition to the £175 million already saved over the past 5 years.
[Optional SHOWCARD 0, for those interested in current breakdown of Council spending]

Before today, how aware were you of the level of financial challenges facing the County Council?
(i.e. the amount they need to save) **SHOWCARD 1**

Very aware ☐ 1 Not at all aware ☐ 4
Somewhat aware ☐ 2 Unsure / Don't know ☐ 5
Not very aware ☐ 3

Q3 How do you feel about the continuing financial challenges faced by the County Council?
SHOWCARD 2

Very worried ☐ 1 Not at all worried ☐ 4
Somewhat worried ☐ 2 Unsure / Don't know ☐ 5
Not very worried ☐ 3

Q4 On a scale of 0 to 10, with 10 being 'very important' and 0 being 'not at all important', how important do you think each of the following outcomes are that County Council services are working to achieve? **SHOWCARD 3**

| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Older people live independently | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People with disabilities live well independently | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People live in strong, supportive communities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The road network is safely maintained | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Children are helped to reach their full potential | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People at risk of harm are kept safe | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The Cambridgeshire economy prospers to the benefit of all residents | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People lead a healthy lifestyle and stay healthy longer | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Council Tax:

Q5 Do you or does someone in your household pay council tax? (If council tax is included in your rent, tick YES)

Yes (Go to Q6) ☐ 1 Don't know (Go to Q7) ☐ 3
No (Go to Q7) ☐ 2

Q6 Do you receive a reduction in Council Tax due to household circumstances?

Yes ☐ 1 Don't know ☐ 3
No ☐ 2

Question 7

READ OUT: For the next question, the council wants your view on a proposed increase to council tax by 2% and there are four options to choose from. The 2% increase is called the Adult Social Care Precept, this is what the Council is allowed to increase tax by and it goes to pay for care for adults, mostly the elderly.

The increase applies to the Councils portion of your tax only (other parts of tax go to police, fire, parish and district councils).

READ OUT: Just so you know, a 2% increase means the average household (Band D council tax) will pay an extra 45p a week or £23.34 per year. To quickly summarise the 4 OPTIONS:

Option 1 is no increase in Council Tax. The Council would need to find over £5 million in savings from the planned Adult Social Care budget.

Option 2 is the 2% planned increase and would all go to Adult Social Care.

Option 3 is a general increase of 1.99% instead, and the money could be used across services (not exclusively for adult social care).

Option 4 is to raise both the Adult Social Care Precept and a general increase (option 2 and 3 above). A total increase of 3.99%.

Which of the following four options for the County Council's part of Council tax do you support? **SHOWCARD 4 (Allow resident to read showcard, assist them if needed)**

Option 1: Not increasing council tax.

This would mean not raising the Adult Social Care Precept of 2%.

An average band D property would not have to pay the 45p per week currently planned (£23.34 a year) but the County Council would have to find an additional £5.13 million of savings from Adult Social Care in order to balance the budget.

Option 2: Only raising the Adult Social Care Precept of 2%.

An average band D property would pay an extra 45p per week (£23.34 a year) and the resulting £5.13 million already included in our plans would just be spent on Adult Social Care.

Option 3: Only having a general increase in council tax of 1.99% instead of the Adult Social Care Precept.

An average band D property would pay an extra 45p per week (£23.22 a year).

The County Council would have to find at least an extra £200,000 in savings from Adult Social Care to balance our budget, however it means the £5.11m raised can be spent on all services rather than only ring fenced and currently planned to Adult Social Care.

Option 4: Raising both the Adult Social Care Precept and having a general increase council tax. A total increase of 3.99%

An average band D property would pay an extra 90p per week (£46.56 a year).

This would mean that the £5.13 million currently planned would be spent on Adult Social Care and a further £5.11 million would be available to be spent on other services.

Q7 INTERVIEWER TO CONFIRM WITH RESPONDENT (SHOWCARD 4)

- | | | | |
|---------------|----------------------------|---------------------------------------|----------------------------|
| Option 1..... | <input type="checkbox"/> 1 | Option 4..... | <input type="checkbox"/> 4 |
| Option 2..... | <input type="checkbox"/> 2 | Don't know - DO NOT READ | <input type="checkbox"/> 5 |
| Option 3..... | <input type="checkbox"/> 3 | | |

Q8 Can you please tell us why you chose {Q7} for Council tax? (If don't know, tell us if you require more information to make a decision)

Q9 If there were no restrictions on the size of Council tax increase would you increase Council tax by more than 3.99%?

- | | | | |
|----------------------|----------------------------|-----------------------------|----------------------------|
| Yes (Go to Q10)..... | <input type="checkbox"/> 1 | Don't know (Go to Q11)..... | <input type="checkbox"/> 3 |
| No (Go to Q11) | <input type="checkbox"/> 2 | | |

Q10 In total, including 3.99%, by how much would you increase Council Tax? Please put a total percent (%) figure below.

(As a guide, for each 1% an average band D property would pay approximately an extra 23p per week £11.67 a year)

Experience of County Council Services:

Q11 Which of the following County Council services do you or someone in your household use regularly? **SHOWCARD 5 - TICK ALL THAT APPLY**

- Help with parenting provided by Children's Centres ☐ 01
 Extra help in school for children with additional needs ☐ 02
 Help for disabled children including children with learning disabilities ☐ 03
 Libraries ☐ 04
 Help with living a healthier lifestyle such as giving up smoking or losing weight ☐ 05
 Help with managing mental health issues ☐ 06
 Help for disabled adults including adults with learning disabilities ☐ 07
 Social care or help to live at home for older people ☐ 08
 Subsidised public transport or community transport schemes such as dial-a-ride ☐ 09
 Other (please specify) ☐ 10
 None of the above ☐ 11

Other

Q12 Keeping in mind that as well as the above the County Council also maintains the County's roads and cycle-ways, manages the disposal of waste and develops the County's economy.

Is there any part of County Council services that you particularly value?

Yes ☐ 1 No ☐ 2 Don't know ☐ 3
 If yes, please explain

READ OUT: In the next section we will ask a few questions about you. This is to help make sure we talk to a range of residents.

Q13 Can I please take your postcode? This will not be passed back to the Council.

INTERVIEWER TO WRITE REFUSED WHERE APPLICABLE

Q14 And can I confirm that you live in - **READ OUT**

- Cambridge City ☐ 1 Huntingdonshire ☐ 4
 East Cambridgeshire ☐ 2 South Cambridgeshire ☐ 5
 Fenland ☐ 3

Q15 How would you describe your gender?

Female ☐ 1 Male ☐ 2 Other ☐ 3

Q16 What age band do you fall in? **SHOWCARD 6**

- 18-24 ☐ 1 55-64 ☐ 5
 25-34 ☐ 2 65-84 ☐ 6
 35-44 ☐ 3 85+ ☐ 7
 45-54 ☐ 4 Prefer not to say ☐ 8

Q17 Do you have any long-standing illness, disability, or infirmity that limits your activities in any way?

Yes ☐ 1 Prefer not to say ☐ 3
 No ☐ 2

Q18 How would you describe your ethnic group? **SHOWCARD 7**

| | |
|---|--|
| English / Welsh / Scottish / Northern Irish / British <input type="checkbox"/> 01 | Bangladeshi <input type="checkbox"/> 11 |
| Irish <input type="checkbox"/> 02 | Chinese <input type="checkbox"/> 12 |
| Gypsy or Irish Traveller <input type="checkbox"/> 03 | Any other Asian background <input type="checkbox"/> 13 |
| Any other White background <input type="checkbox"/> 04 | African <input type="checkbox"/> 14 |
| White and Black Caribbean <input type="checkbox"/> 05 | Caribbean <input type="checkbox"/> 15 |
| White and Black African <input type="checkbox"/> 06 | Any other Black / African / Caribbean background <input type="checkbox"/> 16 |
| White and Asian <input type="checkbox"/> 07 | Arab <input type="checkbox"/> 17 |
| Any other Mixed / multiple ethnic background <input type="checkbox"/> 08 | Any other ethnic group <input type="checkbox"/> 18 |
| Indian <input type="checkbox"/> 09 | Prefer not to say <input type="checkbox"/> 19 |
| Pakistani <input type="checkbox"/> 10 | |

(IF Q18= 4, 8, 13, 16, or 18) Other, please explain

Q19 What is your working status? **SHOWCARD 8**

| |
|---|
| Employee: Part-time (30 or fewer hours per week) <input type="checkbox"/> 01 |
| Employee: Full-time (31 or more hours per week) <input type="checkbox"/> 02 |
| Self-employed: Part-time (30 or fewer hours per week) <input type="checkbox"/> 03 |
| Self-employed: Full-time (31 or more hours per week) <input type="checkbox"/> 04 |
| Unemployed and available for work <input type="checkbox"/> 05 |
| Retired <input type="checkbox"/> 06 |
| Student (including full-time students) <input type="checkbox"/> 07 |
| Looking after home or family <input type="checkbox"/> 08 |
| Long-term sick or disabled <input type="checkbox"/> 09 |
| Other <input type="checkbox"/> 10 |

Other, please explain

Q20 Including yourself how many people (adults and children) live in the household?

| | |
|---|--|
| 1-One <input type="checkbox"/> 01 | 6-Six <input type="checkbox"/> 06 |
| 2-Two <input type="checkbox"/> 02 | 7-Seven <input type="checkbox"/> 07 |
| 3-Three <input type="checkbox"/> 03 | 8-Eight <input type="checkbox"/> 08 |
| 4-Four <input type="checkbox"/> 04 | 9-Nine <input type="checkbox"/> 09 |
| 5-Five <input type="checkbox"/> 05 | 10 or more <input type="checkbox"/> 10 |

Q21 (IF Q20 = two or more) Are there any children, under 16 years old living in the household?

Yes ☐ 1 No ☐ 2 Prefer not to say ☐ 3

Q22 Are you a carer? By carer we mean, do you look after, or give any help or support to family members, friends, neighbours or others because of either (1) they have long-term physical or mental ill-health or disability or (2) they have problems related to old age?

[Additional notes: This is an unpaid carer, but they can be seeking carer benefits. They don't need to live in the same household.]

Yes..... ☐ ¹ No..... ☐ ² Prefer not to say ☐ ³

Q23 The County Council would like to offer you the opportunity to remain in touch by e-mail and from time to time and send you links so you can take part in further consultation surveys.

Would you like to participate?

Yes..... ☐ ¹ No..... ☐ ² Don't know ☐ ³

Q24 Just to let you know that for quality control purposes, someone from my office may call you to verify my work. Are you happy for them to do so?

These details are kept confidential and are not linked to your responses and will not be passed on to any third party.

Yes ☐ ¹ No..... ☐ ²

(IF Q23 or Q24 = YES) Thank you for agreeing to provide this information. Could I please take your name, email address, and phone number? This information will not be linked to your responses.

Q25

| | |
|--|----------------------|
| Respondent Name | <input type="text"/> |
| Email Address | <input type="text"/> |
| Telephone Number | <input type="text"/> |
| Full Address (Interviewer to write where they are) | <input type="text"/> |

Thank you for your time.

Q26 Interviewer name

Q27 Starting Postcode

APPENDIX 2 – POSSIBLE ADDITIONAL QUESTIONS

Quality of life

Option 1 (from adult social care user survey):

Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?

Please tick (✓) one box

- | | | |
|--------------------------|---------------------------------|---|
| <input type="checkbox"/> | So good, it could not be better | 1 |
| <input type="checkbox"/> | Very good | 2 |
| <input type="checkbox"/> | Good | 3 |
| <input type="checkbox"/> | Alright | 4 |
| <input type="checkbox"/> | Bad | 5 |
| <input type="checkbox"/> | Very bad | 6 |
| <input type="checkbox"/> | So bad, it could not be worse | 7 |

(OPTIONAL) Please use the space provided below to explain your answer.

Option 2 (from Office for National Statistics personal well-being survey questions):

On a scale of 0-10:

- Overall, how satisfied are you with your life nowadays?
- Overall, to what extent do you feel the things you do in your life are worthwhile?
- Overall, how happy did you feel yesterday?
- Overall, how anxious did you feel yesterday?

More information about the ONS work on personal well-being can be found here

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/previousReleases>

Partners and transformation:

Option 1 – free text:

The County Council works closely with partners in delivering public services, including the district council, health services, the Combined Authority and Mayor, schools and the Police. The Council shares with these organisations an aim of improving public services.

Thinking about your experience of any area of public services, in what area do you think it is most important to improve?

Could you explain your answer? [free text]

Option 2 – pick list:

The County Council works closely with partners in delivering public services, including the district council, health services, the Combined Authority and Mayor, schools and the Police. The Council shares with these organisations an aim of improving public services.

Thinking about your experience of any area of public services, in what area do you think it is most important to improve?

- Crime / anti-social behaviour
- Housing
- Local health services
- Social care
- Support for young people
- Mental health services
- Transport
- Activities and leisure
- Acute health services
- Other (free text)

Could you explain your answer? [free text]

APPENDIX 3 – OPTION TIMELINE SUMMARY

| | August | September | October | November | December | January | February | Estimate of cost |
|-----------------|---|--------------------|--|--|---|--|-----------------------------------|---|
| Option 1 | Household survey | C&P recommendation | GPC confirms. Household / web survey on priorities and Council Tax | Survey closes in mid-Oct. Analysis of survey begins. | Analysis of survey completes. Results informally available. | Results of survey available and presented to GPC | Results presented to Full Council | £25,000 |
| | Summary of consultation work in past 12 months | | Summary of consultation work available to Members | | | | | |
| | Proposal survey | | | Survey on proposals opens | Survey on proposals closes. Analysis begins | Analysis completed, report presented to GPC | Results presented to Full Council | |
| Option 2 | Focus groups | C&P recommendation | GPC confirms. Focus groups held. | Focus groups results shared with Members. | | | Results presented to Full Council | £10,000 |
| | Summary of consultation work in past 12 months | | Summary of consultation work available to Members | | | | | |
| | Proposal survey | | | Open household / web survey on proposals | Close survey on proposals. Analysis begins | Results of household / web survey presented to GPC | Results presented to Full Council | £25,000 (if representative household survey required) |

Working Together**Cambridgeshire County Council's
Engagement and Consultation Strategy 2017**

[Insert pictures]

Introduction

This strategy describes Cambridgeshire County Council's approach to carrying out meaningful engagement and consultation with service-users and the public when making decisions, and outlines when and how this will be achieved.

Through engagement and consultation, we will seek to understand what it is that members of the community value the most about our services. We acknowledge that engagement and consultation rarely throws up a single, coherent and unified opinion; we will therefore ensure that we feedback on why we have taken a particular course of action.

This strategy explains how the Council will ensure that the public:

- Have a say in decisions that affect them.
- Know how to get involved.
- Know how their feedback has been used and how the Council will give feedback after a consultation has happened.

This strategy has been endorsed and will be monitored by the Communities and Partnerships Committee of the County Council. It begins with a statement of our commitment to working together with service users and the public.

Our 'Working Together Commitment'

The County Council makes the following commitment in support of its engagement and consultation activities. This commitment was written jointly with local people and representatives from local voluntary organisations.

How the Council will listen to you

We believe that:

- People who live in Cambridgeshire should be able to give feedback on the Council services they use.
- People who live in Cambridgeshire should be asked about services at all stages, from deciding what is needed to looking at how well it is working.
- It should be made as easy as possible for everybody to give feedback. For example, the Council should use a variety of ways such as:
 - Feedback from people using its services on a regular basis, including reviews, case studies, complaints and compliments.
 - Surveys (online, postal and telephone).
 - Social media (e.g. Facebook, Twitter, blogs).
 - Meetings and workshops.
 - Talks.
 - Information events.
- Everybody's thoughts, opinions and feedback should be respected and valued equally.

How the Council will engage with you

We should engage the public at an early stage of any planning process. This should:

- Occur over an appropriate length of time, with timescales that allow for activities that support meaningful engagement. The aim is to have sufficient time to discuss different ideas and options for any new services or potential changes that are being proposed.
- Identify those sections of the community who are most likely to be affected and prioritise those individuals/groups for discussion.
- Keep a clear record of all engagement activities which take place.

How the Council will consult with you

We should make sure that people understand:

- What they are being asked for their opinion on and why.
- How long everybody has to respond to a consultation.
- What the Council is asking them to do and what commitment they will need to make.
- What difference their help will make.
- How they will receive feedback after a consultation has happened.

In addition, we should:

- Be clear and honest about the process of making decisions and what differences can be made by any consultation.
- Allow enough time and resources for any consultation to happen, to make sure that everyone is able to take part. This means that:
 - The Council should allow sufficient time for any consultation to take place, ideally following best practice guidelines of allowing three months for larger scale consultations where appropriate/possible.
 - Consultation materials should be available in different formats (such as large print) as appropriate so that as many people as possible can join in.
 - Any information provided should be relevant, up-to-date, in clear English and with no jargon.
 - Training should be given to Council staff to support them to do this type of work.
- Give additional support (if needed) to minority and disadvantaged groups to help them to respond to consultations. This may mean undertaking targeted work focussed on a particular client group.
- Recognise that people who work for the Council and other partner organisations can act as informal advocates for the people they work with and tell us about issues important to their clients and their own services.

- Ensure that there is ongoing engagement with people who use services (not just as part of a formal consultation process).
- Learn from good practice developed by other organisations.

Our approach to consultation and engagement

The Role of Engagement and Consultation

Engagement and consultation can be used by the Council at different times to inform decision-making, transformation, policy and service delivery. Specifically engagement and consultation can be used for gathering both qualitative and quantitative information, for the purposes of:

- Strategic planning – to understand the needs of our community, and to define policy to address those needs and ensure that the way in which services are designed and delivered meets those needs.
- Strategic performance – to measure performance against our priorities and understand our reputation with key stakeholders, residents and service users.
- Supporting the transformation of services – proposing service changes to the community and gauging reaction to various ideas or options.
- Operational planning – for specific services to evaluate the impact they have had on service users, to review the way the service is delivered and inform improvement and to understand expectations and satisfaction.

Although linked to engagement and consultation the County Council's approach to Community Resilience and Accessible Information and Communication fall outside the scope of this strategy.

The remainder of this document outlines how Cambridgeshire County Council will carry out engagement and consultation work.

A Defined Process

The key to carrying out effective engagement and consultation is to understand the role that consultation plays in decision-making. Whilst there is a legal duty for local authorities to act fairly (with consultation being a way to discharge this duty – see the following section), rather than seeing engagement and consultation as an 'add on', Cambridgeshire County Council fully embraces the value that well-structured engagement and consultation exercises can bring to the decision-making process.

This involves the Council planning engagement and consultation effectively, sharing ideas with colleagues or partners on what consultation activities will cover and considering how to target the right people, at the right time using appropriate methods and techniques.

Pre-consultation engagement: This stage is about giving people an opportunity to voice their opinion at an early stage about what they value most about services followed by a more detailed consultation on options at a later stage.

In planning a consultation Council staff will need to take into account the impact of a decision on people who use the services and the level of public interest in the decision.

Also we will need to allow sufficient time to engage and consult within the decision-making process. In particular, we will need to identify relevant elected member committee dates and ensure that members have access to the results of consultation whilst taking decisions.

Consultation dialogue: This stage is about actually carrying out and publicising the consultation. Elected members can play a pivotal role in encouraging open dialogue and promoting discussion with stakeholders.

Post-consultation: This stage is about using the information gathered during the consultation to inform decision-making, feeding back to stakeholders and evaluating the process and outcomes of the consultation.

Ongoing engagement: As part of the Council's ongoing commitment to engagement and consultation activities we have set up a range of groups that enable local people's voices to be heard. These groups:

- Raise practice issues and concerns with the Council.
- Share examples of good practice.
- Identify common themes and problems.
- Discuss ideas and issues that are important to them.
- Help the Council to design and deliver services that meet people's needs.

These groups include five Partnership Boards that support and improve social care practice in Cambridgeshire. Each Board's role is to support and improve social care by including the people who use the services (service users) in their design, delivery and evaluation.

Each Board is made up of:

- Lived experience and carer representatives.
- Voluntary sector representatives.
- Public sector representatives, for example from health and social care.

In addition, the Council works with local organisations who support people to become involved in engagement and consultation activities and have their say, for example Healthwatch Cambridgeshire.

Making Best Use of Elected Members

Democratically elected members have a mandate to represent constituents and make decisions on their behalf and the process of engagement and consultation with the public can support them in this role. Information communicated through engagement and consultation can increase local representation and help improve communities' understanding of how their council operates and how decision-making processes work.

Cambridgeshire County Council's elected members (Councillors) play a pivotal role in promoting engagement and consultation with the public and open discussion with stakeholders particularly during the consultation dialogue stage. Members also have skills in helping to explain the proposed service changes in a simple and direct way to the public.

Elected members have an important role to play in scrutinising consultation practices and ensuring that decisions take into consideration any information, data and opinions gathered during a consultation process.

Often elected members have to consider issues which are highly complex and need to weigh the views expressed through consultation against a wide range of other factors, including the need to comply with statutory requirements or to balance the Council's budget. Also, consultation rarely results in a single, coherent and unified opinion, therefore elected members will often have to make their own judgements about the weight to be given to one or other of the views expressed. In other words, the results of consultation are informative but aren't a substitute for the democratic process, and elected members may end up taking a decision that goes against the views/wishes of some parts of the community, as expressed through that process.

Understanding the Legal Requirements

A consultation is a process within which a decision-maker, at a formative stage, invites representations on one or more possible courses of action. Unless laid down by prescribed procedures, a public authority has broad discretion as to how engagement and consultation should be carried out.

There are some situations where a public authority (such as the Council) is expressly required by legislation to engage in some form of consultation before taking a decision or exercising a particular function (for example, section 5D of the Childcare Act 2006 requires consultation before making any significant change to the services they provide). Statutory guidance may also require public authorities to consult.

Even where there is no express duty to consult, case law has established that courts may imply a duty to consult as part of a public authority's general duty to act fairly. This is dependent on context, and the nature and impact of the decision being taken – the more serious the impact then the more likely that fairness requires a consultation to take place.

In ensuring that the County Council complies with its duty to act fairly in respect of engagement and consultation it will:

- As early as possible consider the nature and impact of decisions to be made – the more serious the impact, the more likely that fairness will require engagement and consultation with affected individuals or communities.
- Consider where the public has a legitimate expectation that they will be consulted (either through past practice or from previous promises made to consult) and ensure that these expectations are met.
- Ensure that due regard is given to the public sector equality duty (Equality Act 2010) using consultation to help complete an 'equality impact assessment' where necessary.
- Maintain good quality consultation practice, taking into account case law in relation to the following points:
 - Consultation must begin at a time when proposals are still at a formative stage.
 - Proposers must give sufficient reasons for the proposal to permit an intelligent response.
 - Adequate time must be given for consideration and response. The length of time should relate to the significance of the decision, from four weeks for some decisions to twelve weeks for 'significant' decisions (in line with best practice guidance).

- 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.

Delivering the Strategy

In order to achieve the commitments outlined within this strategy the County Council will:

- Produce a forward plan for significant consultation to be carried out each financial year.
- Maintain and update the Consultation Toolkit (advice for all County Council staff on how to carry out engagement and consultation including legal advice).
- Update the Consultation Database and associated webpages.
- Communicate best practice amongst members and staff within Cambridgeshire County Council.
- Assess the quality of engagement and consultation activity carried out on behalf of the Council and report back annually to the Communities and Partnership Committee.

In addition, we will review the 'Working Together Commitment' and this strategy every three years.

Useful Links and Contacts

All of the County Council's consultation activities, past, present and future are fully searchable on our consultation webpages:

http://www.cambridgeshire.gov.uk/site/custom_scripts/cons_recent.aspx

Commented [WC1]: Need to update the link as appropriate.

For all other enquiries please contact:

Research Group
Business Intelligence
Cambridgeshire County Council
Box No: SH1012
Shire Hall
Castle Hill
Cambridge
CB3 0AP

Tel: 01223 715312

E-mail: Research.Group@Cambridgeshire.gov.uk

Commented [WC2]: Are these contact details correct?

UPDATE ON THE INNOVATE AND CULTIVATE FUND

To: Communities and Partnerships Committee

Meeting Date: 24 August 2017

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

Electoral division(s): All

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

Purpose: To update the panel on plans for the Innovate and Cultivate Fund

Recommendation: The Committee is asked to comment on and agree the recommended process for awarding funds from the Innovate and Cultivate Fund as set out in paragraph 2.3 of this report.

| <i>Officer contact:</i> | | <i>Member contacts:</i> | |
|--------------------------------|--|--------------------------------|--|
| Name: | Elaine Matthews | Names: | Councillors Steve Criswell and Kevin Cuffley |
| Post: | Strengthening Communities Service Manager | Post: | Chairman / Vice Chairman |
| Email: | Elaine.Matthews@cambridgeshire.gov.uk | Email: | Steve.criswell@cambridgeshire.gov.uk Kevin.Cuffley@cambridgeshire.gov.uk |
| Tel: | 01223 706385 | Tel: | 01223 706398 |

1. BACKGROUND

- 1.1 At the 6th July 2017 Communities and Partnerships Committee it was agreed that the fund would be renamed as the Innovate and Cultivate Fund and a number of proposals were confirmed, including:
- Creating a small grants (£2k- £10k) strand within the overall Fund focusing on capacity building and developing and strengthening networks on the ground to go through a simpler application process with a single panel decision.
 - Retaining a large grants scheme (up to £50k) with a focus on innovative projects involving, as presently, a two-stage application process.
 - Rather than continuing the current open process with no deadlines, to develop timelines for small and large grants with set application deadlines.
 - Renaming the Fund 'Innovate and Cultivate Fund' to reflect the two separate segments of the fund – community capacity building and innovation.
 - Service Leads identifying gaps and challenges within their service areas where bids would be welcomed and communicating them to applicants via workshops and promotional campaigns/materials.
- 1.2 The Committee decisions included those recorded as:
- That the Committee Chairman and Vice Chairman be appointed to the Bid Assessment Panel.
 - That recommendations on grants from the Bid Assessment Panel are reported to this Committee for final decision
- 1.3 Previously General Purposes Committee (GPC) had delegated authority to fund any investments from the Innovation Fund below £50k to the Chief Finance Officer, in consultation with Councillor Criswell. That delegation now rests with this Committee.
- 1.4 This paper proposes more detail on the process for application decision making.

2. MAIN ISSUES

- 2.1 Awards from the Innovate and Cultivate Fund will result, in effect, in the commissioning of services being delivered by others to communities in Cambridgeshire. When commissioning services it is usual that Members will have an oversight but would not normally be so involved in individual decisions. In the case of Innovate and Cultivate Fund however, as awards are via a grant scheme, with a focus on a return on the council's investment, it is recognised that Members have a role to play in making these awards.
- 2.2 Membership of the Recommendation Panel (previously called the Selection Panel and more recently referred to in July as the Bid Assessment Panel) currently includes two County Council Service Directors, Chief Finance Officer/Head of Finance, a senior officer involved in managing the fund, a trustee of Cambridgeshire Community Foundation (who administer the fund on behalf of the Council and add value by directing applicants to other

potentially more suitable sources of funding) and the Chair and Vice Chair of this Committee as mentioned in paragraph 1.1.

- 2.3 In order to address concerns raised at the Communities and Partnerships Committee in July, which included a request for increased transparency of the allocation of the up to £1million fund and greater member involvement, the Committee is asked to consider the following proposals:
- To expand the Recommendation Panel and replace the previously named Committee representation of Chair and Vice Chair, as shown at paragraph 2.2, with representation of up to five County Councillors primarily from this Committee allocated on a politically proportionate basis; three Conservatives, one Liberal Democrat and one Labour from the committee membership including substitutes.
 - That all members of the Recommendation Panel have equal scoring 'rights' along with the other panel members.
 - That the Recommendation Panel presents the Communities and Partnership Committee with a summary list of applications they recommend for final decision.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

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

- The focus of the Fund is supporting people to live healthy and independent lives.
- It focuses upon the most vulnerable groups who are most likely to experience health inequalities

3.3 Supporting and protecting vulnerable people

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

- The focus of the Fund is to enhance delivery against this priority e.g. where the support of the voluntary and community sector could make a real difference to the lives of vulnerable people.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

- The review aims to ensure that the Fund makes most efficient use of resources. Implications of the recommendations include more effective use of officer time. The finance team have agreed all recommendations

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

Procurement advice has been taken on the grant application process and member involvement in recommending bids for award and final decision of award.

4.3 Statutory, Legal and Risk Implications

Legal advice has been taken in the setting up of this Fund and in the creation of the grant application and monitoring process.

4.4 Equality and Diversity Implications

The focus of this Fund on supporting the most vulnerable will mean this investment will make a positive contribution to issues of equality.

4.5 Engagement and Communications Implications

The plans for engagement and communication of this Fund are as agreed at July Committee.

4.6 Localism and Local Member Involvement

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

- Community empowerment sits at the heart of the Innovation Fund. The refreshed Fund will enhance the opportunity for local community organisations to bid for projects which harness the energy of their community.
- If agreed, Members will play a greater role in considering each application on its own merits and against the fund criteria. The Communities and Partnerships Committee will receive recommendations for funding from the Recommendation Panel.

4.7 Public Health Implications

- The Innovate and Cultivate Fund affords opportunities for individuals and communities to develop their skills and resilience to undertake initiatives that improve health and well being.

| Implications | Officer Clearance |
|---|--|
| | |
| Have the resource implications been cleared by Finance? | Yes Name of Financial Officer: Tom Kelly |
| | |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance? | Yes Name of Procurement Officer: Gus de Silva |
| | |

| | |
|--|---|
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law? | Yes Name of Legal Officer: Fiona McMillan |
| Have the equality and diversity implications been cleared by your Service Contact? | Yes Name of Officer: Sue Grace |
| Have any engagement and communication implications been cleared by Communications? | Yes Name of Officer: Christine Birchall |
| Have any localism and Local Member involvement issues been cleared by your Service Contact? | Yes Councillor Steve Criswell Name of Officer: Wendy Lansdown |
| Have any Public Health implications been cleared by Public Health | Yes Name of Officer: Val Thomas |

| Source Documents | Location |
|--|---|
| See: https://www.cambscf.org.uk/icf.html | Cambridgeshire Community Foundation website |

| | | |
|--|--|--|
| | | Agenda Item: 6 |
| COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN | Published 1st August 2017 Update 16 th August 2017 |  Cambridgeshire County Council |

Notes

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

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

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

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

Additional information about confidential items is given at the foot of this document.

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

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

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------------|---|-------------------------|----------------------------------|-----------------------------------|-----------------------------|
| 24/08/17 | Update on County Council Consultation Strategy | Mike Soper / Tom Barden | Not applicable | 10/08/17 | 15/08/17 |
| | Innovate and Cultivate Fund Proposal | Elaine Matthews | Not applicable | | |
| | Proposed scope of business for the Committee and Appointment and Role of Area Champions | Sarah Ferguson | Not applicable | | |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|---|---|--|---------------------------|----------------------------|----------------------|
| 28/09/17 This meeting is currently booked to take place at the Boathouse Wisbech – (Room booked until 12.30 otherwise Council will be charged full day cost) | <p>This Committee date now to be a reserve meeting to be used as a training seminar if required</p> <p>Committee to decide if it wishes to still utilise the current booking at the Boathouse for a training seminar and ask officers to suggest places to also visit in Wisbech in connection with the Committee's sphere of interest.</p> | | | 14/09/17 | 19/09/17 |
| 26/10/17 | Update on Community Safety Partnerships | Sarah Ferguson | Not applicable | 12/10/17 | 17/10/17 |
| | Joint Domestic Abuse and Sexual Violence Revised Strategy | Sarah Ferguson | Not applicable | | |
| | Town and Parish Councils Improvement Plan | Diane Lane | Not applicable | | |
| | Opportunities for addressing deprivation | Wendi Ogle-Webourn/ Val Thomas / Kate Parker /Tom Barden | Not applicable | | |
| | Training Plan | Wendi Ogle-Webourn / S Ferguson | Not applicable | | |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|------------------------------|-----------------------------|--|----------------------------------|-----------------------------------|-----------------------------|
| | Agenda Plan | Adrian Chapman / S Ferguson/ C May / R Sanderson | Not applicable | | |
| 30/11/17 | | | | 16/11/17 | 21/11/17 |
| Reserve date | | | | | |
| 21/12/17 | Innovate and Cultivate Fund | Elaine Matthews | Key decision? | 08/12/17 | 12/12/17 |
| | Training Plan | Wendi Ogle-Webourn / S Ferguson | Not applicable | | |
| | Agenda Plan | Adrian Chapman / S Ferguson/ C May / R Sanderson | Not applicable | | |
| 24/01/18 | | | | 10/01/18 | 15/01/18 |
| Reserve date | | | | | |
| 15/02/18 | Innovate and Cultivate Fund | Elaine Matthews | Key decision? | 01/02/18 | 06/02/18 |
| | Training Plan | Wendi Ogle-Webourn / S Ferguson | Not applicable | | |
| | Agenda Plan | Adrian Chapman / S Ferguson/ C May / R Sanderson | Not applicable | | |
| 15/03/18 Reserve date | | | | 01/03/18 | 06/03/18 |
| 17/04/18 | | | | 03/04/18 | 06/04/18 |

| Committee date | Agenda item | Lead officer | Reference if key decision | Deadline for draft reports | Agenda despatch date | |
|---|-------------|--------------|---------------------------|----------------------------|----------------------|----------------|
| 2.00 p.m. 31/05/18 Reserve date | | | | 17/05/18 | 22/05/18 | |
| | | | | | | |
| Innovate and Cultivate Fund report will be required for June 2018 meeting once date confirmed | | | | | | Elaine I |
| | | | | | | Wendi Webou |

Notice made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in compliance with Regulation 5(7)

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

| Forward plan reference | Intended date of decision | Matter in respect of which the decision is to be made | Decision maker | List of documents to be submitted to the decision maker | Reason for the meeting to be held in private |
|------------------------|------------------------------|---|------------------------------|---|--|
| .../... | [Insert Committee date here] | | [Insert Committee name here] | Report of ... Director | The decision is an exempt item within the meaning of paragraph ... of Schedule 12A of the Local Government Act 1972 as it refers to information |

Decisions to be made in private as a matter of urgency in compliance with Regulation 5(6)

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

| Date of Chairman's agreement | Matter in respect of which the decision is to be made | Reasons why meeting urgent and cannot reasonably be deferred |
|------------------------------|---|--|
| | | |

For further information, please contact Quentin Baker on 01223 727961 or Quentin.Baker@cambridgeshire.gov.uk

