Decentralisation

To:	Strategy and Resources Committee
Meeting Date:	27 June 2022
From:	Amanda Askham, Director Business Improvement & Development
Electoral division(s):	All
Key decision:	Yes
Forward Plan ref:	2022/069
Outcome:	The outcome of a well implemented decentralisation approach will be services that are closely tailored to the needs and wants of local communities and which make the most of existing assets, connections and expertise to drive a just transition to a greener, fairer more caring Cambridgeshire.
Recommendation:	The Committee is asked to:

a) agree to the policy framework that drives the Council's decentralisation approach, sections 2.1;

b) agree the design principles for decentralisation work, as laid out in section 2.3; and

c) note and endorse the next steps and pilot approach in sections 4.1 and 4.2.

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1.   Background

1.1   In February 2022, Full Council agreed a [vision and a set of priorities](#) to create a greener, fairer and more caring Cambridgeshire. These priorities drive our Business Plan and Budget and flow through our all of our planning and service design activities.

1.2   To deliver this vision for Cambridgeshire, the Council has a strategic framework, made up of a number of policies, each with an associated action plan. Throughout the framework, the Administration has put particular emphasis on people centred, place-based approaches, which build on the strengths, diversity and needs of Cambridgeshire's local communities.

1.3   In May 2021, as part of the Joint Administration Agreement, Councillors tasked officers to consult with partners and with communities on ways to devolve more of the Council's services and budgets to be managed locally. The Communities Social Mobility and Inclusion Committee was asked to advance this approach in an evolutionary and differentiated way, according to dialogue with local communities, varying powers according to local demands and different sized areas based on local identity.

1.4   In March 2022 the Communities Social Mobility and Inclusion Committee agreed the following high-level elements of this decentralisation approach:

- That the overall purpose of decentralisation is to improve Council decision making, and thereby outcomes for Cambridgeshire residents, by giving residents more opportunities to influence decisions that affect them
- That the work of officers across the Council being more embedded in local communities is one of the main ways for decentralisation to fulfil that overall purpose

1.5   [The COSMIC committee paper](#) also highlighted the following principles of decentralisation:

- Even global or national challenges are often best addressed locally by services and partnerships that respond to the needs and goals of the people they serve
- The design of Council services should be as informed by the residents and communities they affect as possible
- Council officers working more closely with local communities and members enables residents to have a higher quantity and quality of opportunities to influence decisions that affect them
- Genuinely bottom up, local-driven change can reach its full potential when the expertise and resources of the Council are more accessible to residents
- The term 'communities' must be understood in both its geographical and non-geographical senses, to recognise that some residents, such as those in marginalised groups, do not yet have equal access to opportunities to influence decisions.

1.6   The Communities Social Mobility and Inclusion Committee also recommended that the next stages of the work should be considered by Strategy and Resources Committee to ensure that it connects with other strategic priorities, legislative changes and priorities across the Cambridgeshire public sector system.

1.7 This paper outlines the decentralised policy position and proposed outcomes that would lead the Council towards more prevention, greater and more inclusive community involvement in decision making and social justice within sustainable means.

2. Policy position, Outcomes and Principles

2.1 <u>What is decentralisation and how does it fit with the Council's framework of policies?</u>

Decentralisation is an approach to governance, operation, and engagement. The Council is adopting this approach to achieve better outcomes for people living in Cambridgeshire. To set aspirations and targets for these outcomes, we work with communities, families and individuals as well the available data, to understand and assess need. We then use evidence-based interventions, best practice and innovative approaches to inform our policies. These policies give us the 'rules' for service planning and design so that we have the best chance of delivering the outcomes we are looking for.

By working with Members and officers across all policy and service committees over the last year, the Joint Administration now have a set of policies that inform the approach to decentralisation. These include:

- *Just Transition:* environmental sustainability, addressing poverty and inequalities, sustainable economy and public sector spending, and place-based development
- *Place-Shaping:* building a positive and distinctive sense of place in local communities through socially, economically, and environmentally balanced development with residents
- *Social Mobility:* the link between a person's occupation or income and the occupation or income of their parents
- *Anti-Poverty:* providing a safety net for those who are in poverty – such as income maximisation and winter warmth measures - and approaches for lifting people out of poverty
- *Community Wealth Building:* people-centred local development that aims to retain wealth in the local economy
- *Doughnut Economics:* working toward 'a world in which every person can lead their life with dignity, opportunity, and community – and where we can all do so within the means of our life-giving planet' (Raworth 2017: 43)
- *Triple Bottom Line (TBL)* provides assessment across social, environmental and financial factors using service qualitative and quantitative data.

2.2 These policy intentions interrelate in various ways, but they all move toward the same outcomes for residents and communities. Within this policy context, operating in a more decentralised way will enable the outcome of:

Cambridgeshire residents and communities are empowered to direct a Just Transition to the safe and just space on their own terms.

This also has the additional advantage of being self-reinforcing: the closer residents and communities approach the safe and just space, the more their capacity to direct themselves to it increases, because their resilience and ability to articulate their priorities to the local authority increase. This goes hand in hand with the most common and widely articulated

justification for decentralisation, that local people and places understand their own strengths and challenges better than anyone else can and are therefore best placed to lead or inform action regarding them.

2.3   Communities across Cambridgeshire are all different, and we recognise the strength of these distinctions. All work to decentralise our services will be responsive to local need. However, it is important to have a set of principles to guide a cohesive approach and to help us plan change across the Council:

   a)   A greater proportion of our resource (workforce and budget) will be invested through decentralised approaches and structures
   b)   We will involve communities in our decision making and design. We will particularly seek to involve and assist disadvantaged communities, groups and individuals in line with the Council's commitment to combat poverty and promote inclusion
   c)   We will deepen relationships with voluntary and community sector organisations, District, Parish and Town Councils and other public sector partners - working together through our democratic roles and most suitable governance structures to deliver the best outcomes for communities
   d)   Social, economic, and environmental impacts will be given equal consideration in our decision-making processes
   e)   Our local presence should seek to be navigators and reference points for all local public services. Opportunities to apply this approach should be pursued by the Council's land and property functions.

2.5   A number of services within the Council are already carrying out work which is aligned to these proposed principles of decentralisation. We now need to learn from where this has been successful, formalise and embed the approach and push into new areas where delivery could and should be decentralised.

3.   Current position

3.1   To maximise the opportunities presented by a decentralisation approach and to understand the changes we need to make over the coming months and years, we need to understand where we are now. To start this work, the Council's Policy team has carried out a desktop diagnostic review of current service delivery models against the principles of decentralisation and developed case studies and examples of current and emerging decentralisation approaches.

3.2   Principle a: A greater proportion of our resource (workforce and budget) will be invested through decentralised approaches and structures

        This principle captures how we deploy our people and budget in local places and also how communities can increase their control of and access to their local services.

        When we analyse our workforce, there are some differences in how closely teams are based in and accountable to local places and people depending on the nature of the service and activity. For example, a high percentage of our people who work in Adults and Children's services are associated with a particular patch or community, whereas in Place and Economy there is a mixed picture of teams who work in specific places – for example in recycling centres – and those who have a strategic role over the whole county.

Nearly 70% of the services which the Council funds (either through directly employed workforce or commissioned services) are delivered directly to individuals and families. This could be early help, care or reablement delivered in someone's home; learning delivered to children in schools and settings; or Public Health services such as Weight Management, Health Visiting and Sexual Health services which are delivered through GP surgeries, schools, community settings and in some cases, people's homes.

Whilst these services are planned on a local basis and differentiated to respond to the assets and needs of each community, there is a still a significant shift to be made to achieve a model where services can all be accessed and shaped at a very local level.

No single model of decentralisation will be applicable – or appropriate – across all services so we have started to view the "journey" to decentralisation through the following three lenses:

- COMMUNITY ENGAGEMENT – the extent to which the service has contact with and is shaped by the community
- RESOURCE PLANNING – the extent to which residents are involved in making decisions about how resources are deployed
- ACCESSIBILITY – the extent and ease with which residents can make use of the service.

Example: Community Flood Groups
- The Council supports members of the community who wish to create a "Community Flood Group" and develop a local flood risk action plan to identify and mitigate against flood risks in their community. In addition to groups taking action to prevent flooding and protect property when flooding occurs, they assist in the development of better local intelligence regarding flood risk.
- A grant fund is available for community flood groups to carry out (or pay for) flood risk reduction work (clearing of culverts, for example) where a river bank owner cannot be identified or is unable to carry out the work.
- The Environment Agency is fully supportive and can provide physical resources to assist with flood risk mitigation.
- Once established, groups are supported to develop their own plans and direct work in their communities, but then sustain themselves and their work.

As part of the Cambs 2020 programme, a Hub and Spokes approach was adopted so that teams and services could be based as close to the communities they serve as possible, with a Civic Centre for members and corporate services. This model was disrupted by the pandemic but is now continuing the planned programme of community hubs, where public sector teams can be co-located to advance the aim of flexible, coordinated working which is responsive to local need.

3.3   Principle b: We will involve communities in our decision making, design and activity

We do have some good examples of engagement in design of service delivery. Some of these show strong engagement at the point of delivery and others are further upstream, demonstrating involvement in design or services and allocation of resources.

Example: Swaffham Prior Heat Network
Residents in Swaffham Prior, a village of around 300 homes in East Cambridgeshire, came to us to initiate a collaborative project when they recognised the need for a change in the way they heated their homes. This was partly driven by response to the Government's plans to phase out gas and oil boilers and partly by a community desire to become a more environmentally sustainable.

The Swaffham Prior Community Land Trust has worked closely with the council on a project to bring renewable energy to the village. The ambition is to:
• End fuel poverty
• Reduce dependence on oil
• Provide cheaper, renewable heating to as many homes as possible

Over half the village have already outlined their intention to join the Heat Network and to become one of the first villages in the UK to install a sustainable heating network into an existing community.

Example: Deliberative democracy
The Council is one of four partners in the Greater Cambridge Partnership (GCP), the local delivery body for a City Deal with central Government which brings powers and investment, worth up to £500 million, to the county. Initially examining issues around traffic congestion, air quality and public transport in the Cambridge area, the GCP convened a broadly representative 60-person Citizens' Assembly in 2019 to consider a range of documentary and expert evidence related to the subject. This was supported by the Innovation in Democracy Programme funded by central government.
• After considering the evidence, the Citizens' Assembly presented a series of recommendations in late 2019, with the GCP Board committing to make a detailed response by Summer 2020.
• The GCP board adapted existing plans to ensure that there were clear connections between the views of the assembly and the work programme of GCP going forward, through the Future Investment Strategy.
• A progress report was made in January 2021 outlining the ongoing investment programme for public transport, congestion and air quality and the progress made against the assembly's recommendations.

We also have some clear examples of where lived experience and community voice has changed the way we think about our service delivery and work with partners. A good example of this would be the public 'hacks' that informed our multi-agency Best Start in Life strategy and the recent work in Adults services:

> **Example: Participation in Adult Services** – co-production, involvement and engagement activities which enable Cambridgeshire's residents to have a real voice in the design and delivery of their local services:
> * Adult Social Care Forum and Partnership Boards – Support for the bringing together of experts by experience/carer representatives and staff from voluntary and community sector providers and statutory services, to help drive forward the continuous improvement of social care practice and commissioning to ensure the highest quality and best value services for Cambridgeshire residents. This includes working with Healthwatch Cambridgeshire, who run three place-based Health and Care Forums in Cambridgeshire.
> * Personalised Care agenda – Ensuring that ASC is represented, consulted and influences NHS Personalised Care workstreams. Facilitating an integrated person-centred placed-based approach and in doing so supporting joint working and helping to prevent duplication across health and social care services.

As part of our work with the NHS on the Cambridgeshire & Peterborough Integrated Care System, we are developing a local shared commitment and approach to co-production and the use of co-production in Council activities, for example when: reviewing service provision (for example, the Day Opportunities review workstream); developing service specifications; developing strategies/policies, etc. Although this work is progressing well in the ICS and in Adults services, we have not expanded this work into a systematic approach across all Council activities.

> **Example: Learning Disability Partnership (LDP)**
> * The LDP multi-disciplinary teams operate on a locality basis where each of the teams are well cited on networks and available resources within their community, including the voluntary and charitable sectors. The people the teams support, and their informal carers are actively encouraged to participate in local groups and forums. The LDP teams also provide localised support in a number of ways:
> * Speak out Council locality reps meet with Think Communities navigators routinely and the LDP will participate in this, with an aim to ensure LD is properly engaged in the Think Communities agenda.
> * The teams strive to ensure they have a nominated link worker (Nurse) with each of the GP surgeries to enhance joint working with the people we support. A new fixed term role has been introduced to promote the uptake of Annual Health Check's (a challenge at present due to nurse vacancies) will enhance this.
> * The LDP teams have actively promoted the Individual Support Fund pilot, to ensure that it is accessible to all within the community, not just older people.

During the pandemic we worked well with communities to solve problems that needed collective effort and multiple perspectives. We must build on this experience and learning to use the collective expertise and commitment of our communities to work on today's big societal issues. We know, for example, that our Climate Change and Environment Strategy depends on work being done at the local level and that this work will be as diverse and bespoke as the environmental assets and priorities of local places.

Further work on policy and mechanisms for involving communities and individuals in the design of policy and services or in the decision which may affect their local places is now needed to meet decentralisation principles.

3.4 Principle c: We will deepen relationships with voluntary and community sector organisations, District, Parish and Town Councils, other public sector partners, and community groups- working together through our democratic roles and most suitable governance structures to deliver the best outcomes for communities

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Example: The Library Presents
Our libraries service is delivered through 33 static and 3 mobile libraries offering a unique reach and presence in communities across the County. Libraries are seen as safe, neutral, trusted and accessible facilities providing services which remain free at the point of use. They provide opportunity for all for cultural and creative enrichment increased reading and literacy, improved digital access and literacy, healthier and happier lives, and greater prosperity. They are also places where the community can come together as a group and share experiences.

In many places across Cambridgeshire, libraries are becoming community hubs where people can either access or be signposted to support and activity. Programmes like The Library Presents takes over 100 great quality arts events into libraries across the county each year and is designed with groups and individuals at a local level with a focus on locations furthest from cultural opportunity.

The programme is aligned to the Social Mobility agenda; we prioritise work in communities in the most deprived areas and places with least access to culture. We also deliver focused work with priority groups and are currently working on accessible and inclusive content and delivery: particularly for Deaf audiences; engaging more closely, through community contacts, in order to address the Council's social mobility agenda; young people in identified geographical areas; families with English as a second language.

There are numerous examples of working in partnerships - whether formal or informal – across the Cambridgeshire and Peterborough public sector system. The system response during the pandemic really exemplified what we achieve when all parts of the system and voluntary and community organisations and communities themselves gather around a common purpose. Our work going forward must retain the best of our learning during the pandemic and we know that crossing organisational boundaries, sharing resource, information and skills and giving everyone permission to act in the best interests of our communities lay at the heart of our response.

A key part of taking this work forward and tackling the deep inequalities that persist across the County is the new Integrated Care Partnership (ICP). This relies on deep collaboration and action from NHS, all tiers of Local Government and voluntary and community organisations to develop an 'integrated care strategy' for Cambridgeshire and Peterborough's whole population. The integrated strategy will use the best available evidence and data from all parts of the system and will cover health and social care (both children's and adult's social care), to address the wider determinants of health and wellbeing.

The Council's policy framework, with a focus on supporting the vulnerable, tackling inequality and poverty, health in all policies and moving services closer to places and people (decentralisation) is strongly reflected in the priorities and strategies being developed through the ICP and the Health and Wellbeing Board (HWB).

Of course, partnership work across the system in both Adults and Children's Social Care is broader than the work with the developing ICP and collaboration supports delivery and outcomes across many service areas.

Example: Partnership work in Adults Services–
- **Time Currency Schemes** – The Think Communities team and lead ASC representatives provide support to the two time-based currency schemes operating in Cambridgeshire: Time banking and Time Credits. These schemes build community resilience and help people to stay independent, safe, well and living a fulfilled life.
- **Stay Well** – Lead ASC representatives provide support to the multi-agency group which works across the local health and social care system to mitigate the risks associated with cold weather to the health and wellbeing of most vulnerable groups who live in cold homes due to fuel poverty.
- **District and City Community Resilience Hubs** – Lead ASC representatives at groups such as the Cambridge CRG ensuring ASC messaging is a focus, making strategic links around ASC services, providing support for individual cases raised by community and Mutual Aid groups to ensure people are aware of the correct pathways to help.
- **CCG Social Prescribing Digital Platform** – Support for the mobilisation of the Joy Social Prescribing Digital Platform. Commissioned by the CCG (for three years) to provide a case referral management platform as well as a public-facing marketplace across the Integrated Care System in Cambridgeshire and Peterborough geographical footprint

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The Council's Think Communities approach has been a key part of building place-based and place focused teams, developing close and practical working relationships with district and parish councils, parts of the local NHS system, voluntary sector organisations and other public sector partners. These relationships enable locally based staff to link communities not only with County Council functions, but with other services that they may require. Local bases allow teams to develop a clear understanding of the community "landscape" in their area and highlights the value of identifying and engaging with stakeholders to simplify access to services for our residents.

Examples of the Think Communities approach working in practice include the development of local networks to create whole-system approaches to food poverty, the extension of the "hub" model for tackling poverty and the Homes for Ukraine programme. Some of this work has been very much in and with the community physically, but equally virtual access has been an effective route to parts of the community which can otherwise remain hidden.

Example: Cambridgeshire Hub – mixed delivery pilot

A virtual "hub" – self-accessed via the Council's website, by helpline or through referral from a trusted partner network – offers access to a series of support options, including direct payments to alleviate immediate hardship. The hub model – originally developed to co-ordinate the community offer in response to COVID-19 - provides a point of access to the Council for those in immediate hardship; services aiming to build on the initial engagement to develop a longer-term budgeting plan for the resident to support financial resilience.

While the majority of residents use the on-line application, the trusted partner network makes "frontline" decisions on resources directly, drawing on vouchers or direct payment as appropriate to the immediate need. The trusted partners include organisations that operate locally, within districts and across the county but all are in direct contact with residents to deliver the service. The network enhances the capacity to maintain support for residents through additional advice and signposting towards other financial support.

The Trusted Partner Network is a group of voluntary and public sector teams/groups/organisations who have been identified by either the County Council or District Councils as working with people who could benefit from access to the Household Support Fund and/or the Hub and established enough to be Trusted Partners.

Trusted Partners identify the support needed by individuals and then send the details to CCC for processing. The decision making as far as the amount and type of support as well as the eligibility sits with the Trusted Partner, while CCC foots the administrative bill. This means that the decision making is as local as possible and means that very small local groups can access support without incurring significant administrative costs.

Example – Ukraine Response

A good example of cross system working, the Think Communities Service has led on the Homes for Ukraine programme creating a framework for the delivery of a totally new programme within 4 weeks. As part of this programme the County Council can learn what works and doesn't work when owning responsibility for a programme which is largely being delivered by Districts (and explore the best use of resources at the centre in order to free up work more locally to be designed according to local community needs as well as a totally new cohort of vulnerable people).

Continued partnership working and engagement with communities presents opportunities to develop our understanding of current and future needs and involve our communities in a process of co-production to ensure that services are appropriately managed to meet changing need. By working to develop this understanding of communities and using new methods of engagement, such as deliberative democracy, the Council can reach parts of the community that we rarely have before, building a richer picture of need and involving the whole community in making key service decisions.

3.5   Principle d: Social, economic, and environmental impacts will be given equal consideration in our decision-making processes

The Joint Administration confirmed in the May 2021 Joint Agreement that '*all spending and investment decisions will be made in the context of meeting the Net Zero strategy, and*

social and environmental criteria will be given equal weight to financial criteria in all contracting'.

Earlier this year, members were briefed on the use of a Social Value Portal for procurement and the Procurement Team have now begun to roll out the use of Social Value TOMs (Themes, Outcomes and Measures) in procurements valued over £100,000

Then, in February 2022, Full Council approved the Business Plan and a new Performance Management Framework to ensure that "*measures need to be relevant, reliable, clear, fit for use and balanced".* To deliver the business plan and strategic priorities as agreed by Council, all new business cases will follow a 'Triple Bottom Line' approach.

The 'Triple Bottom Line' is a framework to enable organisations to evaluate their impact and performance in terms of effect on social, environmental and economic (financial) dimensions - other models refer to this as the 3Ps – people, planet and profit, and has some similar considerations to doughnut economics. As part of adopting a Triple Bottom Line approach, the Council will set clear criteria, for 'social', 'environmental' and 'financial' impact, to enable officers to evaluate and evidence the full impact of their delivery in each of these pillars. It is expected all investments, pressures, savings and income business cases will be assessed against the criteria.

This new approach to decision making and evaluation of business cases, sits alongside the commitment to a £14m 'Just Transition' fund to be spent on schemes which tackle inequality, improve lives, and care for the environment.

3.6   <u>Principle e: Our local presence should seek to be navigators and reference points for all local public services. Opportunities to apply this approach should be pursued by the Council's land and property functions.</u>

Within our existing Think Communities team we have Place Coordinators and Community Connectors who grow collaboration and connections across organisations and groups working in a place. Community Connectors support the Council's pilot work – for example the Care Together work in East Cambridgeshire – and build capacity for community led action. In the proposals for a revised structure for the Council, these teams will be strengthened adding further capacity for bringing public services together around local issues.

We know that we can make more effective use of our assets, working with public service partners and local communities, so that they are actively used by communities. Our asset strategy is being revised and will include consideration of how we might give local communities more power and control over how our assets in a place are used.

4.   Next steps

4.1   To deliver against decentralisation principles and the Council's current and future Strategic Framework, we will:
- Deepen engagement and consultation on our approach to decentralisation with District, Parish and Town councils as well as voluntary and community groups;
- strengthen our communities approach and team so that we have capacity to develop specific decentralisation activity with communities and partners;

- establish a series of pilots to test and learn from the principles of decentralisation
- increase opportunities for engagement and participation, with an open and rolling invitation to citizens' groups everywhere in the County to take part in decentralisation arrangements;
- look for 'force multipliers' - in terms of resource, expertise and innovation - with partners and communities so that we amplify our efforts, increase our impact and avoid wasting system resources;
- map and review the physical assets we have in each area to ensure that they are effectively used to support the principles and aims of decentralisation;
- further develop the hub and spokes model into physical community hubs for multi-disciplinary staff teams to be co-located within the places they serve, flexibly coordinating their work around local need and improving their accessibility to local residents;
- review and enhance the co-production practices of front-facing services;
- stand up a dedicated team to work with services on new decentralised models which move more services, funding and power to local communities with ambitious targets and delivery timelines; and
- ensure that our strategic framework and MTFS for future years fully reflect this Council's commitment to decentralisation, community wealth-building, triple bottom line, deliberative democracy and codesign with communities.

4.2   Pilots
As already noted, decentralisation is likely to take a variety of forms, both for different services and in different places. To explore aspects of community co-design, deliberative democracy, shared governance and decentralised resources, the Corporate Leadership Team recommends a series of pilots. These pilots will be established to test and develop the principles for decentralisation as section 2.4 above. These pilots will need further development with Members, service leads, partners and communities and could include some or all of the following:

4.2.1   **Local Highway Improvements.** The working group for LHI process review could start from decentralisation design principles and explore the appropriate balance between local prioritisation and the County's strategic expertise. Pilots of local decision-making bodies could be arranged to uphold the transparency of the LHI budget. Decisions would be made in public by local representatives and, in keeping with deliberative democracy, be informed by discussion from a range of partner organisations. Partners will vary by area but might include district councillors, parish councillors, community groups, citizens juries, and the police.

4.2.2   **Care Together**. East Cambs is the early adopter site to test the 'Care together' concept, which is an umbrella term to help transform care in East Cambridgeshire. This work encompasses a wealth of different partners including public health, Libraries, East Cambs District Council and many others. Through local events, some opportunities and local solutions have been identified with the goals of;
- introducing community driven placed-based commissioning
- improving the homecare offer to local people
- jointly developing early intervention and prevention for adults

This place-based approach includes the promotion of care microenterprise idea of creating sole traders who provide support for people in the local community.

The Care Together concept will be tested against the principles of decentralisation, community wealth building and triple bottom line to inform the Council's response to new legislation and models in Adult Social Care.

4.2.3 **Libraries Transformation**. The Council's programme of library transformation was interrupted by the pandemic in 2020 but has since restarted with a full review of our library services, led by a cross party member working group. This review follows the principles of decentralisation and is particularly focused on models and activities which support social mobility and community wealth building.

Cambridgeshire's libraries are already differentiated to respond to different community needs and wants and a number of models exist around the county. Learning from these different models and depths of decentralisation will be shared to inform further transformation of our library services.

4.2.4 **Cambridgeshire Food Poverty Alliance**
The Council is providing grant support to Cambridge Sustainable Food to develop a countywide Food Poverty Alliance. Its overarching aim will be to ensure a healthy and sustainable diet is available to all, particularly those who are vulnerable. The work to set up the Alliance is being undertaken in accordance with the principles of decentralisation.

The Alliance will be County Council supported rather than Council-run. The direction of the Alliance will be overseen by an independent steering group that is representative of voluntary and community sector organisations active in this field across the County. This will be supplemented by representatives from the District Councils and the County Council.

Underpinning the development of the Alliance is a belief that a shared vision and working together brings results that can't be achieved by acting individually. The work of the Alliance will not be restricted to emergency food provision but will work to strengthen the ability of local communities and organisations to tackle the root causes of food poverty.

4.2.5 **Staff volunteering.** A pilot could be established to see if allocating a percentage of CCC staff time to community volunteering increase the impact of place-based work.

4.2.6 **Consultation and co-design of decentralisation arrangements**. Some District, Parish and Town councils have already expressed an interest in piloting forms of local decision making, including Cambridge City Council who are interested in re-establishing the Cambridge Joint Area Committee (CJAC) and St Neots, Ely City, and Wisbech Town Councils.

4.2.7 **Waste and recycling:** Place Coordinators alongside the Council's Waste and Recycling experts could initiate an inclusive process in targeted areas to develop localised approaches to minimising waste and maximising recycling, ensuring the involvement of voluntary and community sector partners and the use of deliberative democracy techniques.

4.3 The suggestions above represent a small selection of possible pilots. Selected pilots would be run using a consistent methodology with tests against decentralisation principles to ensure useful learning loops which further the Council's decentralisation approach and the council's contribution to strong, resilient, and inclusive communities.

5. Governance

5.1 Once agreed, learning across pilots will report into the most appropriate committee – for example, community codesign might report into the Communities Social Mobility and Inclusion Committee, the impact of using Triple Bottom Line in decision making to Strategy and Resources, and so on.

5.2 More details on pilot projects, our progress against the actions described in 4.1, and governance of decentralisation work will be brought to this committee in September 2022.

6. Stakeholder Engagement

6.1 As the work on decentralisation has developed, we have kept our partners engaged and informed.

6.2 Last autumn, the Chair and Vice-Chair of the COSMIC Committee, along with the Communities Director, met with each the relevant Cabinet Member and senior officer from each district and city council, to discuss the approach to decentralisation. Each discussion resulted in support in principle for the approach to decentralising County Council decision making, although they also acknowledged that further detail would be necessary to fully understand the different ways in which the approach could work.

6.3 The Leader of the Council and the Director of Business Improvement have briefed system leaders – both political and officer - in a number of forums including: the Public Service Board, the Integrated Care System Transformation group, the Cambridgeshire and Peterborough Leader's group and the Cambridgeshire and Peterborough Combined Authority Board.

6.4 The Chair of the COSMIC committee led a session for Parish Councils at their annual conference in January this year and, with the Vice Chair, has continued to brief Parish, Town and District Councils as our thinking on decentralisation develops.

6.5 The Think Communities team have been 'early adopters' of the decentralisation approach and are already designing projects with communities and partners through discussions about local decision making, place needs and local ownership. These projects and examples are helping us to describe what decentralisation means on the ground.

6.6 As we move into the next stages of decentralisation, formalising a plan around the pilots and agreed next steps, we will broaden our stakeholder briefings and engagement and report back to this committee with a full engagement plan.

7. Alignment with corporate priorities

7.1 Environment and Sustainability

The report above sets out the policy position and principles which include implications for this priority in section 2. In addition, section 3 shows examples of where existing work is aligned to the principles of decentralisation.

7.2   Health and Care

The report above sets out the policy position and principles which include implications for this priority in section 2. In addition, section 3 shows examples of where existing work is aligned to the principles of decentralisation.

7.3   Places and Communities

The report above sets out the policy position and principles which include implications for this priority in section 2. In addition, section 3 shows examples of where existing work is aligned to the principles of decentralisation.

7.4   Children and Young People

The report above sets out the policy position and principles which include implications for this priority in para 2.1. In addition, para 3.1 shows examples of where existing work is aligned to the principles of decentralisation.

7.5   Transport

The report above sets out the policy position and principles which include implications for this priority in section 2. In addition, section 3 shows examples of where existing work is aligned to the principles of decentralisation.

8.   Significant Implications

8.1   Resource Implications

There will be resource implications which will become clear as this work progresses and will be included in Business Cases as appropriate.

8.2   Procurement/Contractual/Council Contract Procedure Rules Implications

There may be implications as this work develops.

8.3   Statutory, Legal and Risk Implications

There may be implication as this work develops.

8.4   Equality and Diversity Implications

Equality and Diversity Assessment are undertaken as part of business cases development to ensure all implications are identified and understood.

8.5   Engagement and Communications Implications

Residents will be consulted where possible.

8.6   Localism and Local Member Involvement

Decentralisation will involve all local areas and local Members. Members will be briefed through seminars, committees and through individual briefings on local pilots.

8.7   Public Health Implications

A Health inequalities assessment will be undertaken as part of business cases development to ensure all implications are identified and understood.

8.8   Environment and Climate Change Implications on Priority Areas:

As set out in 7.1, the proposed decentralisation approach directly incorporates environmental principles. There will also be a great number of indirect impacts – likely to be predominantly positive – from the proposals. For example, further embedding of services within their target communities will likely result in decreased travel requirements and increased resilience to climate impacts. Specific implications from projects will be considered in full as they emerge following agreement of design principles.

8.8.1 Implication 1: Energy efficient, low carbon buildings.
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

8.8.2 Implication 2: Low carbon transport.
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

8.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

8.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

8.8.5 Implication 5: Water use, availability and management:
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

8.8.6 Implication 6: Air Pollution.
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

8.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Positive/neutral/negative Status: Specific implications from projects will be considered in full as they emerge.

Have the resource implications been cleared by Finance?   Yes
Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement?   Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes
Name of Legal Officer: Fiona McMillian

Have the equality and diversity implications been cleared by your Service Contact? Yes
Name of Officer: Julia Turner

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
Name of Officer: Julia Turner

Have any Public Health implications been cleared by Public Health?
Yes
Name of Officer: Jyoti Atri

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?
Yes
Name of Officer: Emily Bolton

9.   Source documents

9.1   Source documents

- COSMIC Committee reports on decentralisation: December 2021, March 2022
- Libraries Service Review committee paper December 2021
- The Council's Strategic Framework