

**COMMUNITIES, SOCIAL
MOBILITY AND INCLUSION
COMMITTEE**



Thursday, 06 July 2023

Democratic and Members' Services
Emma Duncan
Service Director: Legal and Governance

14:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

**Red Kite Room
New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1 Apologies for Absence and Declarations of Interest

*Guidance on declaring interests is available at
<http://tinyurl.com/cc-conduct-code>*

2 Minutes - 18 May 2023

5 - 12

3 Public Questions and Petitions

KEY DECISION

**4 Wisbech Adventure Playground – Pilot Youth Investment Fund
Grant Procurement**

13 - 20

DECISIONS

5	Closer to Communities	21 - 64
6	Equality Diversity and Inclusion Strategy	65 - 90
7	Performance Monitoring Report – Quarter 4 (2022-23)	91 - 120
8	Finance Monitoring Report – Outturn 2022-23	121 - 128
9	Finance Monitoring Report – May 2023	129 - 136
10	Communities, Social Mobility and Inclusion Committee Agenda Plan	137 - 140

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chair of the Council and political Group Leaders which can be accessed via the following link or made available on request: [Filming protocol hyperlink](#)

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting [Democratic Services](#) no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution: [Procedure Rules hyperlink](#)

The Council does not guarantee the provision of car parking on the New Shire Hall site. Information on travel options is available at: [Travel to New Shire Hall hyperlink](#)

Meetings are streamed to the Council's website: [Council meetings Live Web Stream hyperlink](#)

The Communities, Social Mobility and Inclusion Committee comprises the following members:

Councillor Tom Sanderson (Chair) Councillor Alex Bulat (Vice-Chair) Councillor David Ambrose Smith Councillor Henry Batchelor Councillor Ken Billington Councillor Adela Costello Councillor Steve Criswell Councillor Claire Daunton Councillor Janet French Councillor Bryony Goodliffe Councillor Ros Hathorn Councillor Lucy Nethsingha Councillor Keith Prentice Councillor Geoffrey Seeff and Councillor Philippa Slatter

Clerk Name:	Nick Mills
Clerk Telephone:	01223 699763
Clerk Email:	Nicholas.Mills@cambridgeshire.gov.uk

Communities, Social Mobility and Inclusion Committee Minutes

Date: Thursday 18 May 2023

Time: 2:00pm – 3:00pm

Venue: New Shire Hall, Alconbury Weald

Present: Councillors Tom Sanderson (Chair), Alex Bulat (Vice-Chair), David Ambrose Smith, Henry Batchelor, Adela Costello, Claire Daunton, Ian Gardener, Mark Goldsack, Bryony Goodliffe, Ros Hathorn, Lucy Nethsingha, Keith Prentice, Geoff Seeff and Philippa Slatter

117. Notification of Chair and Vice-Chair

The Committee noted that Councillor Tom Sanderson had been appointed Chair of the Communities, Social Mobility and Inclusion Committee, and Councillor Alex Bulat appointed Vice-Chair, by Full Council on 16 May 2022 for the 2023/24 municipal year.

118. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor Ken Billington (substituted by Councillor Gardener) and Councillor Steve Criswell (substituted by Councillor Goldsack).

There were no declarations of interest.

119. Minutes – 23 March 2023

The minutes of the meeting held on 23 March 2023 were agreed as a correct record and were signed by the Chair.

The Committee noted the Minutes Action Log.

120. Petitions and Public Questions

No public questions or petitions were received.

121. Cambridgeshire Skills Accountability Agreement

The Committee received a report which included the draft accountability agreement for Cambridgeshire Skills, which was a new requirement for providers that received in excess of £1m in funding from the Department for Education (DoE). The accountability agreement set out Cambridgeshire Skills' vision and statement of purpose, and proposed some additional key performance indicators for monitoring purposes.

While discussing the report, Members:

- Clarified that although the submission of an accountability agreement was required by the DoE, future receipt of funding was not subject to the content of the accountability agreement. While it was acknowledged that the process could evolve following the submission of the initial agreement, Members were informed that its purpose was to provide inspectors and funders with an overview of Cambridgeshire Skills' wider aims and objectives. It was also noted that such work was previously already carried out in a different form and therefore did not represent an additional workload for officers.
- Suggested that the accountability agreement could be more explicit in demonstrating the alignment of the service's strategic objectives with those of the Council. It was also argued that the diagrams used in the accountability statement negatively affected the readability of the document and that a written list could be more effective. It was clarified that the draft document would be reviewed by designers before being submitted, in order to pick up and resolve such details.
- Welcomed that the service would work with the Traveller Health Team to provide vocational learning to the Gypsy, Roma, Traveller community that provide a pathway into paid employment. Members highlighted the importance of tackling digital exclusion by providing residents and learners with information on how to access devices, safe spaces for learning and cheaper tariffs.
- Supported the adoption of the proposed additional key performance indicators and suggested that future monitoring of the data could include comparisons with previous data, along with more information on how that data had been compiled and calculated, to help anticipate where growth in certain areas was expected that would subsequently require higher allocations of available funding.
- Requested that a workshop be arranged to provide Members with an opportunity to discuss the wider issues surrounding Cambridgeshire Skills. **Action required**

It was resolved unanimously to:

- a) Approve the Accountability Agreement; and
- b) Adopt the key performance indicators listed in the Accountability Agreement, in addition to those already in place.

122. Cambridgeshire Priorities Capital Fund

The Committee received a report detailing the proposed criteria, eligibility and two-stage application process for capital grants from the Cambridgeshire Priorities Capital Fund (CPCF). It was also proposed to reserve £500k from the £1.5m of available resources to be allocated to Council owned community assets and projects in a separate process from the main fund.

While discussing the report, Members:

- Queried why it had been proposed to reserve £500k for Council owned assets from a fund that had been established to provide resources to community organisations and assets, rather than to allocate such resources through the Council's own budgetary procedures. Members were informed that although the proposal had not been previously considered by the committee, it had been discussed with the Capital Fund Steering Group, and that it was predicated on the benefit that such assets and projects could have on local communities.
- Sought clarification on whether a bid submitted by a community organisation or project would be considered alongside any potential allocations for Council owned assets, expressing concern that there could be a perceived bias towards awarding funding to a Council owned project or asset instead of a non-Council owned project or asset. Members also requested further information on the process for allocating the £500k that it was proposed to reserve for Council owned community assets and projects, including whether the projects would have the same budget limit and level of scrutiny as the non-Council owned projects. Members were informed that the process for allocating any reserved funds had not yet been developed, and would be presented to the committee in a separate, future paper, although it was suggested that the projects would not receive higher levels of resources than those applying as non-Council owned assets or projects, and that such bids would not be considered alongside each other.
- Expressed concern over the lengthy applications process, arguing that community organisations and projects needed financial support now, rather than in early 2024 when it was proposed to consider recommendations on bids from the assessment panel. It was clarified that the proposal was for the fund to be launched in summer 2023, although the application process would be for an extended period to ensure that all potential applicants, including parish councils, had sufficient time to prepare, agree and submit a bid through their own governance procedures.
- Emphasised the importance of making it clear what kind of bids and projects would be accepted, to avoid organisations devoting resources to develop a proposal that would then be considered ineligible, and clarified that officers would be available to discuss proposals with potential applicants before their bids were submitted. Officers would also provide guidance and support to applicants in obtaining potential additional matched funding from other sources, with organisations such as Hunts Forum, Cambridgeshire ACRE and Cambridgeshire & Peterborough Association of Local Councils (CAPALC) also agreeing to publicise the fund or provide such support or guidance to bid applicants. The two-stage process would also ensure that

unsuitable projects were rejected before they reached the stage of developing a full application.

- Observed that other funding providers were known to withdraw financial support from projects when it became known that the project had obtained additional funding, such as through the CPCF, and sought reassurance that funding agreements would ensure that other public sector bodies did not withdraw their funding following the allocation of any resources from the CPCF. Members were informed that the Council would not withdraw its own funding if projects obtained further funding from alternative sources, and it was confirmed that matched funding would be encouraged, particularly with any applications submitted by a district or city council. Members suggested that it would be beneficial for the Council to offer financial advice to applicants to ensure that their bids were realistic and took into consideration potential risks and issues.
- Drew attention to the high costs of construction and renovation, even when small in scale, and expressed concern that an upper limit of £25k for bids would not provide sufficient resources for the kind of projects that were envisioned to apply. Some members supported increasing the upper limit, while one member suggested that there should not be a limit. It was noted that the Section 151 Officer had advised setting a lower limit than the previous Community Capital Fund because of problems that had arisen with some of the earlier projects, and to minimise financial risk to the Council. Some members observed that the amount of time and resources that small organisations would have to commit in order to prepare an application and provide ongoing evidence for monitoring purposes, including contracting professional advice or consultancy, could outweigh the financial benefit of a relatively small award, while at the same time such organisations may also feel that they did not have a suitable governance structure in place to allow them to apply for a significantly higher level of funding.
- Considered whether it would be more appropriate to measure the social value of a project to the local community, rather than set an arbitrary financial limit, although it was acknowledged that the impact on local communities would be a key consideration in the scoring process. One member also expressed concern that such a process would unfairly favour bids from projects in larger communities.

The following amendment was proposed by Councillor Daunton, seconded by Councillor Seeff and agreed by majority (addition in bold):

- a) Approve the proposed criteria, eligibility and two stage process for applications to the £1,000,000 Cambridgeshire Priorities Capital Fund, as set out in the report, **subject to increasing the bid limit to £40,000;**

It was resolved to:

- a) Approve the proposed criteria, eligibility and two stage process for applications to the £1,000,000 Cambridgeshire Priorities Capital Fund, as set out in the report, subject to increasing the bid limit to £40,000;

- b) Reserve the remaining £500,000 of available resources to make capital improvements to Council owned community assets and projects; and
- c) Appoint Councillors Batchelor, Bulat, Costello, Criswell, French, Hathorn and Sanderson to the Assessment Panel.

123. Committee Agenda Plan and Appointments to Outside Bodies, Internal Advisory Groups and Panels, and Member Champions

The Committee received a report which detailed the agenda plan and sought appointments to outside bodies, as well as internal advisory groups and panels. Appointments were also requested for the roles of Migrant Champion and Community Safety Champion.

It was resolved unanimously to:

- a) Review its agenda plan attached at Appendix 1;
- b) Agree the appointments to outside bodies, as detailed in Appendix 2, subject to:
 - (i) Councillor Bradnam and Councillor Smith being appointed to the Cambridge City and South Cambridgeshire Gypsy Roma Traveller Accommodation Member Reference Group;
 - (ii) Councillor Ambrose Smith being appointed to the East Cambridgeshire Community Safety Partnership in place of Councillor Whelan;
- c) Agree the appointments to internal advisory groups and panels, as detailed in Appendix 3, subject to:
 - (i) Councillor Daunton being appointed to the County Advisory Group on Archives and Local Studies in place of Councillor Bulat;
 - (ii) Councillor Shailer being appointed to the While Ribbon Delivery Group; and
- d) Agree to appoint Councillor Slatter as the Community Safety Champion and Councillor Bulat as the Migrant Champion.

Communities, Social Mobility and Inclusion Committee Minutes Action Log

This is the Committee's updated minutes action log, and it captures the actions arising from recent Communities, Social Mobility and Inclusion Committee meetings and updates Members on the progress in complying with delivery of the necessary actions.

Minutes of the Committee Meeting Held on 23 March 2023					
111.	Cambridgeshire Skills Six Month Review	T Molloy	Include additional information on the joint working of Cambridgeshire Skills and the Council's Traveller Health team in the next iteration of the report.	This will be included in the next Cambridgeshire Skills report.	Action Ongoing
112.	The Council's Approach to Supporting Asylum Seekers, Refugees, and Migrants	L Riddle	Investigate whether City of Sanctuary UK would consider developing a County of Sanctuary pledge.	When signing up to become a Council of Sanctuary, councils are required to sign the 'City of Sanctuary pledge'. City of Sanctuary were contacted to ask whether it would be possible to create a 'County of Sanctuary pledge'. It became clear within the conversation that the 'City of Sanctuary pledge' was called this in reference to the organisation's name 'City of Sanctuary'. The pledge is therefore about supporting the organisation's visions and aspirations, rather than referring to city councils specifically. During the application it will be possible to emphasise how the County Council will be supporting migrants, asylum seekers and refugees, and the award will be a 'Council of Sanctuary' Award.	Action Complete

Minutes of the Committee Meeting Held on 18 May 2023

121.	Cambridgeshire Skills Accountability Agreement	T Molloy	Arrange a workshop to provide Members with an opportunity to discuss the wider issues surrounding Cambridgeshire Skills.	A workshop has been arranged for 14 September 2023.	Action Complete
------	------------------------------------------------	----------	--------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------	-----------------

Wisbech Adventure Playground – Pilot Youth Investment Fund Grant Procurement

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 6 July 2023

From: Executive Director of Strategy and Partnerships

Electoral division(s): Wisbech West

Key decision: Yes

Forward Plan ref: 2023/074

Outcome: Commencement of the procurement process in respect of replacement facilities at Wisbech Adventure Playground, involving demolition of existing facilities (two barges) and replacement modular building.

Recommendation: The Committee is recommended to:

- a) Agree the procurement process for the provision of a modular Youth facility; and
- b) Delegate the decision to award and execute the contract to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee.

Officer contact:

Name: Nicola Houghton

Post: Senior Governance and Performance Officer

Email: Nicola.houghton@cambridgeshire.gov.uk

Tel:

Member contacts:

Names: Councillor Tom Sanderson and Councillor Alex Bulat

Post: Chair / Vice-Chair of the Committee

Email: Tom.sanderson@cambridgeshire.gov.uk
Alex.bulat@cambridgeshire.gov.uk

Tel: 01223 706398

1. Background

- 1.1 Following a successful grant application by the Youth in Communities team, Wisbech Adventure Playground has been selected by The Department for Culture, Media and Sport (DCMS) for one of four national pilots for a Youth Investment Fund (YIF) grant. The sum of £914,650 was received by the Council on 9 May 2023. This grant will provide a new fit for purpose modular youth facility, replacing the indoor space function of the two barges currently on site and in a poor state of repair, along with providing a suitable space for youth provision in the town. The project was approved by the Council's Capital Programme Board on 14 December 2022.
- 1.2 As specified in the grant determination letter (Section 31 grant agreement), DCMS's preferred procurement approach is the use of the NHS Shared Business Services Modular Buildings Framework. DCMS feels this will achieve value for money and give access to a wide range of suppliers with the requisite skills and experience to build the youth facility to the required standards.
- 1.3 Hawkins\Brown and Architecture 00 have been retained by DCMS to provide procurement and construction management services to the Council.
- 1.4 DCMS intends to support the Council in delivery of the YIF modular facility. The grant agreement states that given the unique nature of the facility and the uncertainty over final costs, DCMS will review the amount awarded prior to the Council entering into any contract for construction of the facility. If, at the procurement stage, the modular facility appears unaffordable within the amount awarded, then DCMS (through its contract with Hawkins\Brown) will work with the Council to pursue affordable, alternative Youth facility provision.
- 1.5 If the modular facility appears affordable at the procurement stage but then subsequently the capital costs increase over the amount of £914,650 awarded in 2022/2023, then DCMS will support an additional award to enable the Council to deliver the project to the agreed scope and within the agreed timeline, where these costs arise from the design, construction, site conditions, planning outcomes or completion/commissioning of the project.
- 1.6 A full Regulation 3 planning application is currently pending, reference CCC/22/148/FUL (see section 5.1 of this report for a link to the planning application).

2. Main Issues

- 2.1 Approval required for procurement of contract above £500,000.
- 2.2 A number of meetings between DCMS and the Council have taken place to negotiate the wording of the Section 31 grant agreement and letter of assurance provided by DCMS. These meetings included the Council's Service Director for Finance and Procurement and the Assistant Director for Property. Senior Procurement Officers are satisfied with the NHS SBS Framework, providing a competitive process is taken within the framework to ensure compliance with the Council's procedures.

- 2.3 In discussions with the Council's Procurement team (Place), the DCMS recommended framework (NHS SBS Modular build) has been deemed a suitable framework and recommended that for a further competition be advertised to suppliers on the framework to ensure best value.
- 2.4 Due to the complexity and the aims of the YIF pilots, along with the opportunity to provide a more efficient process of one procurement for all four pilot projects, procurement for all four pilot projects will be undertaken by Faithful+Gould on behalf of Hawkins Brown, the firm appointed by DCMS at their cost, to support grant recipients. Faithful+Gould will lead the procurement under a compliant process.
- 2.5 It is anticipated that by advertising all four pilot projects as one opportunity (while still pricing individually), economies of scale will be identified and best value obtained.
- 2.6 The procurement process will be conducted by Faithful+Gould. The Council's Procurement team has requested, and it has been agreed by Faithful+Gould, to provide a full tender report following award. This is to ensure the Council can provide an auditable trail if necessary.
- 2.7 The contract will be signed by Cambridgeshire County Council and Pathfinder legal will be asked to review the contract. The Procurement team has agreed to continue where necessary to provide support and guidance on this project for reassurance to the Council's project team.
- 2.8 For the reasons outlined above, the committee is recommended to approve procurement through the NHS SBS Framework, following a competitive process within the framework, and to delegate responsibility for awarding and executing a contract for the provision of a modular Youth facility to the Executive Director of Strategy and Partnerships.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

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

- The approach to lowering carbon is proposed through a low-carbon built fabric which provides the opportunity from which to lower operational carbon to net zero.
- The lightweight construction is built off-site before being delivered to site. This minimises carbon used during construction, decreases deliveries to site and creates less waste.
- The foundations of the building will be made from screw piles, minimising the need for intrusive and carbon intensive foundations.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

3.3 Health inequalities are reduced

There are no significant implications for this ambition.

3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

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

- Procurement of this building and associated works will enable the Council to facilitate additional support services to meet the needs and improve the quality of life of young people from across the town in a high area of need, with a significant footfall in an environment already well used by children, young people and families within the area.
- The grant award brings external investment to replace the two deteriorating barges to enable a fit-for-purpose youth space for the young people of Waterlees and wider Wisbech community. Providing a safe place to go to participate in positive activities and socialise, with better and increased access to professional support, trusted adults and community youth work providers, will help to improve health & wellbeing outcomes for young people and address Social Mobility and other barriers to progression these young people face.
- The new building will act as an incubator space and catalyst for new youth project development. In the past, lack of suitable accommodating space has been a prohibitive factor in the development of additional services, that due to need are often successful in gaining revenue funding.

3.5 Helping people out of poverty and income inequality

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

- The new building will facilitate a programme of activities with local young people aimed at raising aspirations and improving social mobility. These activities will include opportunities for volunteering, taking meaningful social action and having a voice.
- The next stage of the YIF programme, we have been invited to apply for a revenue grant for up to 20% of the capital grant (£182,930)

3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

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

- Procurement of the new modular building will enable the local community to work creatively and collaboratively to address their local needs.

3.7 Children and young people have opportunities to thrive

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

- The building will replace the two deteriorating barges with an energy efficient, fit-for-purpose space for the young people of Waterlees and wider Wisbech community. The replacement facilities will ensure there continues to be a safe place for children and young people to go to participate in positive activities and socialise.

4. Significant Implications

4.1 Resource Implications

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

- Not only has funding been secured for construction of the new building, included in the grant award are funds for the demolition and removal of the two existing barges, groundworks, services, temporary facilities to avoid service disruption during construction phase and landscaping. Also included are I.T. costs including installation of a WiFi connection which has been identified as a priority for the site.
- Additional income generated from letting of space to key partners and third sector organisations provides the opportunity for a long-term income stream to offset any increased costs in facilities maintenance.
- It is anticipated that the building will have lower energy costs than the current barges which run on electric heaters. The new building is planned to benefit from an air source heat pump, solar panels and efficient insulation that far outperforms the existing set up and will reduce both energy consumption and emissions generated.
- A letter of comfort has been negotiated between DCMS and the Council to give assurance and mitigate risks around the potential for increased costs of delivering the building compared to the funding awarded.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

- The procurement will be fully compliant with the Council's Contract Procedure Rules.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

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

- The provision of additional opportunities for physical activity will contribute to positive health outcomes.

4.8 Climate Change and Environment Implications on Priority Areas

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive Status:

Explanation: The approach to lowering carbon is proposed through a low carbon built fabric which provides the opportunity from which to lower operational carbon generated at the site to net zero. Initial modelling indicates that operational carbon will be fully offset via onsite renewables, therefore reducing the current impact of the site which is heated by traditional electric heaters, with the barges also being poorly insulated. The lightweight construction is built off-site before being delivered to site, minimising carbon used during construction, decreasing deliveries to site and creating less air pollution than traditional build methods.

4.8.2 Implication 2: Low carbon transport.

Neutral Status:

Explanation: The site is situated in a largely residential and recreational area with existing good conditions for pedestrians and cyclists, already benefitting from an environment with low and calmed traffic flows, good quality footways and a favourable walking and cycling topography. The target user groups of local young people would be encouraged to access the facility via walking or cycling. The lightweight construction is built off-site before being delivered to site, bringing minimal trips to site, decreasing deliveries to site and creating less transport pollution than traditional build methods.

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive Status:

Explanation: The proposal provides 55m² of new soft landscaping, comprising a species-rich wildflower lawn, perennial plants and five new trees surrounding the site entrance. The proposed facade also provides a framework for additional growing plants.

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Neutral Status:

Explanation: The design will use off-the-shelf structural timber and perforate metal cladding members to minimise waste. Waste saving will be maximised by utilising standard sizes, where possible. Waste is further minimised by using a modular construction method in which the building is constructed in a controlled environment, delivered to site and assembled before being clad. This approach minimises material waste during construction.

4.8.5 Implication 5: Water use, availability and management:

Neutral Status:

Explanation: To manage surface water run-off generated by the new building in a manner which is compliant with current design criteria, Sustainable Urban Drainage Systems

(SUDS) will be incorporated within the onsite drainage design. The option of water storage for re-use as irrigation combined with infiltration techniques is the preferred SuDS solution for the site. It is expected a foul water drainage connection will be required for the proposed building. A suitable discharge point to the Anglian water system may need to be determined and an application made for a new connection.

4.8.6 Implication 6: Air Pollution.

Positive Status:

Explanation: The lightweight construction is built off-site before being delivered to site. This minimises carbon used during construction, decreases deliveries to site and creates less air pollution.

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Positive Status:

Explanation: The proposed building will replace the two deteriorating barges. The team of Playworkers currently based at the site provide a valuable service to local young people, including free access to supervised after school activities and facilitation of the DfE Holiday Activity and Food (HAF) Programme. The extended Youth offer that the new building and participation in the YIF pilot will bring will facilitate improved and targeted support to vulnerable local young people. The technologies used in the build will also showcase an energy efficient building to the local community.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?

Yes

Name of Officer: Lisa Riddle

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Sarah Silk

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Sue Grace

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Val Thomas

If a key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

5. Source Documents

- 5.1 Full planning application: - [CCC/22/148/FUL | Demolition of existing structure and erection of new building to house youth facilities. | Wisbech Adventure Playground The Spinney Waterlees Road Wisbech Cambridgeshire PE13 3HB](#)

Closer to Communities

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 6 July 2023

From: Executive Director Strategy and Partnerships
Service Director Policy and Communities

Electoral division(s): All

Key decision: No

Outcome: The development of a range of projects that will pilot decentralised approaches to bring Council services closer to communities.

Recommendation: The Committee is recommended to:

- a) Endorse the Council defining and delivering a series of pilot decentralisation projects, starting in July 2023; and
- b) Endorse the development of proposals for library-led front door services.

Officer contact:

Name: Simon Parker
Post: Service Director Policy and Communities
Email: simon.parker@cambridgeshire.gov.uk
Tel: 0345 045 5200

Member contacts:

Names: Councillors Tom Sanderson and Councillor Alex Bulat
Post: Chair/Vice-Chair of the Committee
Email: tom.sanderson@cambridgeshire.gov.uk
alex.bulat@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The Council has committed to encourage and participate in place-based partnerships and to devolve power as close as possible to people and local communities. The Committee has previously received two previous papers defining decentralisation and significant progress has been made on redefining services, notably through Care Together and ongoing work with Integrated Neighbourhoods. This paper sets out the framework for a series of pilot projects to test and evaluate the concept further.

2. Main Issues

- 2.1 Decentralisation is fundamental to the delivery of the Council's Strategic Framework. In some cases, such as Ambition 4 (healthy, safe and independent lives), it is difficult to imagine achieving the goal without being closer to communities. In other areas, such as Ambition 2 (Safe, Sustainable Travel), there are significant opportunities to deliver better outcomes through decentralisation, for instance through enhanced partnership with parish and town councils, resident groups and communities to design and maintain travel networks. In all cases, the Council's ability to achieve complex strategic ambitions on its own is limited (see Table 1 below).
- 2.2 Decentralisation can therefore be viewed as an approach that uses the Council's services and convening power to:
- Encourage active and democratically engaged communities
 - Convene place-based initiatives in partnership with the wider system
 - Integrate and simplify local services for the end user
 - Make the best use of resources across the whole system
 - Create stronger strategic alignment across the whole Cambridgeshire public service system.
- 2.3 Over the next two years, the Council will take forward a series of pilot projects that will help it learn what works. These have been divided into tactical and strategic pilots. The former are smaller-scale pilots that can be delivered quickly, for instance Child and Family Centres engaging local communities in climate action. The strategic pilots are larger and more complex pieces of work that will take longer to establish, but which may open broader opportunities to align the Council's work strategically with partners. These might include, for instance, deepening the Council's engagement with integrated neighbourhoods.
- 2.4 To support this, options will be brought forward to consolidate the Council's customer-facing universal or whole population services and its properties in each town or city into a smaller number of higher quality buildings. As far as possible, this will be done alongside partners, such as the Integrated Care System. This will support decentralisation by providing access to more services in one location and providing an opportunity to integrate the Council's services, for instance by using libraries as a front door for a wider range of public health and wellbeing functions.

Strategic Framework 7 Ambitions	Possible benefit of decentralisation
1 - Net zero by 2045	Facilitate more parish/community-led plans for decarbonisation and biodiversity.
2 - Travel is safer and environmentally sustainable	Communities able to take more decisions about their local transport networks.
3 - Health inequalities are reduced	Creation of place-based partnerships to act on wider determinants of health such as loneliness or opportunities for exercise.
4 - Healthy, safe and independent lives	Continuing to deepen engagement with Integrated Neighbourhoods, which are small teams of health and care services usually centred on clusters of GP surgeries.
5 - People are helped out of poverty and income inequality	Facilitate data sharing to identify those people who are at risk and create place-based partnerships that can provide wrap-around support.
6 - Places and communities prosper	Council participates in local community wealth building partnerships, where large institutions such as health trusts and universities use their spending to encourage more locally-owned businesses.
7 - Children and young people have opportunities to thrive	Youth services designed in partnership with young people, their families and the local voluntary and community sector.

Table 1

2.6 Pilots

2.6.1 A range of potential pilots have been selected based on their alignment to the Council's strategic ambitions (as set out Appendices 1 - 17), their geographical spread (see Figure 1 below), and to provide a mix of strategic and tactical opportunities. Importantly, many of the pilots reflect particular challenges that communities face in different parts of the county. In developing these schemes, officers deliberately sought pilots that will meaningfully engage the community, that work through existing public service geographies and that enable the Council to establish its right role in a complex public service landscape.

2.6.2 It is important to note that the goal of delivering services closer to communities is shared across Cambridgeshire's public services. This means many of the Council's pilots will be delivered in partnership and in some cases the Council will not be the lead organisation. The goal for the pilots is fundamentally to enable learning. Each scheme will be evaluated to generate lessons for future partnership working with the aim of creating a consistent, strategic cross-council framework for decentralisation by 2025.

2.6.3 The tactical pilots can be taken forward rapidly, with the majority in delivery by autumn 2023. They include a wide range of different services. Examples include:

- Devolution of the Supporting Families personalisation budget, allowing families and their lead worker to allocate funding to achieve the goals identified in their family plan. This will enable lead workers employed by partner organisations, such as schools or the voluntary sector, to access funding previously only available to families with a lead worker from the Council.
- Locally designed targeted support services, family learning and youth work. These pilots will enable services and support to be tailored to respond to what local people need or local issues, as opposed to a countywide approach.
- Local community climate campaigns, designed by local families and led by child and family centres. These pilots will deliver communications that are meaningful to the community who create them and provide insight into the most effective methods to engage local people in ways to support the Council to achieve its ambitions.

2.6.4 The strategic pilots are a particularly important part of this work as they are designed to explore system-wide collaboration around themes that align to the Council's Strategic Framework, with many of these themes also aligning with the priorities of its partners. While discussions remain at an early stage, likely themes for strategic pilots include:

- (i) Poverty: with the possible end of the Household Support Fund, the Council needs to establish its ongoing role in supporting poverty alleviation as part of the wider network of partners who are also deeply involved in this work. This will be supported by pilots in Huntingdonshire and South Cambridgeshire.
- (ii) Climate change: developing a community-led approach to the green transition, supporting communities to access advice and financial support to secure locally-owned renewable generation, to support active travel and to facilitate behavioural change so people are better able to reduce their carbon footprint.
- (iii) Community wealth building: the Council is committed to resilient and inclusive economies and needs to define the role it seeks to play here. To explore this, the Council will work with Cambridge City Council to support its Abbey pilot on community wealth building.
- (iv) Integrated neighbourhoods: the Council will work with the southern area of the Integrated Care System to pilot deeper integration of public services at the neighbourhood level focused on a small number of key health and wellbeing outcomes.

2.6.5 A full list of pilots is included attached at Appendices 1-17 of this report. Subject to the committee’s endorsement, business cases and evaluation approaches that cover the full range will be developed. Key evaluation criteria will include the extent to which the pilots have actually engaged communities in the design and delivery of the pilots.

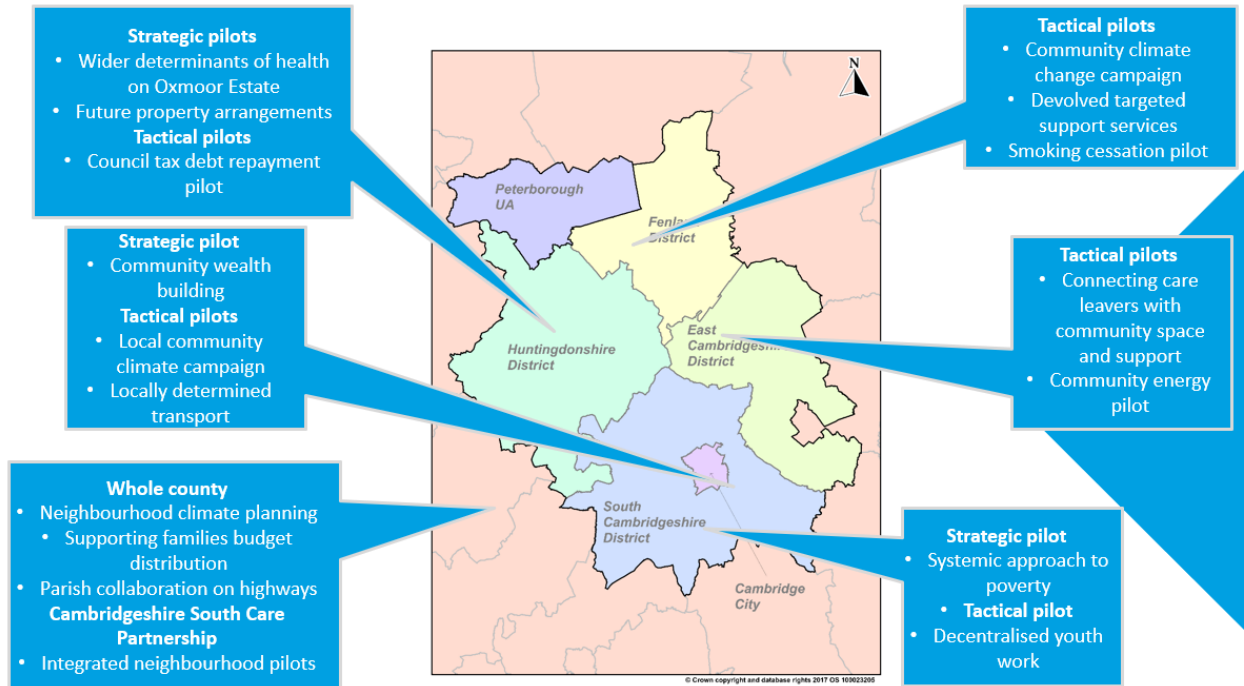


Figure 1: Pilot Map

2.7 Property

2.7.1 The Council’s decentralisation agenda will be supported by a new property assets strategy that will align the Council’s property assets, and how they are managed, with the strategic needs of the Council. The Council has multiple assets across the county, which are in varying states of repair and not all in the best location to deliver the decentralisation agenda (see Figure 2 below).

2.7.2 As part of the pilot programme, the case for taking a decentralised hub approach in Huntingdon will be explored. This would use one of the Council’s libraries as the front door for a wider range of Council services, including public health, climate advice and support, and children’s and family facilities. As far as possible, this work will be done alongside the Council’s public sector partners, to maximise the potential for integrating services and simplifying access for residents. The Council will engage with communities and service users to ensure that any changes meet their needs.

2.7.3 The One Public Estate (OPE) programme, which celebrates its first decade this year and is backed by the Local Government Association, and the Cabinet Office supports locally led partnerships of public sector bodies to collaborate around their public sector delivery strategies and estates’ needs. OPE will help bring public sector partners together to pursue decentralisation benefits. One partner will be the NHS, which has launched its Cambridgeshire and Peterborough Integrated Care Board Estate Strategy, which complements the Council’s decentralisation vision.

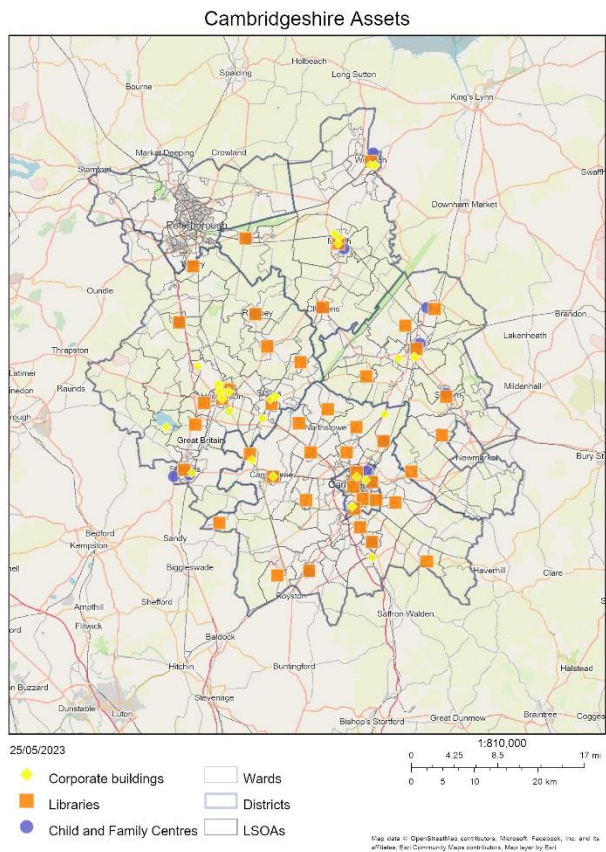


Figure 2: Cambridgeshire Assets Map

2.8 Enabling activity

2.8.1 To support the pilot activity, and to ensure that decentralisation becomes a core part of the way the Council operates, this programme will be supported with two key strands of enabling activity. The first is a new participation strategy to spell out the Council’s approach to public engagement and deliberative democracy. This will be a broader document looking at, for instance, how the Council can engage people in a range of its core strategies, but it also provides a key underpinning for decentralisation. The second strand is the work of the newly restructured Communities Service, which will be focused on supporting this activity.

2.8.2 As the Council’s current consultation and engagement strategy is due to expire in September 2023, a new strategy for participation presents a timely opportunity to support the development of the decentralisation framework. Defining participation as any activity that involves local people and communities in decisions that affect them, this strategy will outline how the Council will expand and align its methods for doing this and what it hopes to achieve by them.

2.8.3 This will primarily involve:

- Using the proposed decentralisation pilots to test new methods of engaging communities and supporting local people to deliberate on policies, strategies, or service design and delivery.

- Building the skills, capacity, and resources within the Council to practice these new methods, which includes staff training, governance of activity, and developing the use of the Council's assets as participation spaces for communities.
- Gathering the data and intelligence on all relevant activity in Cambridgeshire to ensure the Council's current and future activity simplifies and build synergies with that of partners and communities.

2.8.4 The ultimate aim is to support decentralisation by establishing an ongoing dialogue with a diverse range of community voices who are informed and empowered to drive the Council's decision making and co-deliver positive outcomes for Cambridgeshire.

2.8.5 Following earlier approval at Full Council to permanently invest, the restructured Communities Service brings together the work of the previous Think Communities and Youth in Communities teams. The Communities Service deploys its resource in a decentralised way, with teams located in each of the five district/city council areas and working alongside key partners such as the Integrated Neighbourhood leads and parish councils.

2.8.6 The service employs two voice and participation officers, dedicated to ensuring the Council develops approaches to engage with residents and support local people to share their thoughts and solutions to local issues. The wider Communities Service officers will act as an enabler to the wider Council, providing the necessary resource to broker relationships in local communities, offering advice and guidance to officers, elected members, partner organisations and communities.

2.8.7 The service is designed to complement the community development role carried out by district and city councils, and assist the development of local groups to meet local need through the provision of seed funding and start up support. The Communities Service will focus on supporting wider services in the delivery of tactical and strategic pilots.

3. Alignment with ambitions

3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

The report above sets out the implications for this ambition in the appendices.

3.2 Travel across the county is safer and more environmentally sustainable

The report above sets out the implications for this ambition in the appendices.

3.3 Health inequalities are reduced

The report above sets out the implications for this ambition in the appendices.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

The report above sets out the implications for this ambition in the appendices.

- 3.5 Helping people out of poverty and income inequality

The report above sets out the implications for this ambition in the appendices.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

The report above sets out the implications for this ambition in the appendices.

- 3.7 Children and young people have opportunities to thrive

The report above sets out the implications for this ambition in the appendices.

4. Significant Implications

- 4.1 Resource Implications

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

- These recommendations will be delivered within existing resources, but may have financial implications for other Council strategies. For instance, any property rationalisation taken forward as a result will be subject to a separate business case.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No significant implications

- 4.3 Statutory, Legal and Risk Implications

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

- The key risk for this programme is low partner capacity to work with the Council, resulting in either slow progress or low quality of work. The proposed pilots can largely be delivered either by the Council or with existing, trusted partners. Where work is undertaken with community groups, towns and parish councils or the voluntary and community sector, the Council will need to undertake due diligence to manage statutory or legal risks.

- 4.4 Equality and Diversity Implications

No significant implications

- 4.5 Engagement and Communications Implications

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

- Many of the pilots will seek to engage local residents in co-design. This engagement will be designed with support from the Communities Service, calling on communications and web support as necessary.

4.6 Localism and Local Member Involvement

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

- The pilots provide a significant opportunity for local member involvement. Relevant members will be briefed about the tactical pilots in their area and their views will be sought on the development of strategic work.

4.7 Public Health Implications

- Decentralisation has the potential to identify and focus on health and wellbeing needs in different areas and shape interventions that best meet them

4.8 Climate Change and Environment Implications on Priority Areas

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive Status:

Explanation: opportunity to ensure Council property is more energy efficient.

4.8.2 Implication 2: Low carbon transport.

Positive Status:

Explanation: several pilots may result in plans for lower carbon transport.

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Neutral Status:

Explanation: No obvious implications

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive Status:

Explanation: several pilots may result in plans for reducing waste

4.8.5 Implication 5: Water use, availability and management:

Neutral Status:

Explanation: no obvious implication

4.8.6 Implication 6: Air Pollution.

Positive Status:

Explanation: several pilots may result in plans for reducing air pollution

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Positive Status:

Explanation: Community climate campaigns can be expected to increase resilience to climate change.

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 and Commercial? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?
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?
Name of Officer: Sue Grace

Have any Public Health implications been cleared by Public Health?
Yes
Name of Officer: Val Thomas

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

5. Source Documents

5.1 [Agenda Item 6 \(Decentralisation – The Communities, Social Mobility and Inclusion Committee Perspective\) – Committee Meeting on 21 July 2022](#)

5.2 [Agenda Item 5 \(Decentralisation in Action\) – Committee Meeting on 8 December 2022](#)

Decentralisation: Pilot projects outline plan – Appendix 1

Ambition 3: Health inequalities are reduced		
Project:	Addressing smoking in Fenland	Lead Officer: Deputy Director of Public Health
Outline proposal:		
Design and deliver a pilot to address the prevalence of smoking in Fenland specifically. The decision-making route for this pilot is via Adults and Health committee [29.06.2023].		
Deliverables:		
<ul style="list-style-type: none"> • Deliverable 1 • Deliverable 2 		
Benefits/outcomes:		
<ul style="list-style-type: none"> • 		
Indicative timescale:	Target Place:	Tactical/Strategic?
	Fenland	Tactical
Decentralised approach:		
Impact / success measure(s):		
1) Measure 1 2) Measure 2		
Resources required/identified:		
1. Public Health Officers?		
Partners involved:	Dependencies/linked programmes & projects:	
Estimated Budget:	Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 2

Ambition 5: People are helped out of poverty and income inequality			
Project:	Alignment of commissioned contracts	Lead Officer:	Assistant Director Communities, Employment and Skills Strategic Lead for Anti-Poverty
Outline proposal:			
Through the revised Community Reference Group (CRG) for Cambridgeshire, and alongside district/city council colleagues, review commissioning arrangements for poverty related contracts to minimise duplication and reduce any gaps in provision.			
Deliverables:			
<ul style="list-style-type: none"> • CRG relaunched with terms of reference co-designed alongside partner agencies, including VCS organisations. • Anti-poverty related contracts mapped across organisations. • Gaps, duplication and opportunities for future commissioning identified. 			
Benefits/outcomes:			
Indicative timescale:	Target Place:	Tactical/strategic?	
July 2023 to March 2024	Cambridgeshire		
Decentralised approach:			
Through the coordination of the partnership, opportunities may emerge for the county council to commission services in a different way, alongside city/district councils or by combining budgets and devolved funding.			
Impact / success measure(s):			
<ol style="list-style-type: none"> 1) CRG reformed with good attendance from partner organisations. 2) Reduction in duplicate funding. 3) Co-commissioned contracts in place. 			
Resources required/identified:			
<ul style="list-style-type: none"> • Anti-poverty Lead and hub • Procurement support 			
Partners involved:		Dependencies / linked programmes & projects:	
<ul style="list-style-type: none"> • Community Reference Group partners • Cambridge City Council • Other districts? 		<ul style="list-style-type: none"> • Household Support Fund 	
Estimated Budget:		Budget Source:	
tbc		<ul style="list-style-type: none"> • CCC Household Support Fund • Communities commissioned contracts 	

Decentralisation: Pilot projects outline plan – Appendix 3

Ambition 2: Travel across the county is safer and more environmentally sustainable		
Project:	Cambridge Joint Area Committee (CJAC)	Lead Officer: Executive Director Place and Sustainability
Outline proposal:		
The Cambridge Joint Area Committee will mobilise to support local decision making linked to travel options. The decision-making route for CJAC is Constitution and Ethics committee [20.06.2023] and then full council [18.07.2023].		
Deliverables:		
<ul style="list-style-type: none"> • Deliverable 1 • Deliverable 2 		
Benefits/outcomes:		
Indicative timescale:	Target Place:	Tactical/Strategic?
	Cambridge City	Tactical
Decentralised approach:		
Devolving decision making linked to travel options from the upper tier authority to		
Impact / success measure(s):		
<ol style="list-style-type: none"> 1) Measure 1 2) Measure 2 		
Resources required/identified:		
Partners involved:	Dependencies/linked programmes & projects:	
Cambridge City Council		
Estimated Budget:	Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 4

Ambition 7: Children and young people have opportunities to thrive			
Project:	Care Leavers community support	Lead Officer:	Assistant Director Communities, Employment and Skills Lead Officer for Care Leavers
Outline proposal:			
A jointly led pilot from the Care Leaver/Children in Care and Communities and Libraries services to connect Care Leavers with universal support networks in the local community and the resources available to connect young people with their family history and life story through library and archive resources.			
Deliverables:			
<ul style="list-style-type: none"> • Workshops and events to connect Care Leavers with support in the local community and libraries. • Individual family/place history projects. • Corporate grandparents identified and role developed. 			
Benefits/outcomes:			
Indicative timescale:	Target Place:	Tactical/Strategic?	
September 2023 to July 2024	East Cambridgeshire		
Decentralised approach:			
Our approach to connecting young people who have experienced care in Cambridgeshire will be connected to the universal support where they live and opportunities to explore and engage with the resources the county council owns and can provide at no cost.			
Impact / success measure(s):			
1) Improved awareness of universal support and resources available. 2)			
Resources required/identified:			
<ul style="list-style-type: none"> • Libraries and Archive service • Care Leaver service • Communities Service 			
Partners involved:		Dependencies/linked programmes & projects	
Estimated Budget:		Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 5

Ambition 7: Children and young people have opportunities to thrive			
Project:	Commissioning of detached youth work	Lead Officer:	Assistant Director Communities, Employment and Skills
Outline proposal:			
Pilot the commissioning of detached youth work to a Voluntary or Community Sector (VCS) organisation, on behalf of the Office of the Police and Crime Commissioner (OPCC), targeting hot spot areas in Cambridge City and South Cambs as part of the Serious Violence Duty.			
Deliverables:			
<ul style="list-style-type: none"> • Service specification written and procurement exercise completed. • Provider commissioned; work delivered in line with the specification. • Contract managed by council officers. 			
Benefits/Outcomes:			
Indicative timescale:	Target Place:	Tactical/Strategic?	
July 2023-March 2025	To be determined by partners local knowledge and evidence of need.	Tactical	
Decentralised approach:			
Detached youth work contract targeted to local hot spot areas and delivered by local VCS organisation with oversight from the council, rather than direct delivery.			
Impact / success measure(s):			
<ol style="list-style-type: none"> 1) Contract awarded to VCS provider 2) Work successfully delivered in line with service specification 3) Additional value - Needs of young people met locally by VCS org that will retain a professional relationship and point of contact with trusted adults and contextual safeguarding beyond the terms of the contract. 			
Resources required/identified:			
<ul style="list-style-type: none"> • Communities Service Team Manager (Youth) - contract commissioner • Procurement support 			
Partners involved:		Dependencies/linked programmes & projects	
<ul style="list-style-type: none"> • OPCC • Local VCS organisation(s) • Community Safety Partnership Leads 		<ul style="list-style-type: none"> • Serious Violence Duty 	
Estimated Budget:		Budget Source:	
£89,613		OPCC Serious Violence Statutory Duty fund	

Decentralisation: Pilot projects outline plan – Appendix 6

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes			
Project:	Community Environment Project	Lead Officer:	TBC
Outline proposal:			
<p>The East Cambs Climate Action Network (CAN) formed in 2020 with support from Friends of the Earth. The community group takes practical steps to locally reduce dependence on fossil fuels, restore spaces for wildlife and speed up the transition to net zero carbon emissions.</p> <p>Through East Cambs CAN, we plan to explore how the county council can support a local community to develop a community energy plan, utilising the council’s community energy policy.</p>			
Deliverables:			
<ul style="list-style-type: none"> Engagement events with the local community Community energy plan 			
Benefits/Outcomes:			
Indicative timescale:	Target Place:	Tactical/ strategic?	
tbc	East Cambridgeshire - tbc		
Decentralised approach:			
Parish level planning to tackle the climate crisis.			
Impact / success measure(s):			
<ol style="list-style-type: none"> Measure 1 Measure 2 			
Resources required/identified:			
Climate team			
Partners involved:	Dependencies/linked programmes & projects:		
East Cambs CAN			
Estimated Budget:	Budget Source:		

Decentralisation: Pilot projects outline plan – Appendix 7

Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised		
Project:	Community wealth building – Focus on Abbey Ward	Lead Officer: Head of Communities
Outline proposal:		
<p>Cambridge City Council have embarked on a community wealth building project, Focus on Abbey. The county council commits to playing an active role in the pilot and any subsequent system-wide partnership arrangements. The project aims, as set out by Cambridge City Council, are:</p> <p>To bring people together from across the community, voluntary, charitable, public, and private sectors to identify opportunities to work together to improve quality of life in the area and address entrenched inequalities.</p>		
Deliverables:		
<p>Project deliverables will be set by the city council and the partnership group. We anticipate the following deliverables emerging:</p> <ul style="list-style-type: none"> • System wide partnership group, with the county council as a key partner • Call for proposals for community capacity building and feasibility work for transformative projects, offering grants for projects that address the causal factors of inequality and seek to engage and empower the community as part of their delivery. 		
Benefits/Outcomes:		
Indicative timescale:	Target Place:	Tactical/strategic?
<p>May 2023 to March 2025:</p> <p>Phase 1: May to July 2023 (vision workshops /formation of partnership group)</p> <p>Phase 2: Sept 2023 to Dec 2024 (call for grant proposals/ community engagement)</p> <p>Phase 3: Jan 2025 to Mar 2024 (impact evaluation)</p>	Abbey Ward	Strategic
Decentralised approach:		
<p>The county council will play an active role in supporting city council to achieve the ambitions of its Focus on Abbey project. This may include targeting council officer support to the project, or resource, as the work develops during phase one and two of the programme.</p>		
Impact / success measure(s):		
1) Measures will be set via the city council project team.		
Resources required/identified:		
<ul style="list-style-type: none"> • Targeted Support/Child and Family Centres Cambridge City – Service Manager • Communities Service – Head of Communities and resource from City team • tbc 		
Partners involved:	Dependencies / linked programmes & projects:	
<ul style="list-style-type: none"> • Cambridge City Council (lead) 	n/a	
Estimated Budget:	Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 8

Ambition 5: People are helped out of poverty and income inequality			
Project:	Council tax debt repayment pilot	Lead Officer:	Assistant Director Communities, Employment and Skills Strategic Lead for Anti-Poverty
Outline proposal:			
Alongside Huntingdonshire District Council, identify a target group of residents who are in council tax arrears and provide a holistic package of support, including skills development, which upon completion results in repayment of the debt from the Household Support Fund.			
Deliverables:			
<ul style="list-style-type: none"> Resident group identified. Preventative package of support designed and delivered. Funding released from the county council to clear the council tax debt. 			
Benefits/Outcomes:			
<ul style="list-style-type: none"> Residents with the greatest financial need across Huntingdonshire are supported with information and /or funding which will enable them to clear their council tax debt. Residents across Huntingdonshire have developed their skillset to secure employment and achieve a sustainable reduction in their council tax debt. 			
Indicative timescale:		Target Place:	Tactical/ Strategic?
August 2023 to March 2024		Huntingdonshire	Tactical
Decentralised approach:			
Releasing funding held by the county council to a local area. Support co-design of a local project to meet local need.			
Impact / success measure(s):			
<ol style="list-style-type: none"> Number of residents who sign up and access the support. Amount of council tax arrears cleared because of the support. Return on investment amount. 			
Resources required/identified:			
Support from the Communities Service, Cambridgeshire Skills, the anti-poverty hub and finance.			
Partners involved:		Dependencies / linked programmes & projects:	
<ul style="list-style-type: none"> Huntingdonshire District Council 		Household Support Fund	
Estimated Budget:		Budget Source:	
		Household Support Fund	

Decentralisation: Pilot projects outline plan – Appendix 9

Ambition 3: Health inequalities are reduced			
Project:	Integrated Care System data integration	Lead Officer:	Cambridgeshire and Peterborough ICS CCC: Assistant Director Policy, Insight and Programmes
Outline proposal:			
<p>With Oxmoor in Huntingdonshire as a key area of focus, the council will contribute data to support the delivery of the ICS public service data integration pilot. The high-level aim is to understand communities better through data to enable a more localised approach to services, interventions, and support. As the pilot evolves, the possibility to drill down to Local Super Output Areas (LSOA) and target resource accordingly may arise.</p> <p>The pilot will test what might be possible in terms of data integration for the purpose of a more localised approach with this community, with the potential to then scale up/across to more communities in future.</p>			
Deliverables:			
<ul style="list-style-type: none"> • Improved data sharing agreements, if required • Increased knowledge across the partnership of the data available from the county council • Integrated data set for Oxmoor, potentially at LSOA level • Project approach that can be scaled up elsewhere 			
Benefits / Outcomes:			
Indicative timescale:	Target Place:	Tactical/ Strategic?	
July 2023 - December 2023 (tbc).	Oxmoor, Huntingdon	Strategic	
Decentralised approach:			
Data held by the county council will be shared with partner agencies to enhance the services and support available to residents. Where barriers to data sharing exist, we will work to identify solutions to the problem.			
Impact / success measure(s):			
1) Measure 1 2) Measure 2			
Resources required/identified:			
<ul style="list-style-type: none"> • Supporting Families Strategic Lead/ Data Officer • Information Governance 			
Partners involved:		Dependences/linked programmes & projects:	
<ul style="list-style-type: none"> • ICS • Huntingdonshire District Council 		Supporting Families data programme	
Estimated Budget:		Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 10

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs			
Project:	Integrated Neighbourhood – One Team	Lead Officer:	Strategic Lead, Adult Social Care Commissioning Assistant Director Communities, Employment and Skills
Outline proposal:			
Pilot the development of One Team in an Integrated Neighbourhood, alongside Integrated Care System (ICS) colleagues. Identify shared priorities, utilise population health management and community engagement to design and test local solutions to local priorities.			
Deliverables:			
<ul style="list-style-type: none"> Local priorities identified alongside partners and residents. One Team mobilised in North Cambridge to respond to locally identified priorities. Appreciative enquiry training and approach rolled out to enable a consistent approach to engaging with communities. 			
Benefits/Outcomes:			
Deeper and more consistent engagement with Integrated Neighbourhoods at the most local level.			
Indicative timescale:	Target Place:	Tactical / Strategic?	
August 2023 to March 2025	North Cambridge	Strategic?	
Decentralised approach:			
<ol style="list-style-type: none"> County council resource operating at an Integrated Neighbourhood level. One Team approach, working across organisational boundaries tested. Appreciative enquiry used to engage with communities. Local commissioning through Care Together. 			
Impact / success measure(s):			
<ol style="list-style-type: none"> Number of people trained in Appreciative enquiry approach. Other measures developed in response to locally identified priorities. 			
Resources required/identified:			
<ul style="list-style-type: none"> Care Together Communities Service Libraries Targeted Support and Child and Family Centres 			
Partners involved	Dependencies / linked programmes & projects		
<ul style="list-style-type: none"> ICS 	Care Together Programme		
Estimated Budget:	Budget Source:		

Decentralisation: Pilot projects outline plan – Appendix 11

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes		
Project:	Local Community Climate Campaigns	Lead Officer: Head of Service Targeted Support (South)
Outline proposal:		
Child and Family Centres (Family Hubs) in Wisbech and Cambridge City will lead a pilot project supporting local families to produce a climate campaign to raise awareness in the community and link initiatives to the cost-of-living crisis.		
Deliverables:		
<ul style="list-style-type: none"> • Workshop / events with local Wisbech and City residents to design the approach for effective and impactful communications. • Communications pack that can be used by the council and in communities, co-designed with residents. • Website communications – including hosted area for comms, with promotions/campaigns through socials. • Plan of targeted local events. 		
Benefits/outcomes:		
<ul style="list-style-type: none"> • Communities who feel supported and better informed about how they can contribute to reducing their carbon footprint. 		
Indicative timescale:	Target Place:	Tactical / Strategic?
July – October 2023	Wisbech and Cambridge City	Tactical
Decentralised approach:		
Full participation with citizens to design the outcome and products.		
Impact / success measure(s):		
<ol style="list-style-type: none"> 1) Can you measure take up in any way (downloads of comms from website?) 2) Events that take place? 3) Changed behaviours – how might we measure this? 		
Resources required/identified:		
<ul style="list-style-type: none"> • Staff at Wisbech and Cambridge City Child and Family Centres • Communications Officer / Web Officer • Professional support from the Climate Team 		
Partners involved:	Dependencies/linked projects	
	Climate Change and Environment Programme	
Estimated Budget:	Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 12

Ambition 7: Children and young people have opportunities to thrive		
Project:	Local projects responding to local need	Lead Officer: Targeted Support Head of Service
Outline proposal:		
Targeted Support services will distribute funding to each of the place-based district teams to design and deliver local projects based on local needs alongside children and young people. The first pilot will take place in Wisbech, focusing on transitions and working alongside the Community Farm, a local VCS organisation.		
Deliverables:		
<ul style="list-style-type: none"> • Projects co-designed with local partners and/or the community to meet locally identified need • Project plans developed and work delivered in house or commissioned to a partner/VCS organisation 		
Benefits/ Outcomes:		
Indicative timescale:	Target Place:	Tactical / Strategic?
August 2023-March 2024	Starting in Wisbech, with projects mobilising in all districts by spring 2024.	
Decentralised approach:		
Distribution of centrally held funding to place based teams to co-design projects that meet the needs of local communities.		
Impact / success measure(s):		
1) Impact measures will vary from place to place and be identified in local project plans		
Resources required/identified:		
<ul style="list-style-type: none"> • Targeted Support teams – led by the Targeted Support Service Manager in each place 		
Partners involved:	Dependencies/linked programmes & projects	
<ul style="list-style-type: none"> • Community Farm, Wisbech • Other partners to be confirmed as projects evolve 	n/a	
Estimated Budget:	Budget Source:	
£35k	Targeted Support income	

Decentralisation: Pilot projects outline plan – Appendix 13

Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised			
Project:	Locally designed Family Learning	Lead Officer:	Head of Cambridgeshire Skills
Outline proposal:			
A pilot to design and deliver family learning opportunities informed by key local partners and the needs of the community. Targeting parents who would otherwise not engage with education and training.			
Deliverables:			
<ul style="list-style-type: none"> • Learning opportunities identified alongside local communities/services • Package of learning co-designed and delivered • Dedicated team of family learning tutors to deliver on site in schools and Child and Family Centres 			
Benefits/Outcomes:			
Indicative timescale:	Target Place:	Tactical/ Strategic?	
May 2023 to July 2024	Cambridgeshire		
Decentralised approach:			
<ul style="list-style-type: none"> • County council resource operating at individual school levels around the county. • Learning opportunities in response to locally identified needs, in consultation with residents and local partners. 			
Impact / success measure(s):			
<ol style="list-style-type: none"> 1) Number of new learning opportunities identified 2) Number of courses co-developed and delivered at a local level 3) Completion, achievement and progression rates of learners 4) Raised aspiration of parents/carers leading to improved outcomes for children and families 			
Resources required/identified:			
<ul style="list-style-type: none"> • Cambridgeshire Skills • Service Manager lead for Child and Family Centres/Child and Family Centre Managers • Heads of primary schools and nurseries 			
Partners involved:		Dependencies / linked programmes & projects:	
<ul style="list-style-type: none"> • Huntingdon Nursery • Hunts Forum • Acorn Project • Communities • NCS • Libraries 		Supporting Families (skills and workless households)	
Estimated Budget:		Budget Source:	
tbc		Cambridgeshire Skills/CPCA skills funding	

Decentralisation: Pilot projects outline plan – Appendix 14

Ambition 5: People are helped out of poverty and income inequality			
Project:	Cost of Living Referrals Pilot	Lead Officer:	Assistant Director Communities, Employment and Skills Strategic Lead for Anti-Poverty
Outline proposal:			
In collaboration with district councils, the pilot will explore the creation of a portal that enables residents to find and access support in a holistic way without being signposted/passed around.			
Deliverables:			
<ul style="list-style-type: none"> • User engagement to understand barriers to accessing support • Solutions identified to create a more seamless customer journey • A network of partners engaged in the solution 			
Benefits / Outcomes:			
Indicative timescale:		Target Place:	Tactical/ Strategic?
August 2023 to March 2024		TBC	
Decentralised approach:			
Support co-design of a project that enables greater cross-boundary working			
Impact / success measure(s):			
<ol style="list-style-type: none"> 1) Number of residents who sign up and access the support 2) Income maximisation 			
Resources required/identified:			
Support from the district councils, IT digital, the anti-poverty hub			
Partners involved:		Dependencies / linked programmes & projects:	
1) District Councils		Household Support Fund	
Estimated Budget:		Budget Source:	
		Household Support Fund	

Decentralisation: Pilot projects outline plan – Appendix 15

Ambition 3: Health inequalities are reduced		
Project:	Street lighting – reporting of issues	Lead Officer: TBC
Outline proposal:		
<p>Street lighting in Cambridgeshire is provided by a mix of county, parish and town councils, district councils, Highways England and private owners. Issues arise when reporting faults, as ownership/responsibility of an individual lamppost is not always clear. There does not appear to be a central register or mapping of street lights and their ownership. Individual parish councils report the issue causing work for their clerks to identify and report faults, and also suspect that there might an opportunity through joint commissioning of power to make an overall cost saving on running costs.</p> <p>Girton Parish Council has recently completed a mapping exercise of all street lighting in the village, as far as possible identifying the responsible authority/company for every individual light.</p> <p>The proposal is to look at options to simplify reporting of faults and any possibilities around joint commissioning of power.</p>		
Deliverables:		
<ul style="list-style-type: none"> • Redefined process for reporting of issues - Girton? • Established joint commissioning of power - Girton? • Approach that can be scaled up elsewhere 		
Benefits / Outcomes:		
Indicative timescale:	Target Place:	Tactical / Strategic?
July – December 2023 TBC	Girton, South Cambridgeshire	
Decentralised approach:		
Identifying local solutions to an issue that parish councils have limited resources to tackle.		
Impact / success measure(s):		
Assets mapped. Opportunities for joint commissioning fully explored.		
Resources required/identified:		
Partners involved:	Dependences/linked programmes & projects:	
<ul style="list-style-type: none"> • Girton Parish Council • South Cambridgeshire District Council • CCC • Private developers/owners 		
Estimated Budget:	Budget Source:	

Decentralisation: Pilot projects outline plan – Appendix 16

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs			
Project:	Supporting Families Fund	Lead Officer:	Supporting Families Strategic Lead
Outline proposal:			
Building on the success of personalised budgets for families open to the national Supporting Families programme with a lead worker from the council, we will extend access to the fund to families supported by lead workers from partner organisations such as schools and the voluntary sector. This will enable access to financial support to help families achieve co-designed desired outcomes in their family plan, within the parameters of the national programme.			
Deliverables:			
1. Pathway to access the fund designed and promoted to partner organisations 2. Fund open and accessed by families supported under the national programme with a lead worker from a partner agency			
Benefits / Outcomes:			
Indicative timescale:	Target Place:	Tactical / Strategic?	
July 2023 to March 2024	Cambridgeshire	Strategic	
Decentralised approach:			
This pilot enables funding to be devolved to meet the needs of individual families and opens access to partner organisations to request funding on their behalf.			
Impact / success measure(s):			
1) Number of applications from partner organisations, measured by organisation type and location 2) Amount of funding awarded via partner organisations, by organisation type and location			
Resources required/identified:			
<ul style="list-style-type: none"> • Early Help Support Officers • Early Help Hub 			
Partners involved	Dependencies/linked programmes & projects		
<ul style="list-style-type: none"> • The scheme will be open to all partners providing lead worker support to families residing in Cambridgeshire 	National Supporting Families Programme		
Estimated Budget:	Budget Source:		
£35k	National Supporting Families income		

Decentralisation: Pilot projects outline plan – Appendix 17

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs		
Project:	Utilising our estate to meet the needs of local people	Lead Officer: Executive Director Strategy and Partnerships, Executive Director Finance and Resources
Outline proposal:		
<p>Working with communities and partners, a pilot to review how and where we deliver services from across Huntingdonshire to best meet local needs and to utilise libraries as a point of access to support.</p> <p>This pilot will test whether services and support are delivered from the most suitable space, for example – could family contact visits for children in care or regular meetings with support workers take place in library settings and move away from delivery in other council buildings? Is there an appetite from partner organisations to deliver more from council buildings, or vice versa. This pilot aims to answer these questions, engaging residents and to create a model that could later be rolled out countywide.</p>		
Deliverables:		
<ul style="list-style-type: none"> • Assets mapped • Engagement with other council services, partners and residents identifies local needs • Support or services are delivered from the most suitable space • Assets that are not required are released or re-purposed 		
Benefits / Outcomes:		
Indicative timescale:	Target Place:	Tactical / Strategic?
July 2023 to July 2024	Huntingdonshire	
Decentralised approach:		
Services and support are offered from the most suitable place that meets the needs of the local communities they serve.		
Impact / success measure(s):		
<ol style="list-style-type: none"> 1) Increased awareness by residents of how and where support and services can be accessed 2) Increased service/support delivered through public facing assets 3) Number of assets released or repurposed 		
Resources required/identified:		
<ul style="list-style-type: none"> • Children and Adult Services • Public Health • Communities Service • Libraries • Property services 		
Partners involved	Dependencies / linked programmes & projects	
<ul style="list-style-type: none"> • Integrated Care System • Huntingdonshire District Council 	<ul style="list-style-type: none"> • Care Together Programme • Property assets review 	
Estimated Budget:	Budget Source:	

Equality, Diversity and Inclusion Strategy

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 6 July 2023

From: Executive Director: Strategy and Partnerships

Electoral division(s): All

Key decision: No

Outcome: The Committee to consider the approach taken to the development of the Equality, Diversity and Inclusion Strategy and comment on the content, ahead of it being presented to the Strategy and Resources Committee on 11 July 2023 and subject to approval, to Full Council on 18 July 2023.

Recommendation: The Committee is recommended to:

Comment on the Equality, Diversity and Inclusion Strategy.

Officer contact:

Name: Janet Atkin
Post: Service Director: HR
Email: janet.atkin@cambridgeshire.gov.uk
Tel: 07775 024309

Member contacts:

Names: Councillors Tom Sanderson and Alex Bulat
Post: Chair/Vice-Chair of the Communities, Social Mobility and Inclusion Committee
Email: tom.sanderson@cambridgeshire.gov.uk and alex.bulat@cambridgeshire.gov.uk

1. Background

- 1.1 The Council's Strategic Framework outlines an ambitious agenda for the authority for the next five years. Our People Strategy sets out how we will align our workforce to achieve the seven ambitions set in the Strategic Framework over the same period, and alongside the new People Strategy, a new Equality, Diversity and Inclusion (EDI) Strategy has been developed as an additional enabler.
- 1.2 Cambridgeshire County Council's last strategy with a focus on equality was the 2018-2022 Single Equality Strategy. Since launching that strategy, our communities, colleagues and the Council as an organisation have all undergone considerable change. Our communities want services delivered in different ways, and the expectations that employees have of their employers has changed.
- 1.3 This approach builds on the work and achievements we have made through the term of the last strategy and takes learnings from this period to set out our approach and objectives moving forward.
- 1.4 Our Equality, Diversity and Inclusion (EDI) strategy, attached at Appendix 1, is a key cross-cutting strategy which will enable the council to achieve its vision and ambitions very much following the approach taken in the People Strategy so that Cambridgeshire can become greener, fairer, and more caring in the ways that are most suitable to the variety of people, and diverse communities we serve.

2. Main Issues

- 2.1 The Council's Single Equality Strategy expired in 2022 and when starting to look at refreshing and updating the document a completely fresh approach was needed given how much has changed in this arena, to reinforce the Council's commitment to reducing inequality, strengthening and developing good community relations, and challenging discrimination.
- 2.2 This strategy builds on the successes and learning from our 2018-2022 Single Equality Strategy and sets out our approach and objectives moving forward. Whilst we have made great progress to advance our EDI agenda, we must be open and honest about our journey, and we recognise that there is still a lot of work to do.
- 2.3 To drive this work forward, the strategy sets out three themes:
 - Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.
 - Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.
 - Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

- 2.4 The Strategy itself is supported by three guiding principles:
- Taking evidence-based action.
 - Listening to the voices of everyone.
 - Having a transparent and robust approach that delivers meaningful change.
- 2.5 There are twelve equality objectives and success measures have been established to support clear accountability. Progress will be regularly reviewed by the Corporate Leadership Team (CLT), Members through the Communities, Social Mobility and Inclusion Committee and the EDI Leadership Forum, which comprises officers across the Council, members of the IDEAL staff network and trade union representatives.
- 2.6 Progress will also be regularly reported to the Communities, Social Mobility and Inclusion Committee and be included in the annual workforce update to the Staffing and Appeals Committee.
- 2.7 This EDI Strategy is not a refresh of the old strategy; it is a completely new strategy for Cambridgeshire. However, it is not intended to be a standalone document with new or abstract themes. It sits within the Council's Strategic Framework and has been designed to sit alongside the People Strategy as an enabler to achieving the ambitions and priorities outlined in the framework.
- 2.8 Once a final version of the EDI Strategy is approved by Full Council, the strategy document will be designed to mirror the style of the Council's Strategic Framework and ensure that it meets accessibility guidelines.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

This strategy aligns with this ambition, ensuring that our services are inclusive and accessible to our community.

- 3.7 Children and young people have opportunities to thrive

This strategy aligns with this ambition, considering equality, diversity and inclusion throughout our services and equality of opportunity.

4. Significant Implications

- 4.1 Resource Implications

There are no significant implications within this category. All work proposed will be managed within existing resources and approved budgets.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

- 4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category, the strategy will align to existing HR and legislative requirements.

- 4.4 Equality and Diversity Implications

The strategy will consider and champion equality, diversity and inclusion within our existing workforce. No direct or adverse equality implications are expected. A full Equality Impact Assessment will be carried out for all projects and programmes of work proposed.

- 4.5 Engagement and Communications Implications

Whilst colleague feedback has been sought to develop the strategy, considerable colleague engagement and communication will take place once the Strategy has been approved.

- 4.6 Localism and Local Member Involvement

There are no significant implications within this category.

- 4.7 Public Health Implications

There are no significant implications within this category.

- 4.8 Climate Change and Environment Implications on Priority Areas

There are no significant implications within this category.

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 Head of Procurement and Commercial? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User? Yes
Name of Officer: Faye McCarthy

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: Emma Duncan

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

5. Source Documents

5.1 None



Cambridgeshire County Council

Equality, Diversity and Inclusion Strategy 2023 – 2027

Foreword

Our Equality, Diversity and Inclusion (EDI) strategy is a key cross-cutting strategy which will enable the council to achieve its vision and ambitions so that Cambridgeshire can become greener, fairer, and more caring in the ways that are most suitable to the variety of people, and diverse communities we serve.

This strategy builds on the successes and learning from our 2018-2022 Single Equality Strategy and sets out our approach and objectives moving forward. Whilst we have made great progress to advance our EDI agenda, we must be open and honest about our journey, and we recognise that there is still a lot of work to do. We are truly committed to leading this work, reducing inequality, strengthening and developing good community relations, and challenging discrimination, we must take targeted action to deliver meaningful and sustainable change. We would like to explicitly mention our commitment to anti-racism. To us, being anti-racist means actively identifying and opposing racism, being consciously and visibly anti-racist. We do not accept any forms of bullying, harassment, discrimination or any other unacceptable behaviours in our communities and workplace. We can, and must, do better and we have a responsibility to take action against all aspects of overt and systemic racism. This includes Islamophobia, Antisemitism, ethnoreligious discrimination and xenophobia.

To drive this work forward, the strategy sets out three themes:

1. Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.
2. Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.
3. Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

Each of these themes has a set of equality objectives and our overall approach is underpinned by three guiding principles: taking evidence-based action, listening to the voices of everyone, and having a transparent and robust approach that delivers meaningful change.

Our EDI strategy is very important, and we recognise that the council has significant responsibility to embody the principles of equality and diversity as an employer, a service provider and community leader for the region. We work hard to ensure that all our services are fair and accessible to everyone, to help people to be the best that they can be.

Contents

Foreword.....	2
Our community and workforce – equality, diversity and inclusion at the heart of what we do.....	4
Our community.....	5
Our workforce.....	6
Defining Equality, Diversity and Inclusion.....	7
Meeting our public duty: understanding the legal framework	9
Our progress so far and the key challenges we face: our workforce, our communities and our services.....	11
Our EDI governance	14
Our approach to EDI	17
Our three themes and guiding principles	17
Our equality objectives	18
Delivery and monitoring	20

Our community and workforce – equality, diversity and inclusion at the heart of what we do

EDI is embedded in our corporate vision which is “Creating a greener, fairer and more caring Cambridgeshire.” To achieve this vision, the Council has 7 ambitions set out in its Strategic Framework (2023-2028):

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

Ambition 2: Travel across the county is safer and more environmentally sustainable.

Ambition 3: Health inequalities are reduced.

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

Ambition 5: People are helped out of poverty and income inequality.

Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services, and social justice is prioritised.

Ambition 7: Children and Young People have opportunities to thrive.

EDI cuts across all of our ambitions in our Strategic Framework. In addition, our People Strategy (2023-2028) focuses on our workforce. Inclusivity is a central theme in the People strategy, underpinning the four key themes:

Attracting you – Our inclusive, supportive and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Appreciating you – Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring.

Developing you – We work with you to enable you to manage your own development and careers, and our commitment to learning extends beyond skills and knowledge for your current role.

Supporting you – Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire County Council. You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team, and in the wider organisation.

Our community

(data to be presented in infographic format)

- 64.9% of Cambridgeshire are aged 15-64, 18.6% are 65+, 11.4% are 5-14, and 5.1% of are 0-4.
- Out of 678,849 residents, 88.6% are white, 5.8% are Asian, Asian British or Asian Welsh, 2.9% are Mixed or multiple ethnic groups, 1.4% are Black, Black British, Black Welsh, Caribbean or African, and 1.3% are Other ethnic group.
- 16.2% of residents are disabled under the Equality Act. 83.8% are not disabled, 8% of this group identified that they are not disabled under the Equality Act but have a long term physical or mental health condition.
- Of all residents, 45.1% are Christian, 43.2% have no religion or belief, 2.1% are Muslim, 1.1% are Hindu, 0.6% other religion, 0.5% are Buddhist, 0.3% are Jewish, 0.2% are Sikh, and 7% did not answer.
- Of all residents aged 16+, 46.6% are married or in a registered civil partnership, 36.9% have never been married and never registered in a civil partnership, 8.8% are divorced or their civil partnership dissolved, 5.7% are widowed or surviving civil partnership partner, and 2% are separated, but still legally married or still legally in a civil partnership.
- 50.6% of residents are female, 49.4% are male.
- Of the 559,649 residents aged 16+, 93.3% stated their gender identity* is the same as their sex registered at birth. 0.2% stated their gender identity is different but no specific identity given. 0.1% are trans men, 0.1% are trans women, 0.1% are non-binary, and 0.1% other gender identity. 6.2% did not answer the question. *Definition: Classifies people according to the responses to the gender identity question. This question was voluntary and was only asked of people aged 16 years and over.
- Of the 559,649 residents aged 16+, 88.3% are straight/heterosexual, 1.8% are bisexual, 1.5% are gay or lesbian, 0.2% are pansexual, 0.1% are queer, and 8% did not answer.
- Of all residents aged 16+, 60% are economically active (excluding full-time students), 2% are economically active and a full-time student, and 38% are economically inactive. Of the 38% economically inactive, 21% are retired, 7% are students, 4% are looking after the home or family, 3% are long-term sick or disabled, and 2% other.

Our workforce

(data to be presented in infographic format)

- Our average colleague age is 45. 4.5% of our workforce are over the age of 65, and 4.6% are under 25 years old.
- 63% of our workforce have shared their ethnicity information with us. Of these, 90% have stated they are white, 3% Asian or Asian British, 3% Black, Black British, Caribbean or African, 2% mixed, multiple or other ethnic groups and 2% who would prefer not to say.
- 3.2% of the workforce have declared they are disabled. We are proud to be a disability confident employer.
- 31% of our workforce work part time, in addition to a wide range of flexible working arrangements including 9-day fortnights.
- 80% of our workforce are female.
- Our total headcount is 4625. Our total full-time equivalent is 3448.
- We have 160 apprentices working across 45 apprenticeship standards.
- **Gender pay gap** - In March 2022, the mean gender pay gap was 8.8% and the median was 8.2%, both in favour of men. Figure by the ONS showed that in the UK among full-time employees, the gender pay gap in April 2022 was 8.3% (Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)).
- **Ethnicity pay gap** - In March 2022, the mean Ethnicity pay gap was 3.1% and the median was 6.2%.
- Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white. Those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity were excluded.
- 55 colleagues are Mental Health First Aiders.
- 27 colleagues are EDI Contacts who are available to signpost colleagues to support they may need with relation to EDI topics.
- 12 colleagues are Equality Impact Assessment (EqIA) Super Users there to sign off and provide advice on all EqIAs.

Defining Equality, Diversity and Inclusion

There are some key terms to define to help outline the context of this strategy:

Equality means fairness, ensuring that individuals, or groups of individuals are not treated less favourably because of their protected characteristics. It also means equality of outcomes by identifying barriers and biases and taking targeted action to overcome specific inequalities, discrimination, disadvantages and marginalisation experienced by certain groups and individuals, including the protected characteristics under the Equality Act 2010.

Diversity recognises that everyone is different in a variety of visible and non-visible ways and those differences are to be recognized, respected, and valued.

Inclusion means including people in a way that is fair for all, fostering an environment where everyone feels respected, valued and that they belong.

Equity recognises that each person has unique needs and circumstances, and adjusts treatment, resources and, opportunities accordingly so that the result is equal. Equity is a solution for addressing imbalanced social systems.

Belonging refers to a sense that we feel included at work, accepted and valued for who we are, and that we identify with the values of our organisation. This is important for our needs as people and supports a sense of connection with others, and with our work.

Marginalisation describes both a process, and a condition, that prevents individuals or groups from full participation in social, economic and political life. As a condition, it can prevent individuals from actively participating. There is a multidimensional aspect, with social, economic and political barriers all contributing to the marginalisation of an individual or group of individuals. People can be marginalised due to multiple factors; sexual orientation, gender, geography, ethnicity, religion, displacement, conflict or disability. There are core factors that determine who or what groups are marginalised and what the barriers are that prevent them from being reached ([UK Aid Direct definition of marginalisation](#)).

Definitions adapted from: Understanding equality | Equality and Human Rights Commission (equalityhumanrights.com) and Equality, diversity and inclusion in the Workplace | Factsheets | CIPD,

Other things we talk about:

Intersectionality is a concept which recognises that we all have multiple, overlapping identities that impact on our experience. It is the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping, and interdependent systems of discrimination or disadvantage.

Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions.

Protected characteristics are defined by the Equality Act 2010 and include specific aspects of a person's identity. They include age, disability, gender reassignment, marriage and civil partnership, pregnant and maternity, race, religion and belief, sex and sexual orientation, these are covered by discrimination law to give people protection against being treated unfairly.

Psychological safety is a belief that our work environment is safe for interpersonal risk-taking, by which we mean that we feel able to speak up with our ideas, questions, concerns and mistakes, and that these will be welcomed and valued. That isn't to say all our ideas will be applauded or that we have no conflict in the team.

Wellbeing is defined as a "*positive state experienced by individuals and societies. Like health, it is a resource for daily life, and is determined by social, economic and environmental conditions. Wellbeing encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose. Focusing on wellbeing supports the tracking of equitable distribution of resources, overall thriving and sustainability. A society's wellbeing can be determined by the extent to which they are resilient, build capacity for action, and are prepared to transcend challenges.*" (World Health Organisation Glossary of Terms 2021). In the context of our wellbeing at work, we consider our quality of life, how well we can contribute, find meaning and purpose, feel that we are thriving, and feel that what we are doing is sustainable. If we have high levels of wellbeing, we will be resilient, have capacity to contribute at work, and be ready for challenges.

Meeting our public duty: understanding the legal framework

Our Equality, Diversity and Inclusion Strategy outlines how Cambridgeshire County Council (CCC) is working to ensure that we meet our statutory obligations in the Equality Act 2010 to the benefit of our employees, residents and service users.

The Equality Act 2010

The Act refers to a series of 'Protected Characteristics' and we ensure that we consider those groups who share the protected characteristics. The protected characteristics are Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race, Religion and belief, Sex, and Sexual orientation.

We know that there are other groups in our population who also suffer disadvantages and therefore we will be mindful of their needs. Poverty, Rural Isolation and care experienced people are extra categories for priority set by CCC, even though they are not protected characteristics under the Equality Act.

Other groups include but are not restricted to people who are in a homelessness situation, people who are ex-military personnel, people who are long-term unemployed, and people who are carers.

It is important to recognise that being in more than one of the protected groups, or having additional barriers such as living in poverty, may exacerbate the inequalities that people experience.

What is the Public Sector Equality Duty (PSED, Section 149 of The Equality Act)?

The PSED applies to public bodies delivering public services and was introduced to ensure that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims which are:

- Requiring public bodies to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it.

- Fostering good relations between people who share a protected characteristic and people who do not share it.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Socio-economic Inequalities Duty

Cambridgeshire County Council has committed to implementing the Socio-economic Inequalities duty within the Public Sector Equality duty which means we:

“...must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.”

The purpose of this duty is to take into consideration inequalities that stem from socio-economic disadvantages in our functioning and decision-making and to put into practice measures aimed at creating better outcomes for those who experience those disadvantages.

Our progress so far and the key challenges we face: our workforce, our communities and our services

Cambridgeshire County Council has made significant progress in advancing equality, diversity and inclusion in recent years. Whilst our work to tackle inequality, discrimination and exclusion has progressed, there is much more to do. We must consider our context, societal events, and economic challenges. Cambridgeshire itself is changing and our population is growing. This section outlines some of the progress we have made in our workforce, our communities and our services.

Our Workforce

Progress

- Our 2018-2022 Single Equality Strategy and action plan.
- Introduced dedicated resource for EDI work, a newly formed EDI Team.
- Increased EDI-related activity and awareness (e.g., our monthly EDI Conversations).
- Formalised our EDI governance structure to embed and manage EDI activity.
- Increased EDI staff network (IDEAL) activity and support, including peer support and ally groups.
- Introduced new EDI eLearning modules for colleagues.
- Signed the Unison Anti-racism Charter.
- Revised our Equality Impact Assessment process.

Challenges

- Understanding the profile of our workforce and using the data to inform positive action.
- Diversifying our workforce at all levels through recruitment and progression.
- Improving accessible technology and digital resources for staff.
- Developing the culturally competency of our workforce.
- Improving the accessibility of our estate.
- Improving retention of colleagues from under-represented and marginalised groups.
- Supporting employees with the impact of Covid-19.

Our Communities

Progress

- Signed the Armed Forces Covenant - the Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated fairly. The Covenant aims to help prevent the Armed Forces Community being disadvantaged when accessing public services, particularly in the areas of education, healthcare and housing.
- Transformed how we commission Adult Social Care services by looking at the needs of each locality, rather than using a "one size fits all" approach, and by engaging in co-design with residents through our "Care Together" programme.

Activity with, and for our communities, including:

- Work with young people in our communities, examples include supporting the development of a Gypsy, Roma, Traveller Youth Project at the Sandbanks Traveller site in Fenland, a mental health and wellbeing project at Kings Ripton Court utilising appreciative enquiry with SEND residents aged 18-25years, which has informed the Prepare for Adulthood strategy, and working with Virtual Schools to offer young people who are in care or care leavers and interested in youth work careers, a bespoke offer which includes the introduction to youth work qualification, volunteering opportunities or a chance to connect with a voluntary organisation to undertake work experience.
- Provided support to migrants, refugees and asylum seekers, examples include appointing an elected member as a Migrant Champion for Cambridgeshire, working towards achieving the Library of Sanctuary status, and making a commitment to sign up to the City of Sanctuary pledge. Supporting district and city council colleagues to deliver the Homes for Ukraine scheme, and local asylum seeker hotels.
- Delivered the Household Support Fund, providing residents with support around the cost-of-living crisis, and with help to access information and advice, including income maximisation and the opportunity for local organisations to become a Trusted Partner of the scheme, maximising opportunities to communicate the offer locally.
- Embedded an EDI strategy across all libraries, ensuring local communities have access to cultural experiences through The Library Presents, that library stock reflects the needs of local communities and is accessible to all. The library service has developed nationally acclaimed projects such as Read a Little Aloud at the Royal Papworth Hospital, Peeky Blinders alongside the Huntingdonshire Society for the Blind and HiVis, bringing partner agencies and visually impaired residents together in libraries.
- Cambridgeshire Skills respond to local need, delivering adult learning across the county. The offer includes English for speakers of other languages (ESOL) delivered in the heart of communities where there is a need, support to develop essential skills such as family budgeting and careers information, advice and guidance helping people into employment, how to gain a promotion or find a new job.

Challenges

- Providing for the changing and growing needs of our diverse communities and an ageing population. Included within the Cambridgeshire Census figures is an overall 26% rise in the number of Cambridgeshire people aged 65+, against an 18.6% national average rise, with a high percentage increase of people in the 70 to 74 age band in all districts.
- Addressing inequalities and deprivation - cost of living increase, housing, education outcomes, and the increasing costs of services.
- Reaching and engaging with our diverse communities, particularly those whose voices are seldom heard.
- Addressing the lasting impact of Covid-19 on our communities.

Our Services

Progress

- Co-production with communities for service provision in some service areas.
- Representation from the EDI Team on the Social Value Themes, Outcomes and Measures Working Group to ensure they are suitable and reflect our corporate EDI position.
- Embedding Equality Impact Assessments in procurement plans to prompt colleagues to capture the equality considerations of their activity.

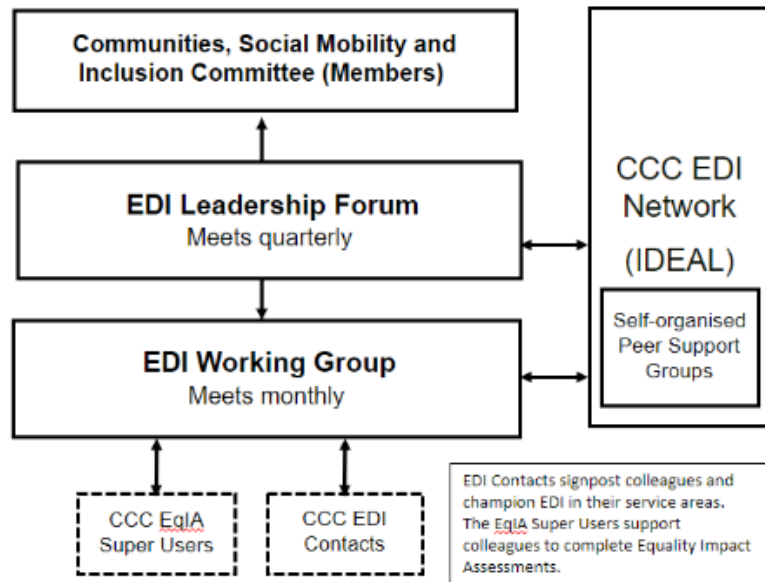
Challenges

- Embedding co-production across all service areas
- Embedding the collection and analysis of diversity data to inform service provision and positive action initiatives.
- Embedding Equality Impact Assessments throughout all decision-making processes.
- Rural isolation as a barrier to accessing support/services.
- Considering equality considerations earlier in the commissioning cycle.
- Ensuring piloted initiatives are evaluated effectively before rolling out further.
- Ensuring our services can cope with a growing population and changing requirements e.g., school capacity to meet demand.
- Delivery of services - ensuring our partners/service providers are culturally competent and value EDI.
- Balancing the need for more infrastructure and addressing inequalities with the climate change agenda.

Our EDI governance

EDI is everyone's responsibility; this section details our EDI governance and demonstrates that appropriate structures are in place to ensure delivery and monitoring of our equality objectives.

EDI is embedded into the formal governance of the council and is a key focus for the Communities, Social Mobility, and Inclusion Committee.



The Council has an EDI Staff Network, Inclusion, Diversity, Equality for All (IDEAL) and nine peer support groups.

IDEAL is a network for employees, workers, recognised trade unions and elected members. Its role is to:

- Promote equality, diversity and inclusion within our workforce
- Support networks that promote equality, diversity and inclusion for employees, workers, recognised trade unions and elected members.
- Improve the diversity of our workforce to reflect the communities we serve

as well as to promote and celebrate diversity across the Council:

- Raising the profile of equality, diversity and inclusion through engaging with senior management and communication campaigns.
- Working with partners to link with events and campaigns

Members of the Network are represented on the EDI Working Group and Leadership Forum. Members also work with colleagues across the organisation e.g., Health and Safety, Wellbeing Group and Trade Unions. Employees are encouraged to join the Network or peer support groups if they wish, the groups meet during work hours.

IDEAL Peer Support Groups



Our approach to EDI

Our three themes and guiding principles

We know that an ambitious response is needed to deliver high quality, effective and inclusive services to our local community, retain a diverse and engaged workforce, and ensure that residents and employees can achieve their potential. There are three themes to help define our equality objectives; a) Our workforce, b) our communities and c) our services.

A: Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.

B: Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

C: Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

Underpinning these three themes are three guiding principles which underpin our approach to equality, diversity and inclusion:

1. Taking evidence-based action

What does this look like? Using quantitative and qualitative data to inform targeted action. We will address gaps in data collection holding us to account for the progress made in addressing discrimination and advancing equality. We will improve our collection and coordination of data to better understand our workforce and communities, particularly under-represented and marginalised groups.

2. Listening to the voices of everyone

What does this look like? Actively seeking the views of our diverse colleagues and communities, listening and hearing their voices through a variety of accessible mechanisms, and acting based on feedback.

3. Having a transparent and robust approach that delivers meaningful change

What does this look like? Being open-minded and honest throughout our EDI journey, including our actions and progress. Taking action, making fair decisions, and evidencing the impact of our work and delivering tangible change.

Prioritising work that creates a positive impact to the lives of individuals, particularly marginalised groups, in the workforce and within communities.

[Our equality objectives](#)

We have twelve equality objectives for our three themes (workforce, communities and services), these include:

Theme	Objective	Measures of success
<p>A. Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected and empowered.</p>	<p>1. Attract, retain, and develop a diverse workforce with different experiences, skills, and backgrounds, including a close reflection of the communities we serve.</p>	<ul style="list-style-type: none"> • Analysis of recruitment data from application through to appointment to identify trends within recruitment. • Analysis of data to identify trends within progression, retention and understand why people leave the council. • Improved diversity data disclosure rates. • Uptake of EDI e-Learning and additional modules. • Engagement survey results: analysis by protected characteristic. • Feedback from our IDEAL staff network and peer support groups. • Levels of employee concerns raised where EDI themes are present e.g., Respect@Work Contact meetings. • Uptake of training opportunities. • Leaders: completion of compassionate and inclusive leadership training.
	<p>4. Enhance the way we recruit, develop, and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups.</p>	
	<p>5. Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.</p>	
	<p>6. Develop and empower our people to design and deliver inclusive and accessible services, removing internal and external institutional barriers.</p>	
	<p>7. Empower all colleagues and services to use their influence to advance and promote equality, diversity, and inclusion across CCC and work together to make organisation-wide impact to progress our equality objectives.</p>	

Theme	Objective	Measures of success
B. Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities	8. Create greater connection with Cambridgeshire's communities, to ensure that our services are accessible and appropriate for all of our residents and visitors.	<ul style="list-style-type: none"> • Quality of life survey with the community. • Local data sources - district knowledge/local knowledge.
	9. Promote participation within our communities, focusing on equality and equity of opportunity where underrepresentation occurs.	
	10. Enhance our communication and engagement to create opportunities for improved exposure, awareness, and understanding for all communities in Cambridgeshire to contribute to a culture of respect and cohesion across communities.	

Theme	Objective	Measures of success
C. Our services – as a provider and a commissioner: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.	2. Co-produce, commission, and provide inclusive and accessible services that improve outcomes for our diverse local population, particularly for marginalised and under-represented groups.	<ul style="list-style-type: none"> • Collection and monitoring of data on uptake of services by protected groups. • Monitoring the development of service specification and design to reduce inequality. • Completion figures of Equality Impact Assessment training.
	3. Support and promote inclusive behaviour with residents and service users by setting and maintaining clear expectations ensuring that we role model	

	this behaviour ourselves in all interactions with our community.	
	4. Collaborate with our partners to reduce inequality in all our communities.	
5. To assess, consult, and evaluate the equality impact of our policies, processes and decisions and to make changes where reasonably possible if it creates inequality.		

Delivery and monitoring

Following the launch of the strategy, our EDI action plan will be co-produced. There will be a range of internal and external stakeholders included in the co-production of the action plan.

The action plan will set out actions against each of our equality objectives contained in this document. The action plan will include baseline measures and will be used to monitor progress, ensuring targets are on track and delivered.

The action plan will be reviewed throughout the year by our EDI Leadership Forum and progress will be published on our intranet and external webpages.

Performance Monitoring Report – Quarter 4 (2022-23)

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 6 July 2023

From: Executive Director for Strategy and Partnerships

Electoral division(s): All

Key decision: No

Outcome: Ensuring the committee is aware of performance of the services for which it is responsible, using the suite of agreed indicators.

Recommendation: The Committee is recommended to:

Note the contents of the report.

Officer contact:

Name: Jack Ossel
Post: Senior Researcher, Business Intelligence
Email: jack.ossel@cambridgeshire.gov.uk

Member contacts:

Names: Councillor Tom Sanderson and Councillor Alex Bulat
Post: Chair/Vice-Chair of the Committee
Email: tom.sanderson@cambridgeshire.gov.uk
alex.bulat@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 Changes are due to take place to the resourcing of performance management within the Council. A partial restructure within the Strategy and Partnerships directorate has created a dedicated performance function within the newly created Programme and Governance team. This new team will take on the responsibilities previously held by multiple Business Intelligence officers across the two separate Business Intelligence and Research teams.
- 1.2 This new approach will ensure there is greater consistency of approach to performance management and more dedicated resource available to meet the performance management and reporting requirements of the Council.

2. Main Issues

Performance Ratings

- 2.1 Detailed performance information for each of the indicators are presented in Appendix 1 of this report. The data is summarised below in an accessible format.
- 2.2 Progress on KPIs with an identified target is colour coded as follows:
 - Red – current performance is off target by more than 10%
 - Amber – current performance is off target by 10% or less
 - Green – current performance is on target (or up to 5% over target)
 - Blue – current performance exceeds target by more than 5%
- 2.3 Where ‘baseline’ is indicated, performance is currently being tracked against a baseline to inform the target setting process.
- 2.4 Where ‘in development’ is indicated, the performance measure has been agreed but data collection and target setting are in development.
- 2.5 Measures labelled as ‘contextual’ are not key performance targets but track key activity with the aim of presenting more rounded information relevant to the service area.
- 2.6 Table 1 below summarises Q4 data (January - March 2022/23).

Service area	KPI no.	KPI Description	Rating	Change in Performance to last quarter
Libraries	36	Number of Active library users	Red	Improving
	37	Number of visits made to library sites reported quarterly	Red	Improving
	38	Total Digital engagements reported quarterly	Target in development	Declining

Adult Skills / Learners	136	Number of learners from across Cambridgeshire that have be enrolled onto a course	Blue	Improving
	137	Number of courses that have been recruited, which support skills development to aid progression	Blue	Improving
	138	Number of courses that have been achieved	Green	Improving
Think Communities	174	No of Community Youth Providers participating within our (Youth in Communities) Network	Target in development	Improving
Coroners	175	Total number of cases opened	Contextual	N/A
	176	Total number of cases closed	Contextual	N/A
	177	Total number of Inquests opened	Contextual	N/A
	178	Total number of Inquests closed	Contextual	N/A
	179	Total number of Inquests closed that are over 12 months old	Contextual	N/A
Domestic Abuse	197	Number of Self Referrals to Commissioned Domestic Abuse Outreach Services	Contextual	Declining
	198	% of clients engaging with the IDVA Service	Amber	Unchanged
	199	Number of Referrals to the Independent Domestic Violence Advocacy (IDVA) Service	Contextual	Improving
Registrations	219	All births registered within 42 days of birth. % within deadline	Blue	Declining
	220	Deaths registered within 5 days	Green	Declining
Trading Standards	221	No. of hours business advice provided to businesses under Primary Authority	Blue	Declining
	222	% of business brought into compliance in all priority areas following inspection/intervention	Blue	Improving

Table 1 – Q4 data (N.B. where N/A = not yet available)

Performance Summaries

Libraries

2.7 Two of three indicators showed an improvement in Q4 from Q3. The number of active library users rose from 84,659 in Q3 to 85,080 in Q4, a 0.5% increase. The total number of visits to libraries rose from 322,668 in Q3 to 377,204 in Q4, a 16.9% increase. However, the total number of digital engagements fell from 327,616 in Q3 to 307,429 in Q4, a reduction of 6%.

- Indicator 36 (Active Borrowing): The strong recovery since lockdown has been built on, nearly doubling the number of people making use of their library card in the last year. The service is confident that work on various projects due to be implemented

next year will help it achieve this target. Most notably: making every child a library member in Wisbech, EverySpace updates to March library and expansion of the Business and IP centres across more sites.

- Indicator 37 (Visitors): There was a strong performance in Quarter 4, with recovery much more evenly spread across the libraries, as larger sites started to benefit from the return to high streets and the impact on Warm Hub work. March library has stood out with regular class visits running alongside daily coffee and chat sessions within the library to reverse a trend of decline in the library visits.
- Indicator 38 (Digital Engagements): Digital engagement dropped again due to continued reduction of overall Twitter users after the business takeover. There was a quieter final quarter than anticipated. Many of the Council's social media platforms continued to see strong growth, but performance on Twitter declined alongside the reduction in use observed worldwide since the platform changed management and this offset growth achieved elsewhere. The Council had also been due to launch on TikTok but has suspended the project pending wider considerations around safety and use of the app nationwide. Recruitment is being carried out for a vacant post that helps manage the Council's digital content and it is hoped the fresh perspective will help replicate the growth that was being experienced.

Adult Skills and Learners

2.8 Adult Skills and Learners performance remains on above target across all three KPIs.

- Indicator 136 – 'Number of Learners enrolled onto a course' has increased by 444 from Q3 to Q4 to 2336, above the target of 2194.
- Indicator 137 – 'Number of course enrolments, which support development...' has increased from 2741 in Q3 to 3621 in Q4, an increase of 880. This is above the annual target for the year of 2846.
- Indicator 138 – 'Percentage of courses that have been achieved' has declined from 97% in Q3 to 96% in Q4 but still performing above the 95% target level.

Communities Service

2.9 Communities service performance:

- Indicator 174 – 'Number of Community Youth Providers' has risen from 503 in Q3 to 526 in Q4.

Coroners

2.10 Coroner's data now includes baseline data to allow assessment of change. The following points detail whether each indicator is above or below the baseline performance.

- Indicator 175 – In 2022/23 there were 3,4888 cases. This is an increase of 608 (21%) from 2021/22, when there were 2,880 cases.

- Indicator 176 – In 2022/23 there were 3,519 cases. This is an increase of 891 (34%) from 2021/22, when there were 2,628 cases.
- Indicator 177 – In 2022/23 there were 593 cases. This is an increase of 61 (11%) from 2021/22, when there were 532 cases.
- Indicator 178 – In 2022/23 there were 638 cases. This is an increase of 126 (25%) from 2021/22, when there were 512 cases.
- Indicator 179 – In 2022/23 there were 202 cases. This is an increase of 94 (87%) cases from 2021,22, when there were 108 cases.

Domestic Abuse

2.11 The following points detail whether each indicator is above or below the baseline performance.

- Indicator 197 (Number of self-referrals to outreach services) remains high compared to the baseline of 70. 177 referrals were made in Q4, down from 210 in Q3. 130 were from Cambridgeshire and 47 from Peterborough, which is down from 210 in Q3.
- Indicator 198 – Percentage of clients engaging with the Independent Domestic Violence Advisor (IDVA) service was 68% in Q4, marginally lower than the 70% target. This is unchanged from Q3. Commentary has highlighted that the implementation of the IDVA service accepting medium risk crime referrals from the police has decreased the engagement rate slightly.
- Indicator 199 – (Number of referrals to IDVA service) was 900 in Q4, up from 723 in Q3, and well above the baseline of 430. Compared to Q4 of 2021/22, this is an increase of 37% mainly due to the number of specialist client based IDVAs.

Registrations

2.12 The following points detail whether each indicator is above or below the baseline performance.

- Indicator 219 – All births registered within 42 days was recorded as 97% in Q4, down from 99% in Q2. The total number of births registered in Cambridgeshire has dropped by 4% compared to 2021-22. There has been a regional drop in birth registrations of 7% for the same period and a national drop of 5%.
- Indicator 220 – All deaths registered within 42 was recorded as 60% in Q4, down from 70% in Q3. This is significantly better than the regional figure of 39% and the national figure of 47%. There has been an increase of 6% of registered deaths compared to 2021/22, which is consistent with regional and national trends.

Trading Standards

2.13 The following points detail whether each indicator is above or below the baseline performance.

- Indicator 221 – Number of hours of advice provided to business under primary authority was 324 in Q4, down from 389 in Q3. Being proactive in promoting this has seen revenue increase in line with the additional hours of business advice provided.
- Indicator 222 – Percentage of businesses brought into compliance was recorded was 92% in Q4, up from 70% in Q3. 39% of business were compliant on the first visit and 53% were brought into compliance at the visit or post visit within the quarter. Work is ongoing to achieve compliance for the remaining 8%.

3. Alignment with ambitions

3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

3.3 Health inequalities are reduced

There are no significant implications for this ambition.

3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

3.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

4. Source Documents

4.1 None

Produced on:

07 June 2023



Performance Report

Quarter 4

2022/23 financial year

Communities, Social Mobility and Inclusion Committee

Business Intelligence
Cambridgeshire County Council
business.intelligence@cambridgeshire.gov.uk

Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	<ul style="list-style-type: none"> • Red – current performance is off target by more than 10% • Amber – current performance is off target by 10% or less • Green – current performance is on target by up to 5% over target • Blue – current performance exceeds target by more than 5% • Baseline – indicates performance is currently being tracked in order to inform the target setting process • Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target. • In Development - measure has been agreed, but data collection and target setting are in development
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Actions	Actions undertaken to address under-performance. Populated for 'red' indicators only
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

Indicator 36: Number of active library users

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
107,236	↑	85,080	84,659	Improving

RAG Rating

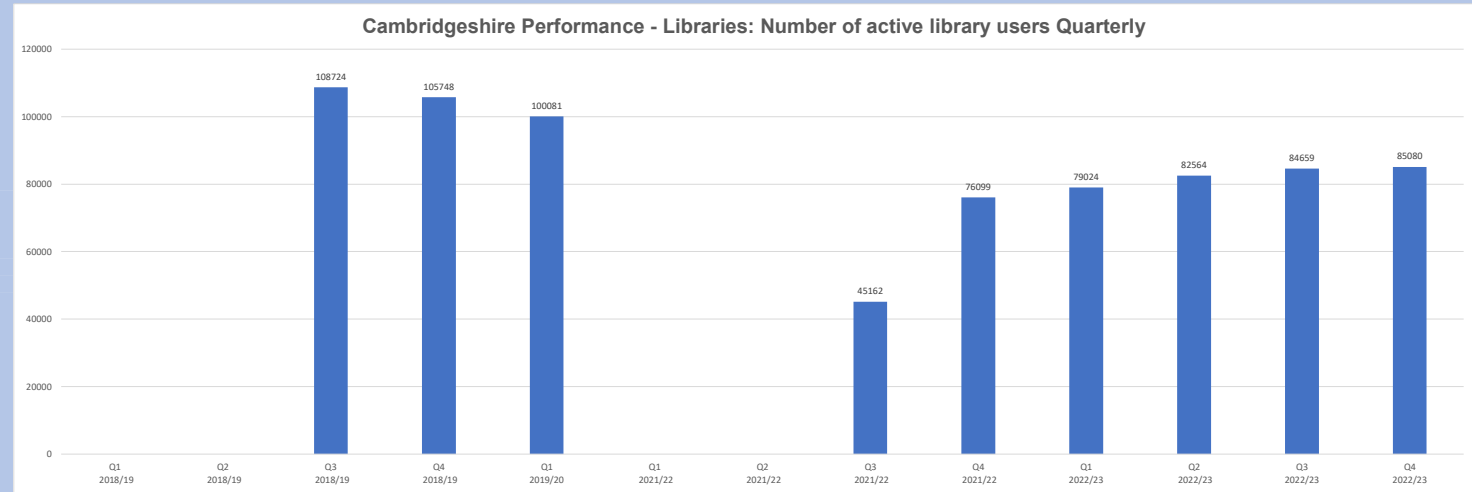
Red

Indicator Description

The indicator is a cumulative total of the number of active library users per quarter.

The comparison data is from the local area benchmarking tool from the Local Government Association.

Source: CIPFA Statistical Information Services



Commentary

Q4 22/23 - We have built on the strong recovery since lockdown, nearly doubling the number of people making use of their library card in the last year. We are confident that work on various projects due to be implemented next year will help us achieve this target. Most notably: making every child a library member in Wisbech, EverySpace updates to March library and expansion of the Business and IP centres across more sites.

Actions

Useful Links

[The local area benchmarking tool from the Local Government Association](#)

Indicator 37: Number of visits made to library sites reported quarterly

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
475,381	↑	377,204	322,668	Improving

RAG Rating

Red

Indicator Description

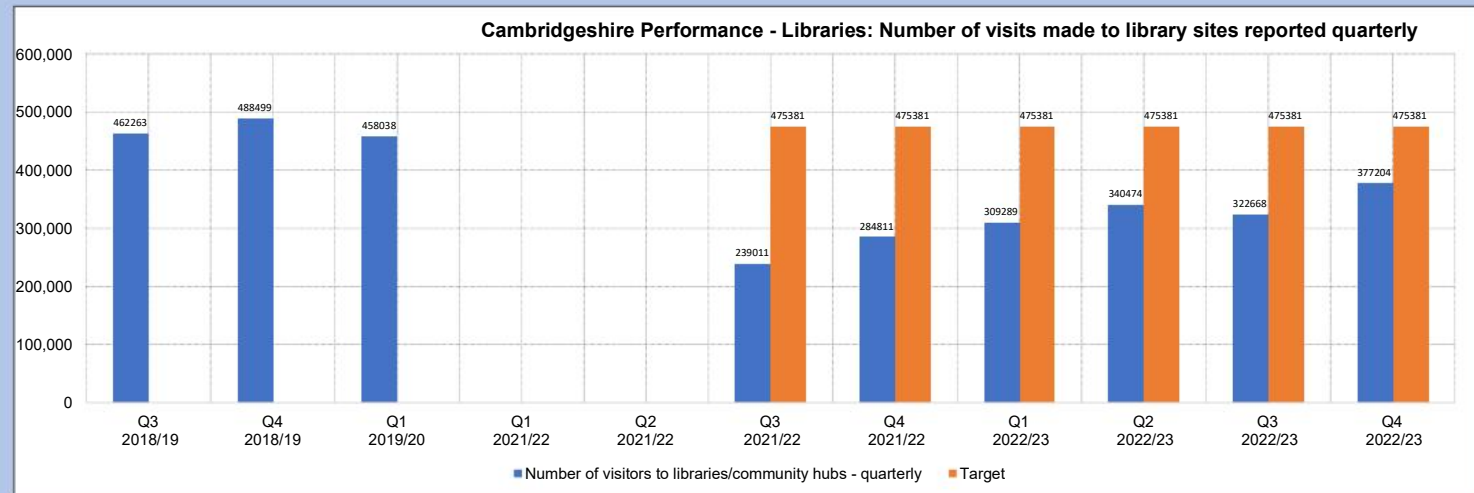
The indicator is a cumulative total of the number of physical visits to Cambridgeshire libraries for every 1,000 population. The relevant mid-year population figure for each financial year is used to calculate the rate for each quarter.

The comparison data is from the local area benchmarking tool from the Local Government Association. This also measures the number of physical visits to libraries for every 1,000 population. This data is based on mid-year 2015 population statistics, and so does not exactly match the quarterly data for Cambridgeshire.

Source: CIPFA Statistical Information Services

Useful Links

[The local area benchmarking tool from the Local Government Association](#)



Commentary

Q4 22/23 - We had a strong performance in Quarter 4 with recovery much more evenly spread across our libraries, as larger sites started to benefit from the return to high streets and the impact on Warm Hub work. March library in particular has stood out with regular class visits running alongside daily coffee and chat sessions within the library to reverse a trend of decline in the library visits.

Previously reported figures may have changed as estimated or missing data is replaced with actual data. Comparison data is only available up to 2018/19 at present.

Actions

Indicator 38: Total digital engagements quarterly

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
Contextual	↑	307,429	327,616	Declining

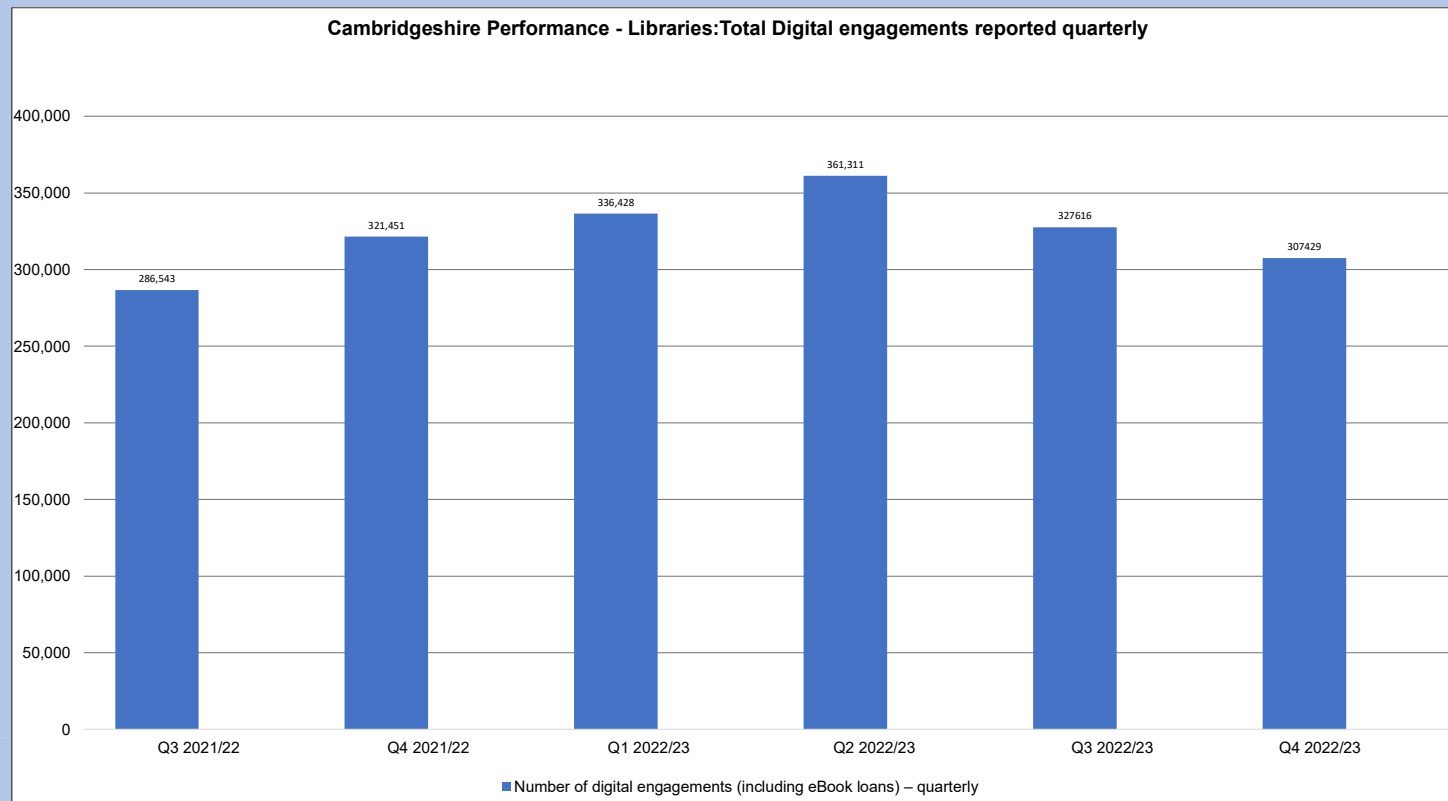
RAG Rating

In Development

Indicator Description

This indicator is based on extraction of data from the library management system and information from our eBook supplier.

A target will be put in place after 1 year's data has been collected in 22/23.



Commentary

This was a quieter final quarter than anticipated. Many of our social media platforms continued to see strong growth, but performance on Twitter declined alongside the reduction in use observed worldwide since the platform changed management and this offset growth achieved elsewhere. We had also been due to launch on TikTok but have suspended the project pending wider considerations around safety and use of the app nationwide. We are recruiting to a vacant post that helps manage our digital content and hope the fresh perspective will help us replicate the growth we had been experiencing.

Useful Links

[The local area benchmarking tool from the Local Government Association](#)

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
2194	↑	2336	1892	Improving

RAG Rating

Blue

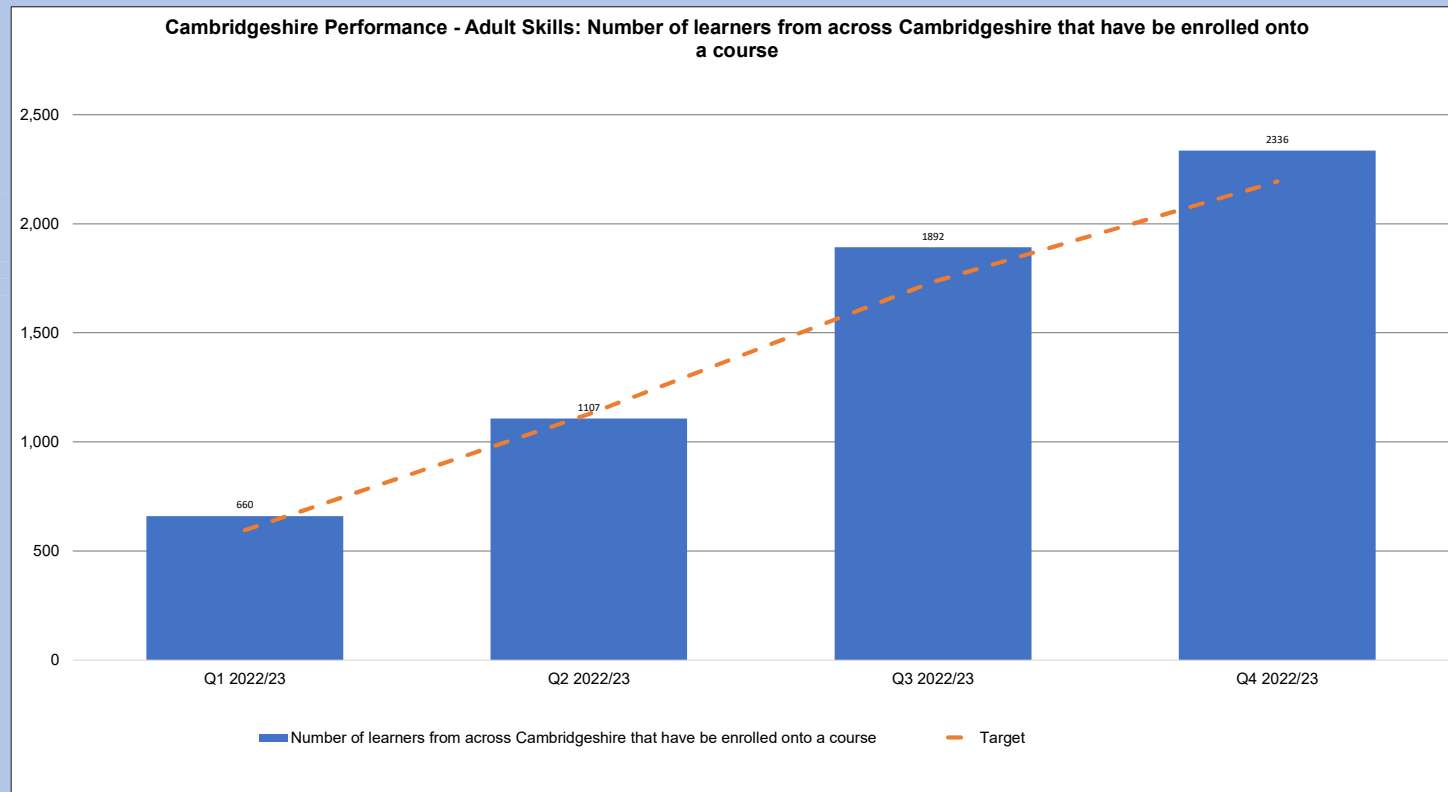
Indicator Description

Note: Quarter 1 commences in August.

The enrolment figure includes sub-contractors and direct delivery. The target and actual figures are cumulative.

This indicator refers to the total number of learner enrolments. This is because a single learner can have multiple enrolments.

The indicator does not refer to the total number of enrolments, as a single learner can have multiple enrolments and outcomes.



Commentary

The number of learners that we engaged and enrolled onto courses during the period of April 22 - March 23 was taken from our ILR collated report, for both the CPCA and ESFA delivery we run. Through stronger links back into the Council and with local communities to target and engage with learners recruitment has been above target.

Useful Links

Actions

Indicator 137: Number of courses that have been recruited, which support skills development to aid progression

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
2846	↑	3621	2741	Improving

RAG Rating

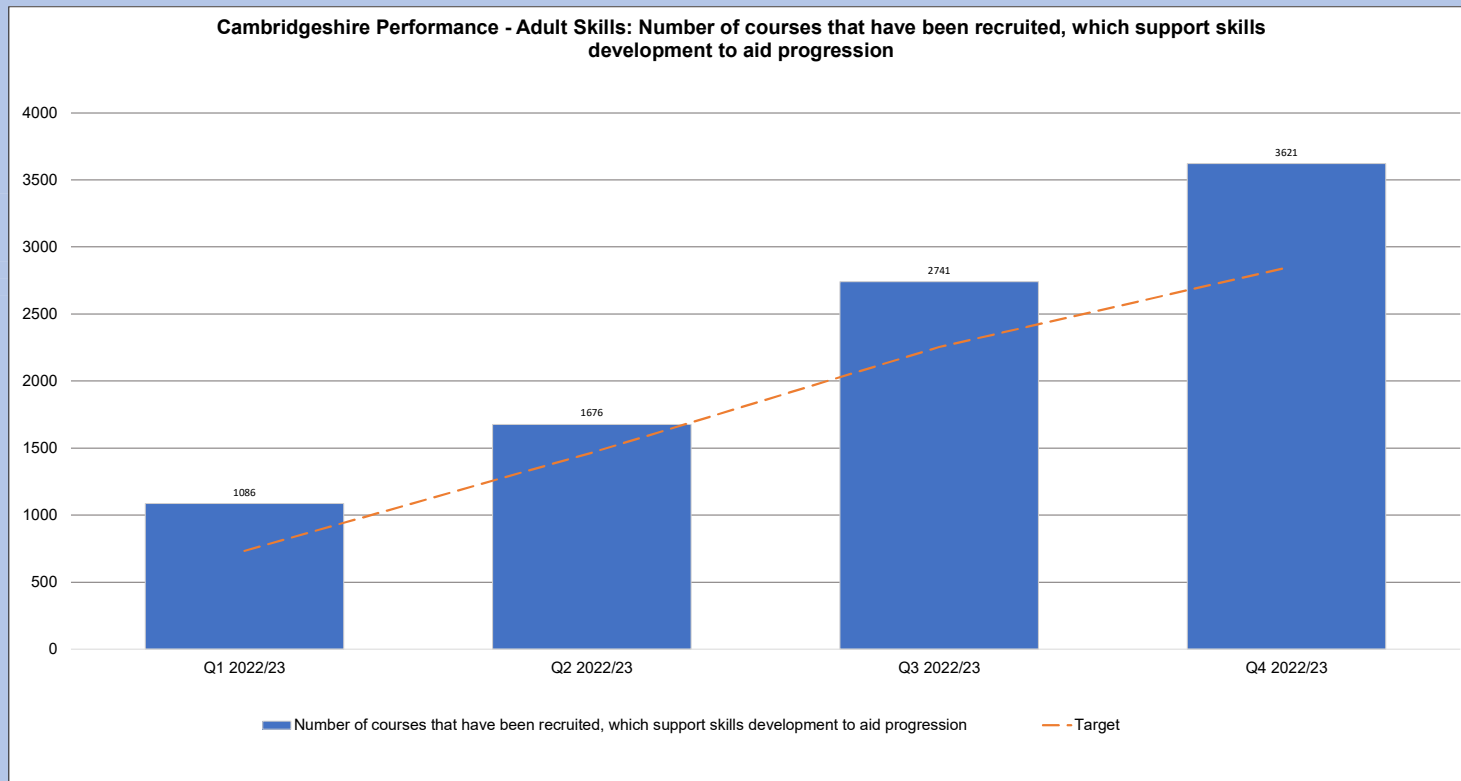
Blue

Indicator Description

Note: Quarter 1 commences in August.

The enrolment figure used includes sub-contractors and direct delivery.

The target and actual figures are cumulative. The retention figure in this indicator refers to the number of course enrolments where the course was fully attended, out of the total enrolments.



Commentary

The number of courses that we enrolled learners onto during the period of April 22 - March 23 was taken from our ILR collated report, for both the CPCA and ESFA delivery we run. 31% of enrolments was onto qualifications in a mix of subjects including: English, Maths, ESOL, Counselling, TA qualifications. Topics of non qualification learning were Family Learning and engagement courses in Budgeting/Coding/Reading/Confidence and wellbeing, Art, IT, etc) 85% of face to face courses were delivered with targeted deprived wards around the County.

Useful Links

Actions

Indicator 138: Percentage of courses that have been achieved

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
95%	↑	96%	97.0%	Declining

RAG Rating

Green

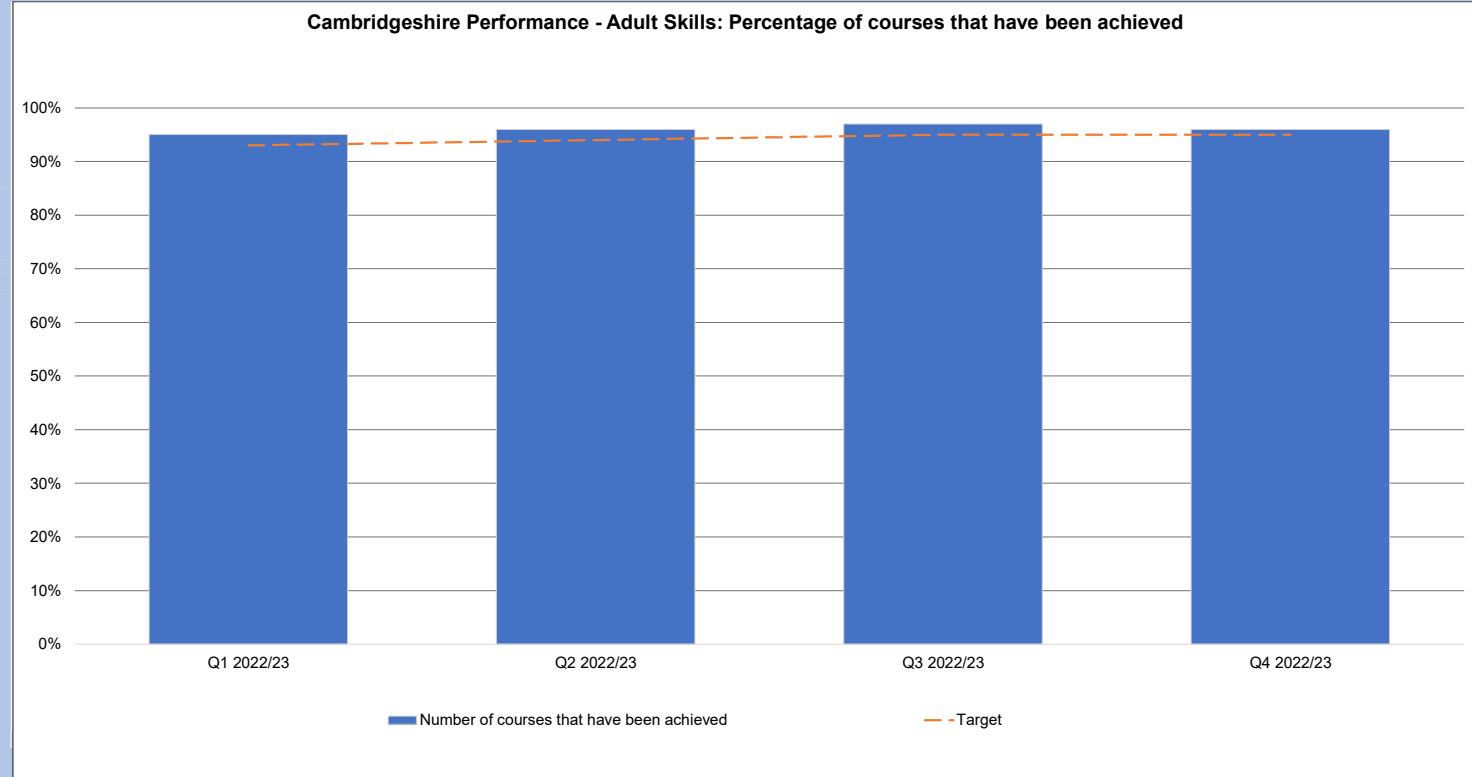
Indicator Description

Note: Quarter 1 commences in August. The figure provided is the percentage of learners who completed the full length of the course (retained) and also achieved the required course outcome (set course aims/qualification)

The number includes those courses delivered by sub-contractors and direct delivery.

The target and actual figures are cumulative. The retention figure in this indicator refers to the number of course enrolments where the course was fully attended, out of the total enrolments.

Useful Links



Commentary

The measure was taken from the ILR at the end of the quarter and was the percentage of learners who had completed and achieved the outcomes of their course as planned. The figure provided is the percentage of learners who completed the full length of the course (retained) and also achieved the required course outcome (set course aims/qualification)

Actions

Indicator 174: No of Community Youth Providers participating within our (Youth in Communities) Network

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
In Development	↑	526	503	Improving

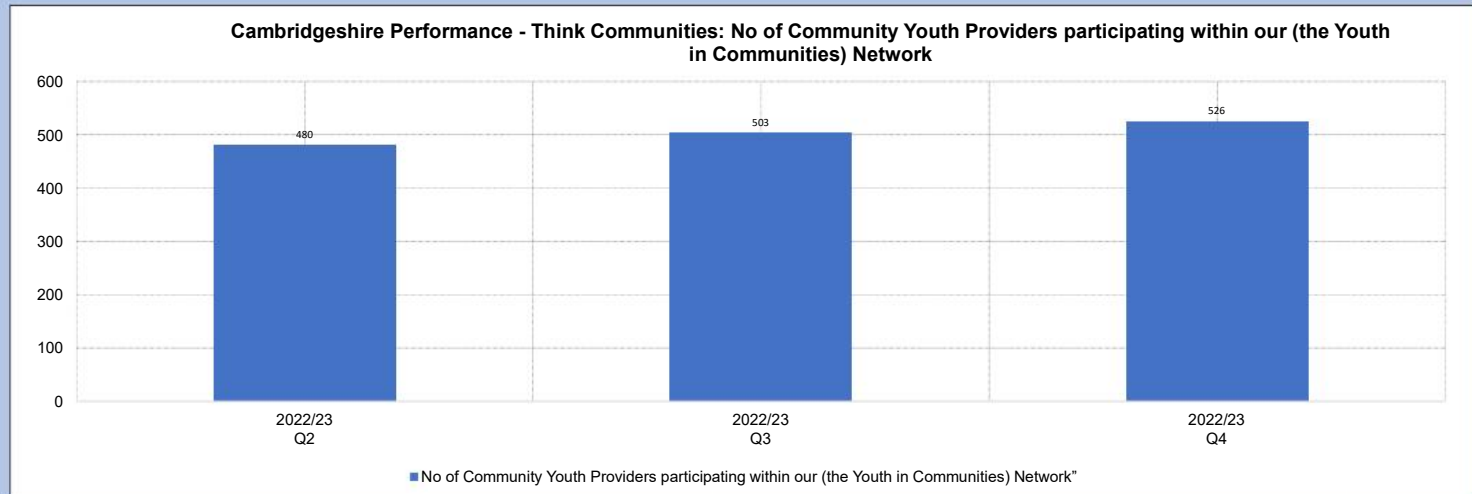
RAG Rating

N/A

Indicator Description

The Youth in Communities network works with community youth providers to build capacity in the system. This indicator is a count of the number of unique providers engaged within the network that the team has supported within each quarter.

Useful Links



Commentary

Actions

Indicator 175: Total number of cases opened

[Return to Index](#)

June 2023

Baseline	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
720	NA	944	980	N/A

RAG Rating

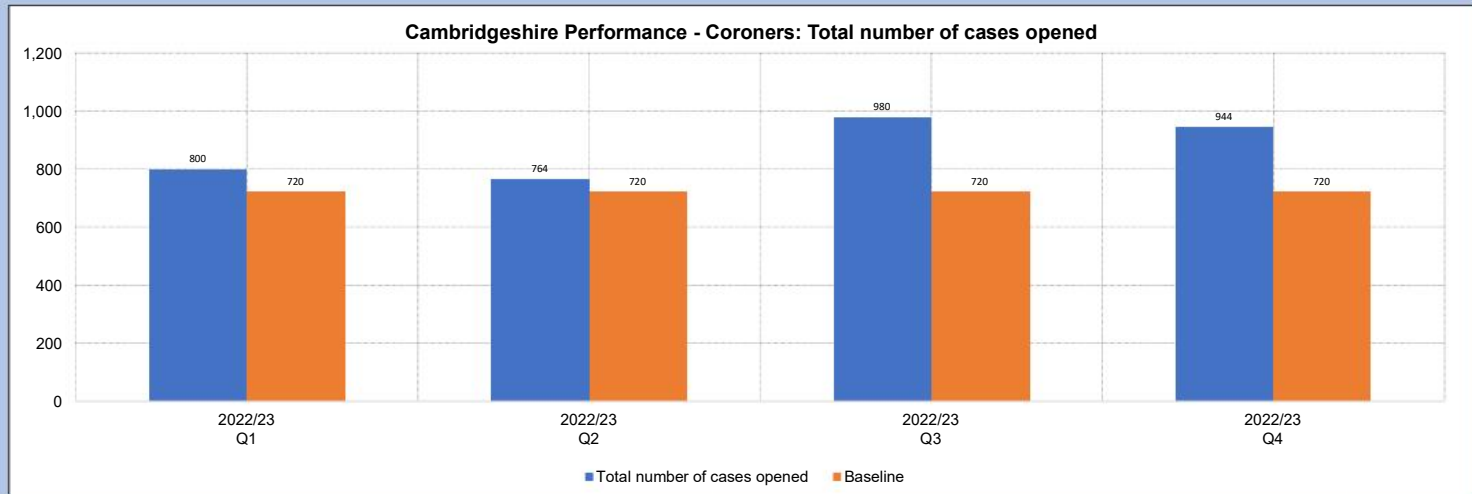
Contextual

Indicator Description

A case related to a death referred to the service by partner agencies, such as the police or a doctor, in which the death is unexpected or unnatural, the deceased died while in custody or otherwise in state detention, or if any other statutory requirement is triggered (such as death due to suspected industrial disease). The Coroner will review cases and in circumstances where the cause of death is natural and the need to investigate further is not required, the case will be closed without the need for further investigation.

Baseline is derived from 2021/22 annual figure and divided by 4 to give a quarterly baseline

Useful Links



Commentary

In 2022/23 there were 3,488 cases. This is an increase of 608 (21%) from 2021/22, when there were 2,880 cases.

Actions

Indicator 176: Total number of cases closed

[Return to Index](#)

June 2023

Baseline	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
657	N/A	1012	927	N/A

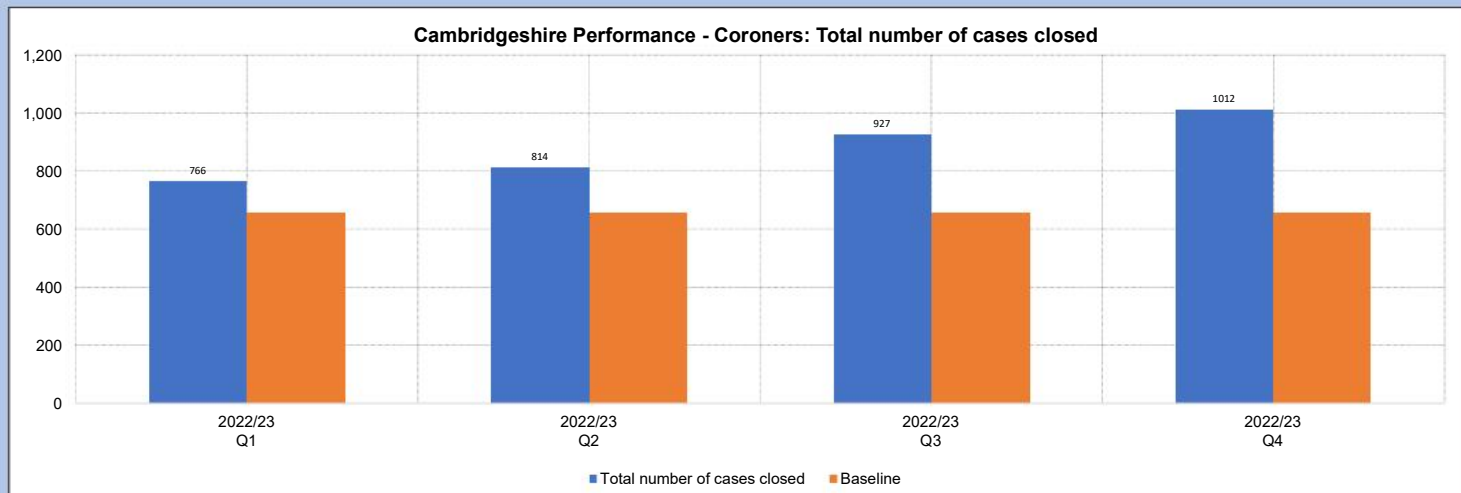
RAG Rating

Contextual

Indicator Description

Shows how the service is managing cases referred in terms of volumes

Baseline is derived from 2021/22 annual figure and divided by 4 to give a quarterly baseline



Commentary

In 2022/23 there were 3,519 cases. This is an increase of 891 (34%) from 2021/22, when there were 2,628 cases.

Actions

Useful Links

Indicator 177: Total number of Inquests opened

[Return to Index](#)

June 2023

Baseline	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
133	NA	135	148	N/A

RAG Rating

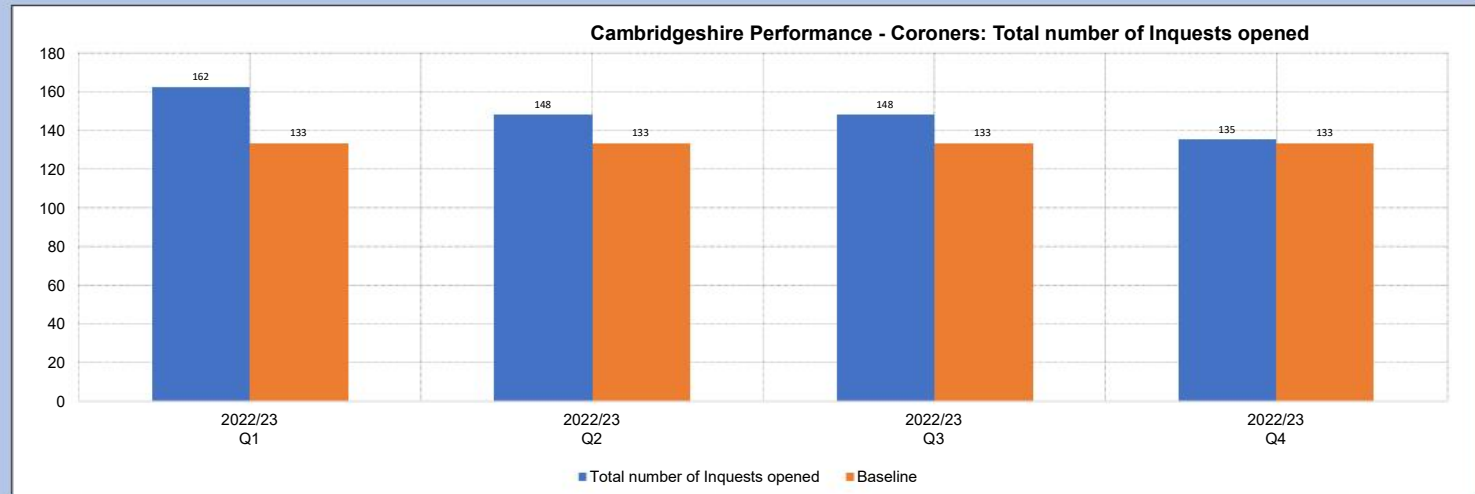
Contextual

Indicator Description

A case becomes an Inquest where the death is unnatural, if the cause of death means that an Inquest is mandatory (such as deaths in state detention or at a workplace, for example), or if an Inquest is triggered by any other reason. All Inquests are heard in public at a Coroner's Court.

Baseline is derived from 2021/22 annual figure and divided by 4 to give a quarterly baseline

Useful Links



Commentary

In 2022/23 there were 593 cases. This is an increase of 61 (11%) from 2021/22, when there were 532 cases.

Actions

Indicator 178: Total number of Inquests closed

[Return to Index](#)

June 2023

Baseline	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
128	NA	152	181	N/A

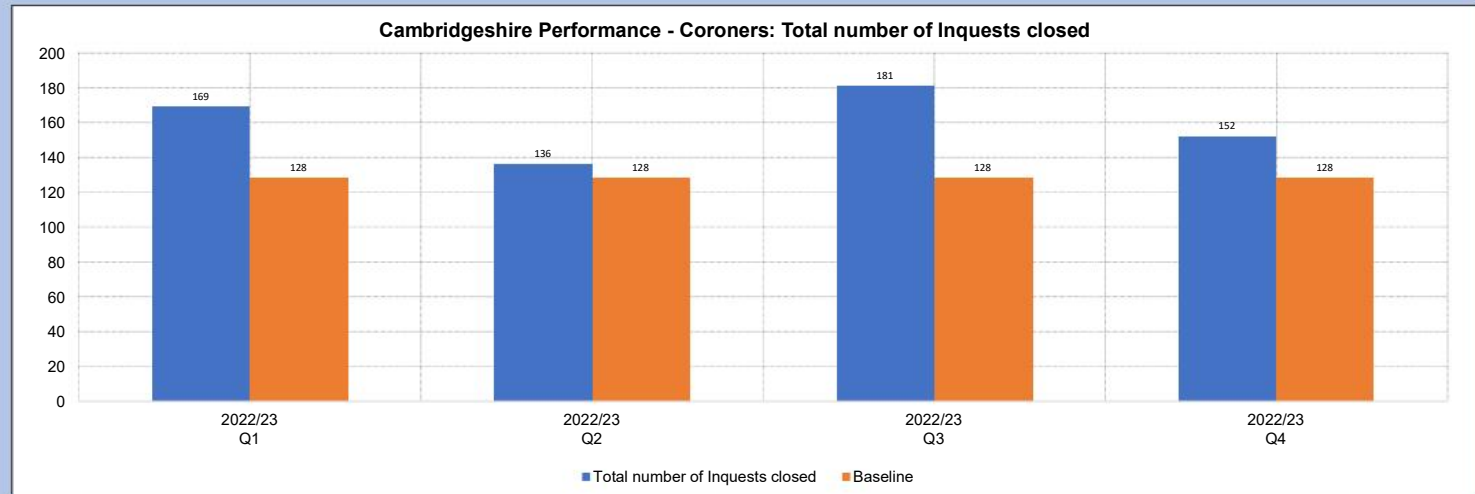
RAG Rating

Contextual

Indicator Description

Demonstrates the ability of the service to manage the current demand.

Baseline is derived from 2021/22 annual figure and divided by 4 to give a quarterly baseline



Commentary

In 2022/23 there were 638 cases. This is an increase of 126 (25%) from 2021/22, when there were 512 cases.

Actions

Useful Links

Indicator 179: Total number of Inquests closed that are over 12 months old

[Return to Index](#)

June 2023

Baseline	Direction for Improvement	Current Quarter (cumulative)	Previous Quarter (cumulative)	Change in Performance
27	NA	202	127	NA

RAG Rating

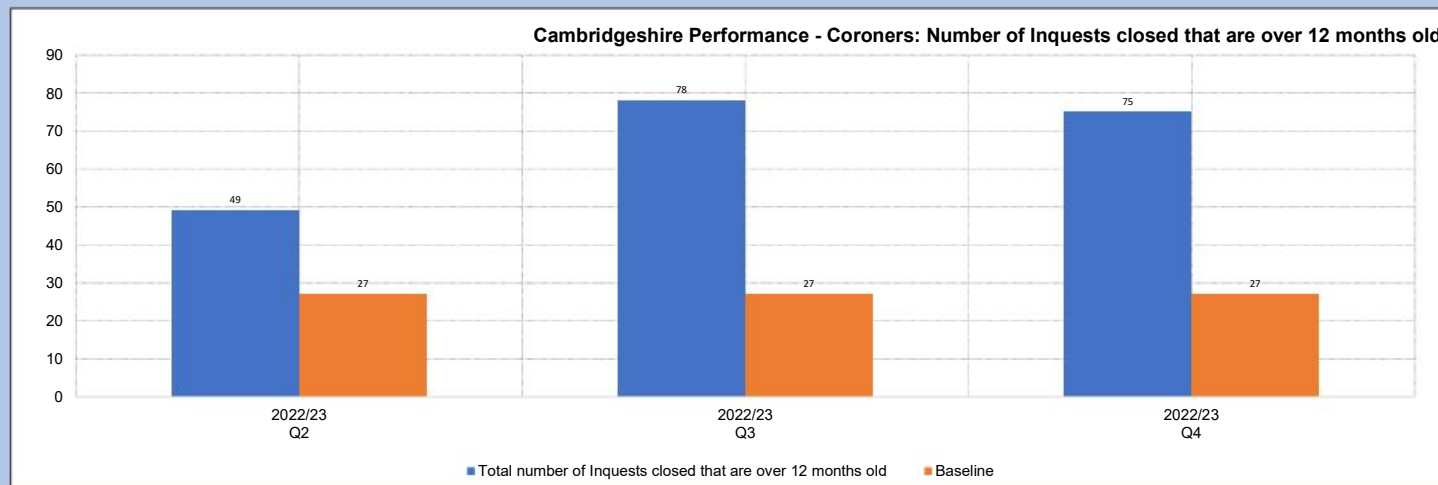
Contextual

Indicator Description

Total number of Inquests closed that are over 12 months old.

Coronial Services are monitored nationally on the number of Inquests that remain open after 12 months, reporting this figure to the Committee along with the previous year's performance will indicate whether there is either a positive or negative direction of travel.

Baseline is derived from 2021/22 annual figure and divided by 4 to give a quarterly baseline



Commentary

In 2022/23 there were 202 cases. This is an increase of 94 (87%) cases from 2021,22, when there were 108 cases.

Actions

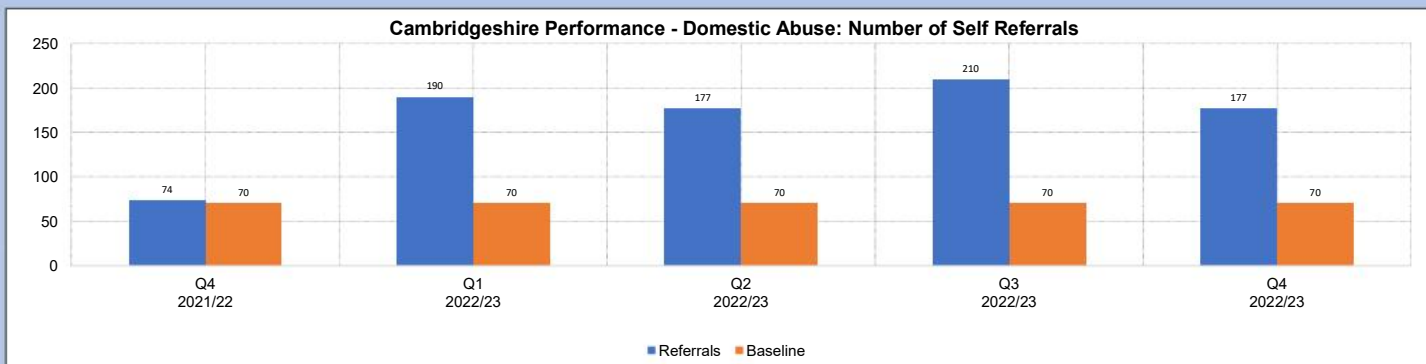
Useful Links

Indicator 197: Number of Self Referrals to Commissioned Domestic Abuse Outreach Services (Cambridgeshire and Peterborough)

[Return to Index](#)

June 2023

Baseline	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
70	↑	177	210	Declining
Contextual				



Indicator Description

This indicator refers to the number of people that self refer themselves to a commissioned domestic abuse outreach service. Victims are encouraged to come forward and refer themselves for support so an increase can be considered a positive. However each increase or decrease needs further contextual explanation and cannot be viewed in an entirely binary way. This is why there is no RAG rating attached and no target either.

The outreach services accept self-referrals from victims at any risk level requiring support. The number of self-referrals will be the third KPI with a baseline of 70 per quarter. Outreach services are able to promote themselves within the community to encourage referrals to service.

Commentary

Q4 2022/23 - The new commissioned outreach service delivered by IMPAKT started in October 2022 and continues to build its presence and referral numbers. The breakdown of figures is 130 for Cambridge and 47 for Peterborough.

Q2 2022/23 - A new outreach service with a new provider has been commissioned and started in October 2022. This will be the Domestic Abuse Support Service delivered by IMPAKT. Q2 figures are based on the previous providers data.

Q1 2022/23 - A new outreach service with a new provider has been commissioned and will start in October 2022. This will be the Domestic Abuse Support Service delivered by IMPAKT. Q1 figures are based on the current providers data.

2021/22 Q4 - Outreach services will continue to be delivered by Refuge and Cambridge Women’s Aid until October 2022, when they service will be recommissioned. Outreach will be able to focus more on self-referrals in the coming months and referrals are expected to increase.

Actions

Useful Links

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
70%	↑	68%	68%	Unchanged

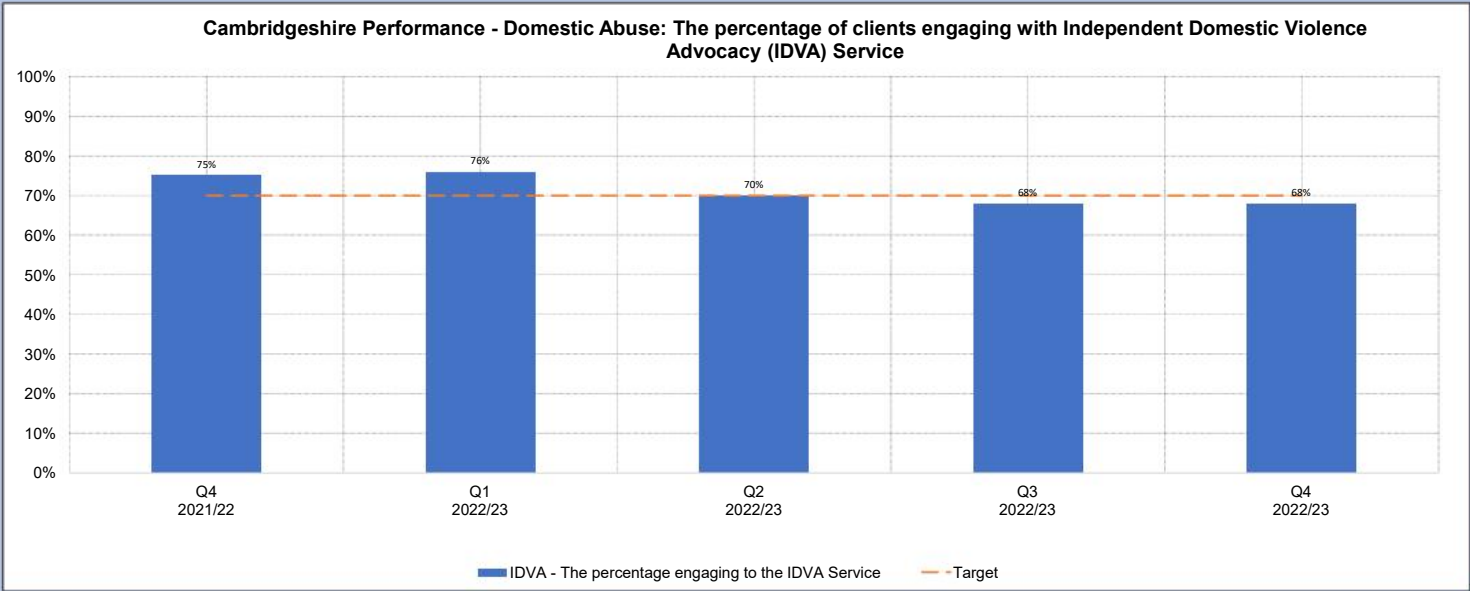
RAG Rating

Amber

Indicator Description

The IDVA Service require the consent of a victim to work with them and a victim needs to be willing to engage and accept support. In some cases the service are not able to make contact with clients (four attempts are made) and in some cases the offer of support is declined.

Useful Links



Commentary

Q4 - Delays in referrals (especially medium risk) reaching the IDVA Service have resulted in reduced engagement rates. This is alongside in a change in how engagement was defined to ensure data was accurately being captured
 Q3 - As expected the implementation of the IDVA Service accepting medium risk crime referrals from the police has decreased the engagement rate slightly but still stands at just below previous quarter of 70%.
 Q2- The IDVA service have changed the way they record engagement with the service to ensure this captures only those who truly access support. A reduction in the engagement rate has therefore occurred but we are still meeting target of 70%.
 Q1 - The engagement rate for clients with the IDVA Service was 75%, which is above the target of 70%. This may decrease in 2022/23 as the way this is recorded changes to ensure it captures engagement with the service that has made a difference to the outcomes for a client.

Actions

Baseline	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
430	↑	900	723	Improving

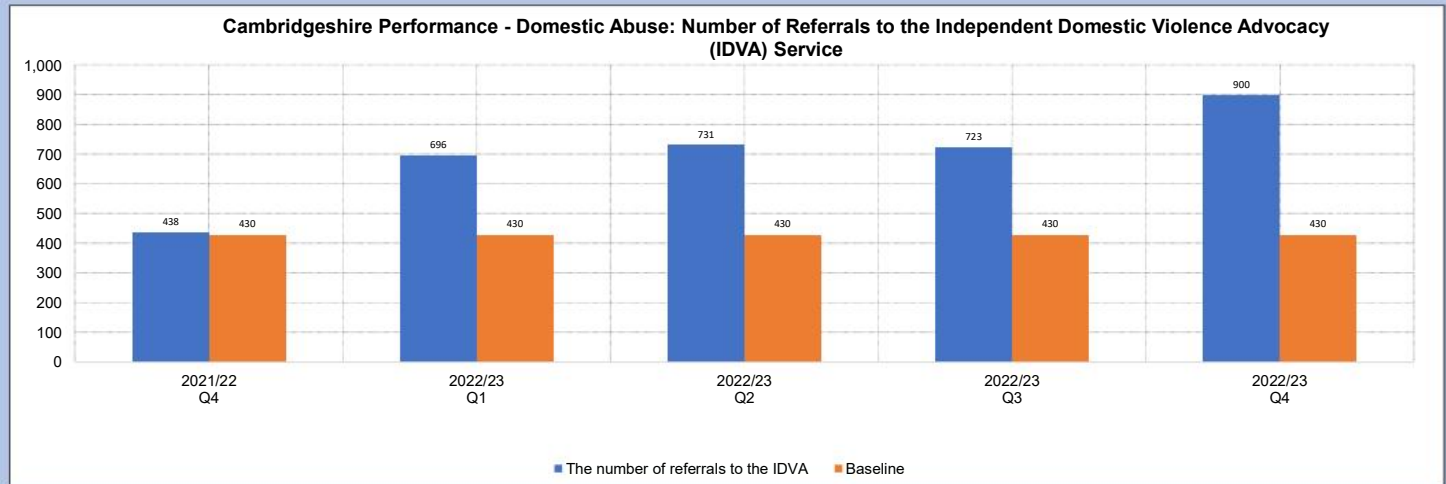
RAG Rating

Contextual

Indicator Description

The Independent Domestic Violence Adviser (IDVA) Service is part of the County Council and works with victims of domestic abuse at high risk of domestic abuse. They also employ a number of specialist client-based IDVAs who take specific referrals at all risk levels. The team has expanded greatly during 2021/22 and referrals are expected to increase in 2022/23. The number of referrals to the service will be the first KPI, with a baseline of 430 per quarter.

Useful Links



Commentary

The number of referrals to the IDVA service has increased by 37% compared to quarter 4 2021/22. This is mainly due to an increase in the number of specialist client based IDVAS, from funding from the Ministry of Justice and Home Office (via the Office of Police and Crime Commissioner (OPCC)). The OPCC have also commissioned the IDVA Service to respond to medium risk referrals from the police, where a crime has been committed and consent is given. This has led to a significant increase in referrals since June 2022.

Actions

Indicator 219: Registrations - All births registered within 42 days of birth.

[Return to Index](#)

June 2023

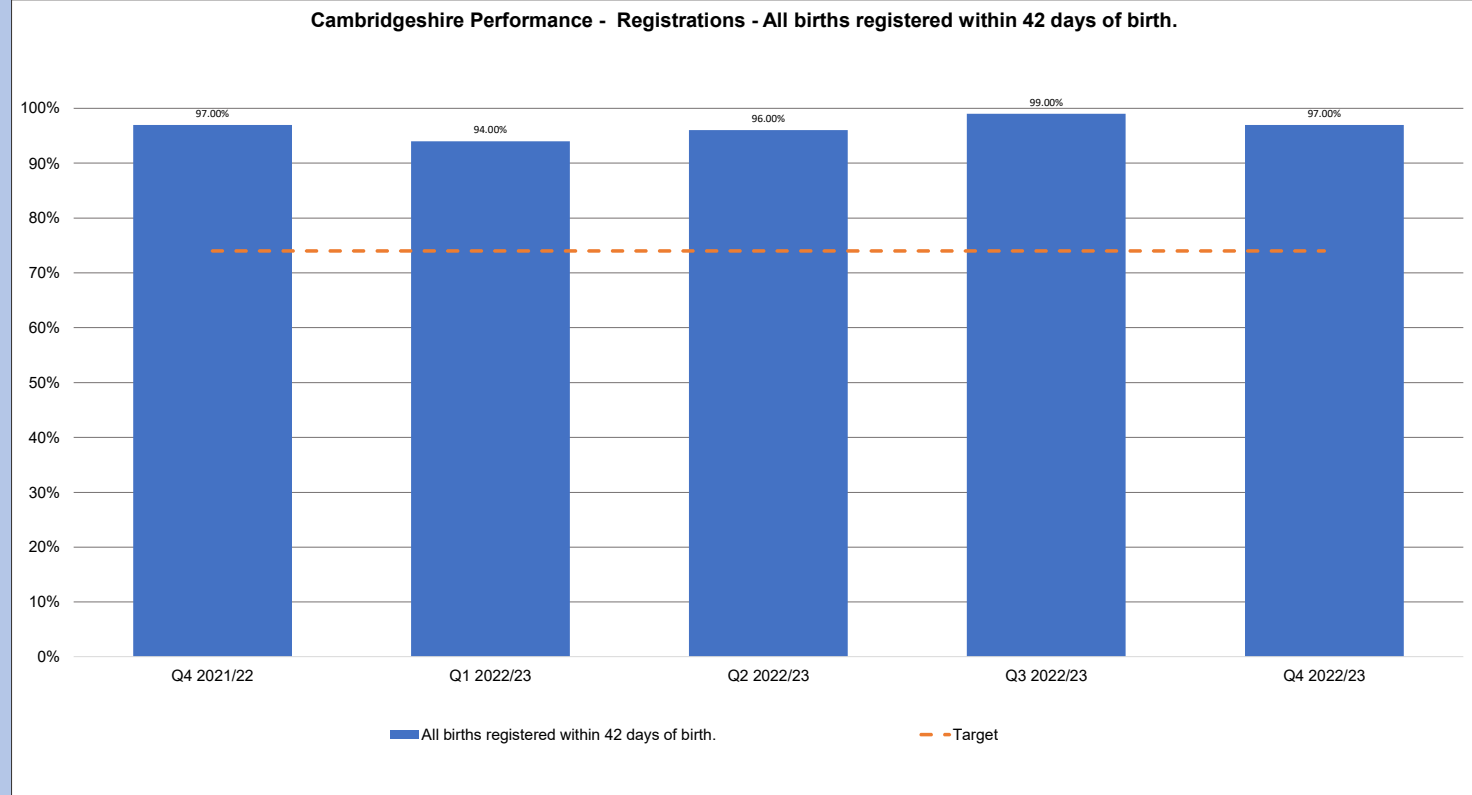
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
74%	↑	97%	99%	Declining

RAG Rating

Blue

Indicator Description

Legislation states 42-day requirement to register births.
 Demonstrates volumes and demand on the service.
 Shows population trends in the county
 The benchmark is the national average



Commentary

There has been a 4% decrease in births in Cambridgeshire compared to 2021-22. There has been a regional drop of 7% and a national drop of 5% in the same period.

Useful Links

Actions

Indicator 220: Registrations - All deaths registered within 5 days

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
60%	↑	60%	70%	Declining

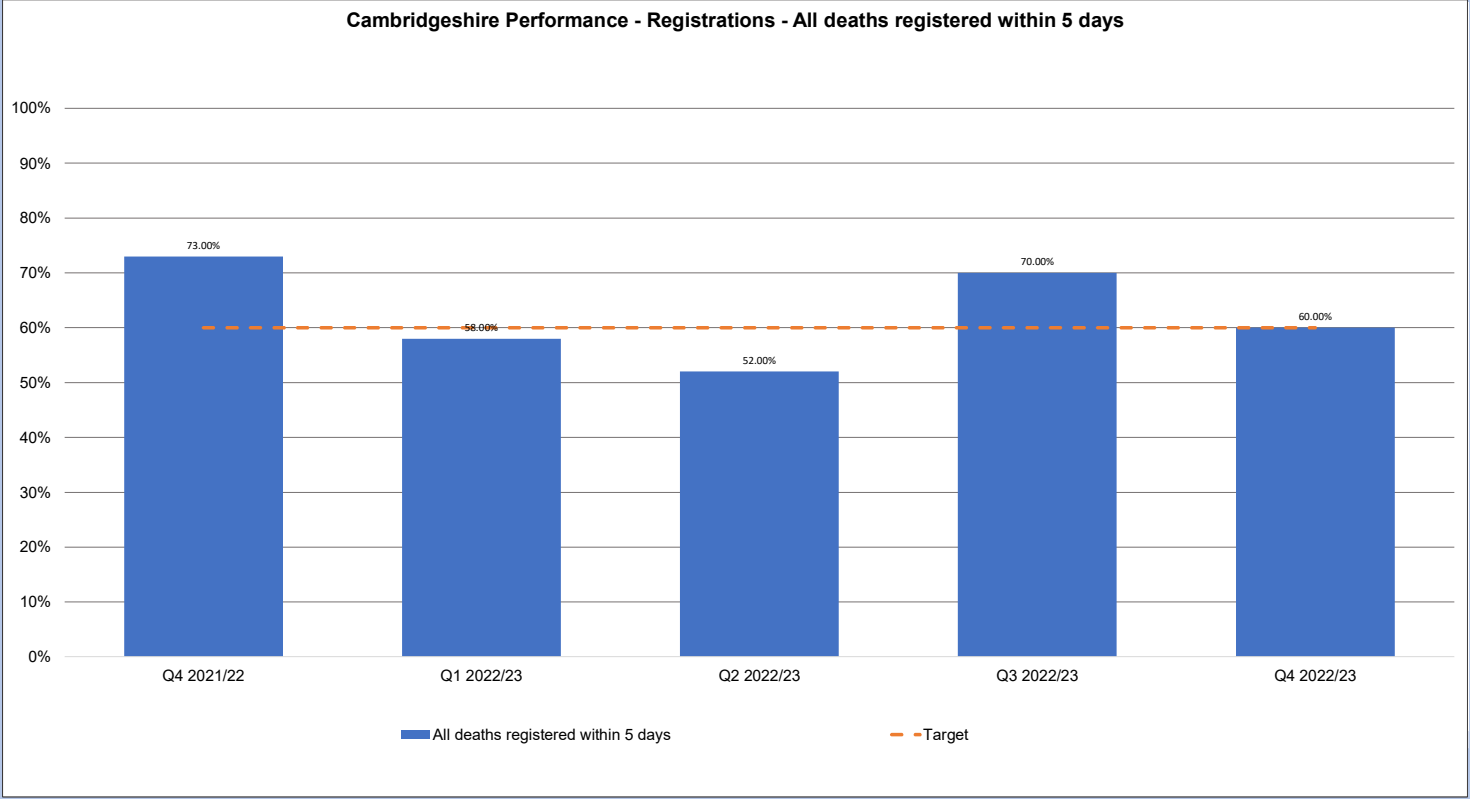
RAG Rating

Green

Indicator Description

The percentage of all deaths registered within 5 calendar days. The figure refers to non-coronial deaths.
 Legislation states 5-day requirement to register births.
 Demonstrates volumes and demand on the service.
 Shows population trends in the county
 The benchmark is the national average.

Useful Links



Commentary

There has been a 6% increase in the number of deaths in Cambridgeshire compared to 2021-22. This is consistent with the regional and national trend. At year end the non-coronial death KPI is significantly better than the regional and national attainment of 39% and 47% respectively. It suggests the pressure placed on registration services across the board in efforts to meet the desired performance. These figures were significantly higher during the pandemic when deaths could be registered via telephone due to temporary legislative provisions.

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
291	↑	324	389	Declining

RAG Rating

Blue

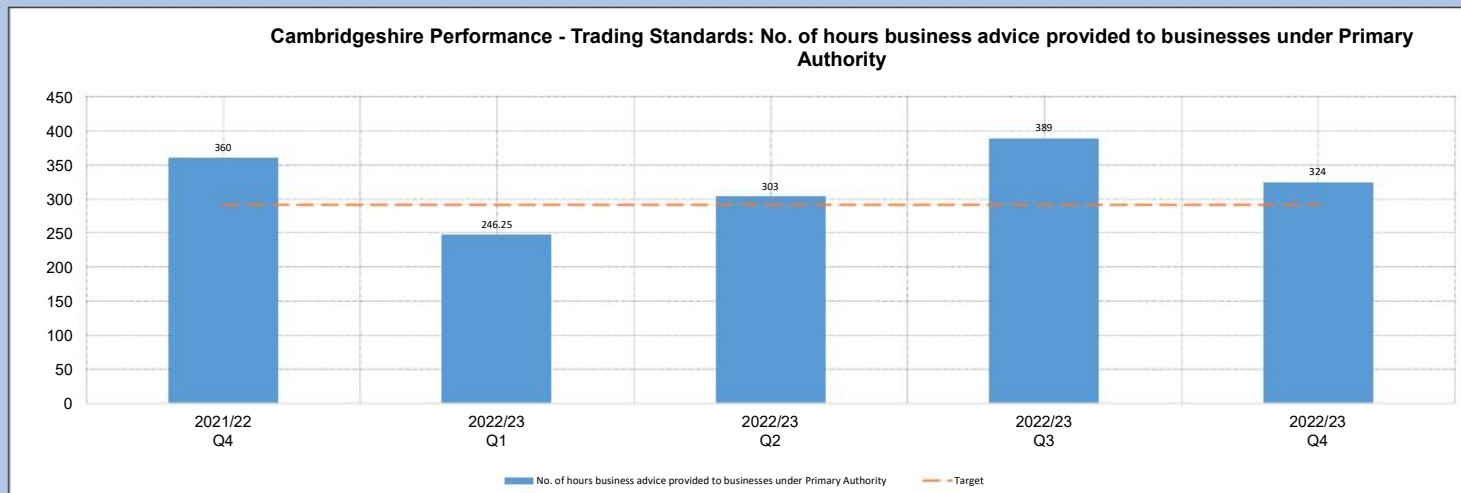
Indicator Description

Primary Authority is a national scheme overseen by the Office for Product Safety and Standards whereby national businesses can pay for assured advice from a regulator of their choice. This helps reduce the regulatory burden on businesses by ensuring they receive the appropriate advice at the outset to help them supply legally complaint consumer goods and services both in the UK and abroad. Once assured advice has been given other regulators are obliged to accept the advice given. Providing businesses follow the assured advice, the business is deemed to be compliant with legislation.

Cambridgeshire and Peterborough Trading Standards have over 100 Primary Authority Partnerships. All Primary Authority businesses are required to pay an annual fee, as well as an hourly rate for advice. This indicator demonstrates the demand for advice. The funding derived from the scheme offsets service costs.

The benchmark is based on quarterly figures from 2021/22

Useful Links



Commentary

End of year: Hours up by 131 hours (11%) since last year.
 Q4: The Service has been proactive in promoting this service, and revenue has increased in line with the additional hours of business advice provided.

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
65%	↑	92%	70%	Improving

RAG Rating

Blue

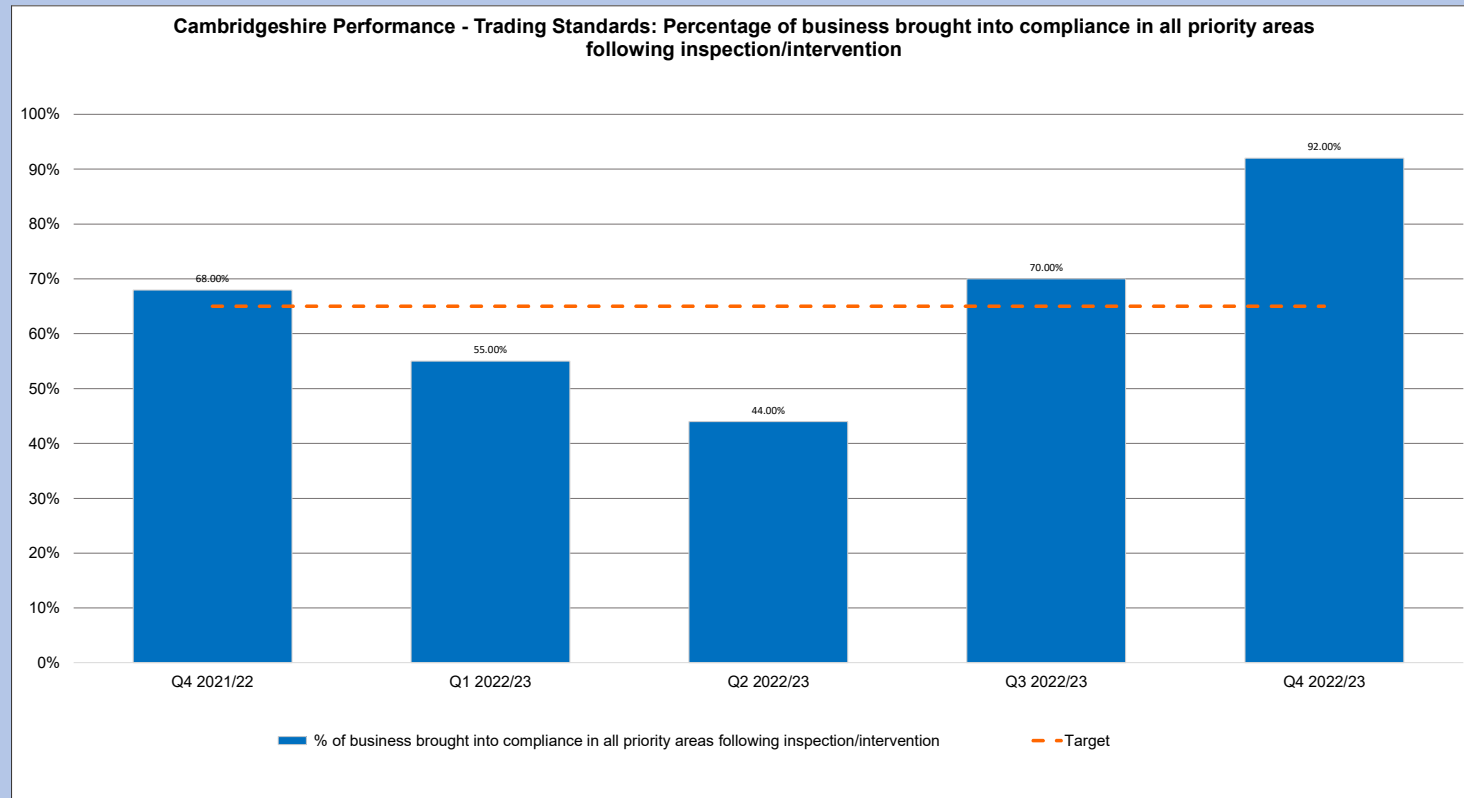
Indicator Description

Percentage of business brought into compliance in all priority areas following inspection/intervention.

Priority areas are those that present the greatest risk to public safety, health and welfare, cause significant financial detriment like rogue trading or matters that present a risk to the local economy such as animal disease outbreaks.

Premises are visited following a complaint, or as part of an annual inspection, to check compliance with legislation. Where they are found to be non-compliant support is given to reach compliance. On occasion this can be achieved during the visit, or where this is not possible follow up visits will be made. If non-compliances can not be achieved through support and advice, appropriate enforcement action will be taken.

Useful Links



Commentary

Q4: 39% of businesses were compliant on the initial visit. 53% were brought into compliance at the visit or post visit within the quarter. The remaining 8% remain non-compliant at the end of Q4 - work is ongoing to achieve compliance.

Actions

Finance Monitoring Report – Outturn 2022-23

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 6 July 2023

From: Executive Director of Strategy and Partnerships
Service Director of Finance and Procurement

Electoral division(s): All

Key decision: No

Outcome: To provide the Committee with the Outturn 2022-23 financial position for the services within the remit of the Committee.

The report is presented to provide the Committee with the opportunity to comment on the financial position as at the end of 2022-23.

Recommendation: The Committee is recommended to:

Review and comment on the report.

Officer contact:

Name: Clare Andrews
Post: Senior Finance Business Partner
Email: clare.andrews@cambridgeshire.gov.uk
Tel: 01223 699758

Member contacts:

Names: Councillor Tom Sanderson and Councillor Alex Bulat
Post: Chair/Vice-Chair of the Committee
Email: tom.sanderson@cambridgeshire.gov.uk
alex.bulat@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 Finance Monitoring Reports (FMR) are produced monthly, except for April, by all services. They report on a range of financial information to enable a view of each service's financial position to be taken.
- 1.2 Budgets for services are agreed by Full Council in the business plan in February of each year and can be amended in-year by budget virements. In particular, the FMR provides a revenue budget forecast showing the current projection of whether services expect to be over or underspent at the end of the current financial year against those budgets.
- 1.3 The services within the remit of this Committee were previously reported as part of People and Communities (now Peoples Services). Following the organisational changes which created the new service areas of Peoples Services, Place and Sustainability, Strategy and Resources and Finance and Resources, effective from 1st September 2022, the service areas falling within the remit of this Committee now span two separate service areas.
- 1.4 Domestic Violence and Regulatory Services (Registration, Coroners and Trading Standards) now sit within Place and Sustainability, whilst Communities, Employment and Skills (including Libraries) are now within Strategy and Partnerships.
- 1.5 Rather than presenting two full Finance Monitoring Reports (FMRs) to this Committee, the relevant revenue and capital lines from both the Place and Sustainability and Strategy and Partnerships FMR's are summarised below. This is exceptional for this meeting due to the varied reporting lines for the services within this Committee's remit and the officer reporting structure on which FMRs are based. The full reports for Place and Sustainability and Strategy and Partnerships will be presented to the Highways and Transport and Strategy and Resources Committees respectively and will also be published online (see 5.2).

2. Main Issues - Revenue

- 2.1 At the end of the financial year 2022-23, the budgets within the remit of the Communities, Social Mobility and Inclusion Committee showed an underspend of -£158k.

Communities, Social Mobility and Inclusion Committee Summary Table				
Forecast Variance Outturn (Previous)	Directorate	Budget 2022/23	Actual 2022-23	Forecast Outturn Variance
£000		£000	£000	£000
0	Domestic Abuse and Sexual Violence Service	2,466	2,459	-8
0	Registration & Citizenship Services	-751	-751	0
0	Coroners	1,988	2,089	102
0	Trading Standards	738	749	11
0	Community Safety & Regulatory Services subtotal	4,441	4,546	105

	Strategic Management - CES	392	285	-107
0	Public Library Services	4,102	4,089	-13
0	Cambridgeshire Skills	2,188	2,125	-64
0	Archives	379	372	-6
0	Cultural Services	333	324	-8
0	Think Communities	17,270	17,263	-8
0	Youth and Community Services	395	342	-52
0	Communities, Employment & Skills subtotal	25,058	24,800	-258
0	Local Assistance Scheme	300	295	-5
	Committee Total	29,799	29,641	-158

2.2 The final position across Community Safety and Regulatory Services was an overspend of £105k. The only significant variance (+/- £100k) was the Coroners budget, which overspent by £102k for a number of reasons, which included additional expert witness costs, inflation on the Addenbrookes contract and increased costs for body transportation. There was also a one-off pension cost that was not planned for.

2.3 The final position across Communities, Employment & Skills was an underspend of £258k. The only significant variance (+/- £100k) was on the Strategic Management - CES budget which showed an underspend of £107k. This is due to the quarter 3 and quarter 4 vacancy savings across the Community, Employment & Skills area being higher than previously anticipated. In addition, there was an underspend of -£5k on the Cambridgeshire Local Assistance Scheme budget.

3. Main Issues - Capital

3.1 At the end of 2022-23, the capital programmes within the remit of the committee showed an in year variance of -£2.114m

Total Scheme Revised Budget £000	Original 2022/23 Budget as per BP £000	Scheme	Revised Budget for 2022/23 £000	Actual Spend 2022/23 £000	Forecast Spend - Outturn £000
5,000	943	<u>Strategy & Partnerships Service</u>	2,429	787	(1,642)
113	-	Community Fund	36	15	(21)
1,172	300	Histon Library Rebuild	614	231	(383)
85	85	Libraries - Open access & touchdown facilities	85	14	(71)
389	72	Library Minor Works	72	63	(9)
1,875		EverySpace - Library Improvement Fund	-	12	12
8,634	1,400	Community Hub - Sawston	3,236	1,122	(2,114)

The schemes with significant variances (+/- £250k) either due to changes in phasing or changes in overall scheme costs can be found below:

Community Fund

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,429	(1,642)	0	(1,642)

The Community Fund capital scheme has underspent by £1,642k in 2022/23. From the original £5m allocated to the Community Capital Fund some elements remain unallocated, some projects have failed to go forward as planned and some have been subject to delay. The Committee has determined that returned/allocated money will be used to deliver a new fund (Cambridgeshire Priorities Capital Fund).

This has reduced the borrowing requirement by £1,642k in this financial year.

Libraries - Open Access

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
614	(383)	0	(383)

The Libraries Open Access capital scheme has underspent by £383k. Project delays over construction and unexpected revenue pressures have delayed the rollout of project. Currently running through a pilot phase before going back to committee for a further steer and revision of the capital program that will reflect a new timeline and scope agreed. This has reduced the borrowing requirement by £383k in this financial year.

4. Alignment with ambitions

- 4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
There are no significant implications for this priority.
- 4.2 Travel across the county is safer and more environmentally sustainable
There are no significant implications for this priority.
- 4.3 Health inequalities are reduced
There are no significant implications for this priority.
- 4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs
There are no significant implications for this priority.
- 4.5 Helping people out of poverty and income inequality
There are no significant implications for this priority.

4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
There are no significant implications for this priority.

4.7 Children and young people have opportunities to thrive
There are no significant implications for this priority.

5. Significant Implications

5.1 Resource Implications

This report sets out details of the overall financial position of the services within the remit of the C,S&I Committee.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.

5.3 Statutory, Legal and Risk Implications
There are no significant implications within this category.

5.4 Equality and Diversity Implications
There are no significant implications within this category.

5.5 Engagement and Communications Implications
There are no significant implications within this category.

5.6 Localism and Local Member Involvement
There are no significant implications within this category.

5.7 Public Health Implications
There are no significant implications within this category.

5.8 Environment and Climate Change Implications on Priority Areas:
There are no significant implications within this category.

5.8.1 Implication 1: Energy efficient, low carbon buildings.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.2 Implication 2: Low carbon transport.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: Neutral / N/A

Explanation:

5.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: Neutral / N/A

Explanation:

5.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status: Neutral / N/A

Explanation:

5.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Positive/neutral/negative Status: Neutral / N/A

Explanation:

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade / Clare Andrews

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? N/A

Name of Officer:

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? N/A

Name of Legal Officer:

Have the equality and diversity implications been cleared by your EqIA Super User?

N/A

Name of Officer:

Have any engagement and communication implications been cleared by Communications?

N/A

Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? N/A

Name of Officer:

Have any Public Health implications been cleared by Public Health?

N/A

Name of Officer:

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?

N/A

Name of Officer:

6. Source Documents

- 6.1 As well as presentation of the FMR to Committees, reports are made available online each month - [Finance monitoring reports - Cambridgeshire County Council](#)

Finance Monitoring Report – May 2023

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 6 July 2023

Executive Director of Strategy and Partnerships
Service Director of Finance and Procurement

Electoral division(s): All

Key decision: No

Outcome: To provide the Committee with the May 2023 financial position for the services within the remit of the Committee.

The report is presented to provide the Committee with the opportunity to comment on the financial position as at the end of May 2023.

Recommendation: The Committee is recommended to:

Review and comment on the report.

Officer contact:

Name: Clare Andrews
Post: Senior Finance Business Partner
Email: clare.andrews@cambridgeshire.gov.uk
Tel: 01223 699758

Member contacts:

Names: Councillor Tom Sanderson and Councillor Alex Bulat
Post: Chair/Vice-Chair of the Committee
Email: tom.sanderson@cambridgeshire.gov.uk
alex.bulat@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 Finance Monitoring Reports (FMR) are produced monthly, except for April, by all services. They report on a range of financial information to enable a view of each service's financial position to be taken.
- 1.2 Budgets for services are agreed by Full Council in the business plan in February of each year and can be amended in-year by budget virements. In particular, the FMR provides a revenue budget forecast showing the current projection of whether services expect to be over or underspent at the end of the current financial year against those budgets.
- 1.3 The services within the remit of this Committee span two separate service areas within the Council; Domestic Violence and Regulatory Services (Registration, Coroners and Trading Standards) sit within Place and Sustainability, whilst Communities, Employment and Skills services (including Libraries) and the Local Assistance Scheme are now within Strategy and Partnerships.
- 1.4 Rather than presenting two separate Finance Monitoring Reports (FMRs) to this Committee, the relevant revenue and capital lines from both the Place and Sustainability and the Strategy and Partnerships FMR's are summarised below. The full reports for Place and Sustainability and Strategy and Partnerships will be presented to the Highways and Transport and Strategy and Resources Committees respectively and will also be published online (see 6.2).

2. Main Issues - Revenue

- 2.1 At the end of May 2023, the budgets within the remit of the Communities, Social Mobility and Inclusion Committee are currently forecasting a balanced outturn position.

Previous Forecast Outturn Variance £000's	Committee	Directorate	Budget 2023/24 £000's	Actual May 2023 £000's	Forecast Outturn Variance £000's	Forecast Outturn Variance %
		Place & Sustainability: Community Safety & Regulatory Service				
0	CSMI	Domestic Abuse & Sexual Violence Service	2,577	-70	0	0%
0	CSMI	Registration & Citizenship Services	-757	-94	0	0%
0	CSMI	Coroners	2,080	243	0	0%
	CSMI	Trading Standards	779	-105	0	0%
0		Community Safety & Regulatory Service Total	4,679	-26	0	0%
		Strategy & Partnerships: Communities Employment & Skills				

Previous Forecast Outturn Variance £000's	Committee	Directorate	Budget 2023/24 £000's	Actual May 2023 £000's	Forecast Outturn Variance £000's	Forecast Outturn Variance %
0	CSMI	Strategic Management - CES	38	-8,884	0	0%
0	CSMI	Public Library Services	3,861	714	0	0%
0	CSMI	Cambridgeshire Skills	0	72	0	0%
0	CSMI	Archives	400	68	0	0%
0	CSMI	Cultural Services	118	-7	0	0%
0	CSMI	Communities Service	1,144	-174	0	0%
0	CSMI	Changing Futures & Projects	0	-491	0	0%
0		Communities Employment & Skills Total	5,561	-8,701	0	0%
0	CSMI	Strategy & Partnerships: Other Local Assistance Scheme	300	0	0	0%
0		CSMI Services Total	10,540	-8,727	0	0%

3. Main Issues - Capital

3.1 At the end of May 2023, the capital programmes within the remit of the committee have no significant variances to report.

3.2 The revised capital budget for 2023/24 is £4.791m, with total expenditure to the end of May totalling £17k.

Scheme category	Schemes Budget £000	Schemes Forecast variance £000	2023-24 budget £000	2023-24 actuals £000	2023-24 forecast variance £000
Capitalisation of Policy, Design and Delivery Team	12,612		1,682	0	
Community Fund	5,000		1,641	0	
Histon Library Rebuild	97		5	1	
Libraries - Open access & touchdown facilities	1,172		875	16	
Library Minor Works	85		71	0	
EverySpace - Library Improvement Fund	389		310	0	
Darwin Green Library	152		152	0	
Cherry Hinton Library	55		55	0	
TOTAL	19,562		4,791	17	

- 3.3 Existing schemes re-phasing - the following schemes will be proposed to the Strategy and Resources Committee on 11 July 2023 for re-phasing following a review of actual spend vs budget in 2022-23 and budget required in 2023-24 to deliver the scheme.

Scheme	Total Scheme Budget	Original Budget 2023/24 (as per BP)	Re-phased Budget into 2023/24	New Total Budget 2023/24	Notes
	£000	£000	£000	£000	
Library Minor works	85	0	71	71	Small works in libraries, work needs re-profiling, funded by S106
Histon Library Re-Build	97	0	5	5	Final amount owed
EverySpace - Library Improvement Fund	389	301	9	310	Minor movement in the expenditure profile
Libraries - Open access & touchdown facilities	1,172	492	383	875	The scope and capacity of this project has changed, the project manager will provide an update later in the year for a steer towards how this project should be delivered going forward.
Community Fund	5,000	1,722	-81	1,641	Funding spent in advance of the profile set, reduce 2023-24 budget

4. Alignment with ambitions

- 4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
There are no significant implications for this priority.
- 4.2 Travel across the county is safer and more environmentally sustainable
There are no significant implications for this priority.
- 4.3 Health inequalities are reduced
There are no significant implications for this priority.
- 4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs
There are no significant implications for this priority.

- 4.5 Helping people out of poverty and income inequality
There are no significant implications for this priority.
- 4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
There are no significant implications for this priority.
- 4.7 Children and young people have opportunities to thrive
There are no significant implications for this priority.

5. Significant Implications

5.1 Resource Implications

This report sets out details of the overall financial position of the services within the remit of the Committee.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

There are no significant implications within this category.

5.5 Engagement and Communications Implications

There are no significant implications within this category.

5.6 Localism and Local Member Involvement

There are no significant implications within this category.

5.7 Public Health Implications

There are no significant implications within this category.

5.8 Environment and Climate Change Implications on Priority Areas:

There are no significant implications within this category.

5.8.1 Implication 1: Energy efficient, low carbon buildings.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.2 Implication 2: Low carbon transport.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.5 Implication 5: Water use, availability and management:
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.6 Implication 6: Air Pollution.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

5.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Positive/neutral/negative Status: Neutral / N/A
Explanation:

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Martin Wade / Clare Andrews

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

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? N/A
Name of Legal Officer:

Have the equality and diversity implications been cleared by your EqIA Super User?
N/A
Name of Officer:

Have any engagement and communication implications been cleared by Communications?
N/A
Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? N/A
Name of Officer:

Have any Public Health implications been cleared by Public Health?
N/A
Name of Officer:

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?
N/A
Name of Officer:

6. Source Documents

- 6.1 As well as presentation of the FMR to Committees, reports are made available online each month - [Finance monitoring reports - Cambridgeshire County Council](#)

Communities, Social Mobility and Inclusion Committee Agenda Plan

Notes

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.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Minutes Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
06/07/23	Wisbech Adventure Playground – Pilot Youth Investment Fund Grant Procurement	N Houghton	2023/074	26/06/23	28/06/23
	Decentralisation	S Parker			
	Performance Monitoring Report – Quarter 4 (2022-23)	J Ossel			
	Finance Monitoring Report – Outturn 2022-23	C Andrews			
	Finance Monitoring Report	C Andrews			
<i>[14/09/23] Reserve date</i>				04/09/23	06/09/23
14/09/23	Understanding Cambridgeshire Skills Workshop				

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
09/10/23	Business Planning Update for 2024-29	T Kelly		27/09/23	29/09/23
	Cambridgeshire and Peterborough Coroner Service Annual Report	P Gell			
	Cambridgeshire Skills Six-Month Review	T Molloy			
	Support Cambridgeshire Update	J Buckingham			
	Council of Sanctuary Membership	L Riddle			
	Capital Funding for Council Owned Community Assets and Projects	L Riddle			
	Performance Monitoring Report – Quarter 1 (2023-24)	J Ossel			
	Finance Monitoring Report	C Andrews			
07/12/23	Business Planning Proposals for 2024-29	T Kelly		27/11/23	29/11/23
	Cambridgeshire Registration Service Annual Report	P Gell			
	Cambridgeshire and Peterborough Trading Standards Annual Report	P Gell			
	Library Service Annual Report	G Porter			
	Cultivate Cambs Annual Evaluation Report 2021-2022	J Buckingham			
	Performance Monitoring Report – Quarter 2 (2023-24)	J Ossel			
	Finance Monitoring Report	C Andrews			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<i>[11/01/24] Reserve date</i>				29/12/23	03/01/24
21/03/24	Cambridgeshire Priorities Capital Fund – Endorsement of Recommendations	L Riddle	2024/004	11/03/24	13/03/24
	Cambridgeshire Skills Six-Month Review	T Molloy			
	Performance Monitoring Report – Quarter 3 (2023-24)	J Ossel			
	Finance Monitoring Report	C Andrews			
<i>[09/05/24] Reserve date</i>				26/04/24	30/04/24

Please contact Democratic Services (democraticservices@cambridgeshire.gov.uk) if you require this information in a more accessible format.

