

Thursday, 08 October 2020

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

10:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

COVID-19

During the Covid-19 pandemic Council and Committee meetings will be held virtually for Committee members and for members of the public who wish to participate. These meetings will be held via Zoom and Microsoft Teams (for confidential or exempt items). For more information please contact the clerk for the meeting (details provided below).

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/ccs-conduct-code>
- 2a Minutes of the Meeting Held on 3rd September 2020**
View minutes here: [Minutes - 3rd September 2020](#)
- 2b Communities and Partnership Committee Action Log - 30th September**
- 3 Petitions and Public Questions**

DECISIONS

- 4 Report of the Service Director for Communities and Partnerships**
- 5 Libraries Open Access Project**
- 6 Cambridgeshire Registration Service Annual Report**
- 7 Innovate and Cultivate Fund - Endorsement of Recommendations**
Report to follow
- 8 Community Champions Annual Review**
- 9 Business Planning Proposals for 2021-26 – Opening Update and Overview**
Report to follow
- 10 Communities and Partnership Committee Agenda Plan**

The Communities and Partnership Committee comprises the following members:

For more information about this meeting, including access arrangements please contact

Councillor Steve Criswell (Chairman) Councillor Lina Nieto (Vice-Chairwoman)Councillor Barbara Ashwood Councillor Henry Batchelor Councillor Adela Costello Councillor Lis Every Councillor Janet French Councillor Elisa Meschini Councillor Mandy Smith and Councillor Amanda Taylor

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

COMMUNITIES AND PARTNERSHIP COMMITTEE**MINUTES ACTION LOG****Agenda Item No: 2b**

This is the updated minutes action log as of 30th September and captures the actions arising from the most recent Communities and Partnership Committee meetings and updates Members on the progress of compliance in delivering the necessary actions.

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
-------------------	---------------------	------------------------------	---------------	-----------------	---------------

ACTIONS FROM MINUTES OF THE COMMITTEE MEETING HELD ON 12TH MARCH 2020

245.	JOINT HEALTH AND WELLBEING STRATEGY CONSULTATION	Liz Robin	<p>Members observed that the list of committees/boards that would host presentations or workshops on the Joint Health and Wellbeing Strategy (section 2.9 of the report) did not include information on when and where they would be held.</p> <p>Action: The Director of Public Health agreed to provide Members with the information.</p>	<p>The consultation on the Joint Health & Wellbeing Strategy was placed on "pause" during the latter half of March due to the current situation around the COVID-19 outbreak. When the consultation resumes, a full list of committees/ boards, with dates of meetings, will be provided to the Committee.</p>	ACTION ONGOING
249.	DOMESTIC ABUSE AND SEXUAL ABUSE SERVICE REVIEW AND WHITE RIBBON CAMPAIGN	Julia Cullum	<p>One Member suggested that the Council could sign up to the Employers' Initiative on Domestic Abuse (EIDA).</p> <p>Action: The Domestic Abuse and Sexual Violence Partnership Manager undertook to investigate the possibility.</p>	<p>This has been raised with Human Resources and will be followed up when Covid-19 restrictions are lifted.</p>	ACTION ONGOING

ACTIONS FROM MINUTES OF THE COMMITTEE MEETING HELD ON 22ND APRIL 2020

260.	CAMBRIDGESHIRE COUNTY COUNCIL'S RESPONSE TO COVID-19	Adrian Chapman	<p>It was suggested that town and village response coordinators could be connected to the County Council through the respective local Members.</p> <p>Action: The Service Director of Communities and Partnerships agreed that such networking should be organised.</p>	<p>The contact and other details of all the mutual aid and local support arrangements that have been set up during the pandemic continue to be captured and published via the Cambridgeshire Directory. Additionally, work has begun on the next phase of our Think Communities approach, which will seek to sustain as many of the positive features as possible of our current ways of working; a full report on this work will come to Committee in the coming months.</p>	ACTION ONGOING
------	---	-----------------------	--	---	-----------------------

ACTIONS FROM MINUTES OF THE COMMITTEE MEETING HELD ON 6TH AUGUST 2020

292.	CAMBRIDGESHIRE COUNTY COUNCIL'S RESPONSE TO COVID-19	Adrian Chapman	<p>While discussing the financial difficulties that some ceremony venues were facing, Members requested further information on the nature of their difficulties and the potential support measures available to the Council.</p> <p>Action: the Service Director of Communities and Partnerships undertook to compile the information as it was developed, in order to share with Members.</p>	<p>This information forms part of the Registration Service Annual Report being presented to the Committee in October 2020.</p>	ACTION COMPLETE
------	---	-----------------------	---	--	------------------------

		Adrian Chapman	<p>Members sought clarification on whether support for people self-isolating was extended to those in quarantine when returning from a holiday or trip.</p> <p>Action: the Service Director of Communities and Partnerships undertook to provide Members with information on the different types of support that were available and how they could be accessed, to share with affected residents.</p>	A briefing note will be shared with all Councillors before the end of August 2020.	ACTION ONGOING
293.	REPORT OF THE SERVICE DIRECTOR FOR COMMUNITIES AND PARTNERSHIPS	Adrian Chapman	<p>While discussing the interaction between the Council and the Combined Authority, as the funding body for Adult Skills, Members suggested that it would be beneficial for a representative of the Combined Authority to attend a future committee meeting.</p> <p>Action: the Service Director of Communities and Partnerships agreed that a representative could be invited to the next Committee meeting at which a skills report was to be presented.</p>	An invitation to join the Committee meeting on 3rd December 2020 has been issued to the Combined Authority.	ACTION COMPLETE

ACTIONS FROM MINUTES OF THE COMMITTEE MEETING HELD ON 3RD SEPTEMBER 2020

302.	CAMBRIDGESHIRE COUNTY COUNCIL'S RESPONSE TO COVID-19	Adrian Chapman	<p>Noting that a minority of businesses were not complying with government guidelines regarding registering people who entered the premises, Members queried whether there were further opportunities for engagement with businesses through organisations such as local Business Improvement Districts (BIDs).</p> <p>Action: the Service Director of Communities and Partnerships undertook to investigate how much proactive work such bodies were undertaking and report back to the Committee.</p>	Awaiting update.	ACTION ONGOING
		Adrian Chapman	<p>Members emphasised the important role that they held as local points of contact for residents and the Council.</p> <p>Action: the Service Director undertook to circulate guidance published by the LGA on the role of elected members during the pandemic.</p>	Awaiting update.	ACTION ONGOING

		<p>Jonathan Lewis</p> <p>Members sought clarification on what support was being provided to teachers in preparation for the reopening of schools, such as the provision of personal protective equipment.</p> <p>Action: the Service Director undertook to request a briefing note from the Director of Education.</p>	<p>Awaiting update.</p>	<p>ACTION ONGOING</p>
		<p>Adrian Chapman</p> <p>Members requested information on how universities were preparing for the return of students and how the outbreak control plan was managing the relationship with the universities.</p> <p>Action: the Service Director agreed to include information in the November iteration of the Covid-19 report.</p>	<p>Awaiting update.</p>	<p>ACTION ONGOING</p>
		<p>Rob Hill</p> <p>While discussing the role of the Council in monitoring and enforcing measures to prevent and control the spread of Covid-19, one Member raised concerns about an upcoming scooter rally in the town of March that was expected to include 500 participants.</p> <p>Action: the Service Director undertook to investigate and discuss the matter with the Assistant Director of Community Safety.</p>	<p>The Safety Advisory Group rejected the Temporary Event Notice (TEN) as insufficient notice had been given and the organisers were unable to provide assurances that sufficient mitigations were in place to prevent any Covid-19 risks.</p> <p>The land owner has written to Fenland District Council to confirm that the event has been cancelled.</p>	<p>ACTION COMPLETE</p>

304.	VOLUNTARY AND COMMUNITY SECTOR – INFRASTRUCTURE SUPPORT AGREEMENT	Helen Andrews	<p>While discussing the tender process, Members queried whether they would be able to participate in the actual tender process in any way.</p> <p>Action: the Commissioner undertook to establish whether Members could participate in some form of advisory role.</p>	<p>The Head of Procurement provided Members with the ‘Councillor’s Guide to Procurement’ (published by the LGA) and attended the Committee workshop on 29th September to clarify the procurement process and the executive and strategic role of Councillors within it.</p>	ACTION COMPLETE
305.	COMMUNITIES CAPITAL FUND – ENDORSEMENT OF RECOMMENDATIONS (SEPTEMBER 2020)	Nick Mills	<p>The Head of Communities and Partnerships Integration proposed an update report in early 2021, to inform Members of how the projects had progressed since being awarded funding by the Committee.</p> <p>Action: the Democratic Services Officer undertook to add the report to the agenda plan.</p>	<p>A report will be presented to the Committee at the meeting in March 2021.</p>	ACTION COMPLETE

REPORT OF THE SERVICE DIRECTOR FOR COMMUNITIES AND PARTNERSHIPS

To: Communities and Partnership Committee

Meeting Date: 8 October 2020

From: Service Director, Communities and Partnerships

Electoral division(s): All

Forward Plan ref: N/A

Key decision: No

Outcome: This Service Director report provides an overview of strategic activity relevant to this Committee, relating to both the response to the COVID-19 pandemic and 'business as usual' activity, and seeks to assure Members that the agreed direction of travel for the Committee's business is progressing at pace.

Recommendation: The Committee is asked to:

- a) Note and comment on the progress made to date in relation to the various workstreams described in this report; and
- b) Comment on the information that would be helpful in enabling the Committee to track the impact of the Think Communities approach.

Officer contact:

Name: Adrian Chapman
Post: Service Director, Communities and Partnership
Email: Adrian.chapman@cambridgeshire.gov.uk
Tel: 07920 160441

Member contacts:

Names: Councillor Steve Criswell
Post: Chair
Email: steve.criswell@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 At its August Committee meeting, Members agreed to receive a regular Service Director report, setting out information, opportunities and challenges relating to the cross-cutting work that the Committee and its service directorate has responsibility for.
- 1.2 The Committee has also been receiving a separate report on relevant activities relating to the COVID-19 pandemic. These reports have been accepted as late reports due to the dynamic nature of the pandemic. However, as these activities are currently more planned in nature, the COVID-19 activity report has been incorporated into this service director report.

2. Main Issues

- 2.1 The work of the Communities and Partnership Committee is diverse and cross-cutting. The Committee combines responsibility for specific services but also for leading the transformation of our approach to ensuring communities and residents are at the heart of our decision making, service design and delivery. Further, it has the responsibility of developing meaningful, productive partnerships across all sectors that make a lasting and positive difference to communities and achieves improved outcomes for all. This Service Director report draws together a range of different but linked workstreams.

2.2 Think Communities

- 2.2.1 At the September meeting of the General Purposes Committee (GPC), a proposal to provide financial resources to deliver our Think Communities unified approach was unanimously agreed. Funding of £1.686m in total for two years has been approved from the council's Transformation Fund, to provide the staff resources necessary to ensure comprehensive delivery of our ambitious but critical programme. The funding will also deliver the Community Outreach Vehicle previously agreed by this Committee.
- 2.2.2 GPC were advised of the context to the funding proposal, which was threefold: (i) it built on an already strong council track record in supporting communities and community-based organisations (demonstrated for example via our Local Council Development Plan, the Innovate and Cultivate Programme, and our recent Community Capital Fund); (ii) it is inspired by, and making best use of the learning from, the two Neighbourhood Cares pilots, which demonstrated the value of connecting council staff with local people, where those staff were given freedom and flexibility to problem-solve; and (iii) it reflected the experiences from the past 6 months, during which the Think Communities principles have been fully deployed in real time to support citizens and communities during the pandemic.
- 2.2.3 All of these approaches have resulted in some amazing individualised outcomes for our residents and communities. These haven't relied on public sector reform, but a common-sense approach to working smarter together. This unified approach is something we want to build on with our Think Communities approach, as endorsed and supported by this Committee and which has been further enabled by GPC.
- 2.2.4 The funding allocated will enable Think Communities to be 'turbo-boosted', capitalising on the relationships, working arrangements and processes that have been shown to work well, as well as review where necessary, as we evolve our services to meet the changing needs,

demands and aspirations of our residents. We recognise too that the ongoing pandemic will inevitably lead to new demands on the council or other public services, and we will be in a position to help prevent, delay or reduce that demand.

2.2.5 GPC recognised that resourcing the Think Communities approach in partnership with the rest of the public sector system is the best way to continue to build resilience and sustainability within our communities to mitigate against those challenges and to realise the best possible recovery from the pandemic. As a reminder to this Committee, our model will enable:

- Coordinated place-focused people-centred support alongside local councils, voluntary and faith sector, community groups, housing providers, business, health, police and fire, in order to....
 - Make fast, joint decisions and take rapid creative action to address local issues and prevent escalation
 - Transform our VCS infrastructure support model, featuring:
 - A coordinated system response to supporting volunteers
 - Quality VCS voice and representation
 - Governance support
 - Training and development
 - Ensure timely, meaningful, appropriate, flexible data sharing - to enable a single version of the truth, joined up support and effective problem solving
 - Analyse and interpret data in order to support a focused partnership approach to real time challenges
 - Transform services to evolve to a place-based commissioning model rooted in the community

2.2.6 This Committee previously endorsed the initial eight priority areas of focus at its meeting in September, as follows:

- Supporting the COVID-19 Outbreak Control process
- Support for carers
- Support for older people
- Increasing the take-up of Technology Enabled Care (TEC)
- Support for Children and Adolescents (including care leavers, young people not in education, employment or training, and young carers)
- Tackling food and fuel poverty and security
- Improving social mobility
- Implementing place-based commissioning

2.2.7 As described, the funding approved at GPC represents an initial two-year investment to build on our existing core-funded infrastructure, embed many of the features developed to date, and deliver highly practical outcomes in support of all service committees. After the two years of transformation investment, it is expected that this approach and way of working will be embedded in the organisation and that ongoing work will be part of core budgets.

This means, in practice, that we will need to demonstrate value to the council from this work equal, at least, to the total investment made, achieved through cost avoidance or cost reductions.

2.2.8 This work is highly preventative in nature – the evidence from mobilising the approach during the pandemic, at least in part, has shown that people have been kept safe and well and have not therefore needed statutory intervention. For example, many people have been ‘found’ in very poor health through the work of the Hub via home visits, and community based support has been put in place to prevent further escalation.

2.2.9 With the primary aim of improving peoples’ lives, the approach will also lead to demand reductions through offering alternative interventions to people already in receipt of services, and by ensuring those not yet known to or receiving services are supported to maintain independence or improve their social mobility. Potential cost avoidance and savings areas include, but are not limited to:

- Cost avoidance relating to increased demand across services from communities living in more deprived areas, or who are more vulnerable to COVID-19
- Some prevention, delay and reduction in Adult Social Care demand as a result of delay to domiciliary care and residential care packages
- Support to deliver TEC savings as part of the Adults Positive Challenge programme
- Reductions in Children’s Social Care costs, domestic violence referrals, and Youth Offending Service involvements

2.2.10 Officers are rapidly developing a mechanism for calculating and reporting the value of costs avoided and/or saved, and are taking guidance from the Adults Positive Challenge programme which has developed a useful tracker to monitor the impacts of interventions across their various workstreams. The Think Communities programme will create a similar tool, the details of which will be shared with this Committee. Committee Members are asked to comment on what information they would find helpful in tracking the impact of the Think Communities approach.

2.2.11 Detailed delivery plans for all eight initial areas of focus are being finalised, and plans are being made to bring partners together in a series of workshop-style events in each of the Service Delivery Areas previously discussed with the Committee.

2.3 Improving Social Mobility

2.3.1 The Committee was updated at its September meeting on the work of the cross-party Improving Social Mobility working group, which has agreed to primarily focus on the following four themes:

- Focussed work with socially excluded or vulnerable people to ensure they receive support
- A system wide approach to food and fuel poverty
- A unified approach to community engagement in specific localities
- Ensuring the needs of older people, disabled people and those with learning difficulties are understood and supported

2.3.2 The group has met again, and has further refined the long-list of potential projects to a more focussed shortlist that will ensure qualitative delivery that makes a difference. The details of

this shortlist, along with the mechanisms by which we will assure the Committee that the actions are making a positive difference, will be reported at the next Committee meeting.

2.3.3 When agreed, baselines will be finalised for each theme so that we can closely monitor the difference we're making and the impact we are having. This will enable the Committee to be kept fully informed about progress, to provide constructive challenge, and also to support escalation of any issues or challenges we face as we progress.

2.4 **Community Safety**

2.4.1 Referral levels to our domestic abuse and sexual violence service continue to be stable following a rise in July and August. Our commissioned outreach services are though reporting higher levels of referrals than normal. We will continue to work closely with all of our key partners on the Domestic Abuse and Sexual Violence Partnership Board to closely monitor and respond to any fluctuations in demand, and will ensure the Committee is kept fully apprised.

2.4.2 Our programmes focussed on working with perpetrators of domestic abuse are being reviewed to ensure they are fit for purpose. Again, Committee will be kept fully apprised of progress given the importance of this work.

2.5 **COVID-19 Coordination and Response Hub**

2.5.1 This Committee has responsibility for oversight of the Countywide COVID-19 Coordination Hub which, up until 1 August, co-ordinated the distribution of support to the shielded group of residents. The national shielding programme was paused from this date, although the Hub continues to provide direct support to anyone previously shielding should they need it. However, the focus of the Hub at present continues to be on supporting relevant aspects of the local Outbreak Control Plan, and this is described in more detail below.

2.5.2 In light of the current national picture, the Hub is planning for the next phase of redeployment in the event it needs to step up activity to support any increases in positive cases locally. An initial group of twenty council officers are being identified to provide flexible surge capacity to support Environmental Health and Public Health colleagues to contact positive cases and possibly their contacts. It is likely that these staff would need to be mobilised to support at short notice and therefore planning has been around how we can build in these types of short-term redeployments into all areas of the organisation and develop a network of staff who can help at short notice, alongside (or, for a short period, redeployed from) their substantive role.

2.5.3 Further requests for staff to support wider outbreak management activity are likely to follow and so work is underway to proactively gather a longer list of staff who can be mobilised to support this and future requests. Alongside this, our human resources colleagues have been leading on conversations with district council HR leads and have developed a memorandum of understanding to enable district council staff to be able to also flexibly respond to a surge in another district if required.

2.5.4 Further, we are seeking to provide structure to the previous volunteering programme, taking learning from the NHS Volunteers scheme and our own use of volunteers, so that people

who want to volunteer and may not have an opportunity available to them in their own community can be engaged to support the continued countywide effort.

- 2.5.5 The Hub team has been supporting the implementation of the new Outbreak Management Case Management System for Cambridgeshire and Peterborough. This will enable colleagues from each district and city council, the county council and our partners in the NHS to work together to manage outbreaks and trace contacts as well as giving a single source of information on the outbreak management activity that is happening across the system. Testing of the system is taking place now, with a predicted go-live date of 21 October.
- 2.5.6 We are supporting the work to prepare a flexible response to winter pressures compounded by COVID-19. Work is ongoing to collate, map and reach out to all possible locations for mobile testing, static testing and flu vaccination sites across Cambridgeshire in order to create a single tool for use in the future.
- 2.5.7 The Hub has also supported the setting up and running of emergency test sites for critical school and early year settings staff. Running over two sites, redeployed staff with the support of Hub coordinators have marshalled the sites with several hundred members of staff being tested over two weeks.
- 2.5.8 Developing a short, medium, and long-term approach to supporting safe transport options to and from workplaces in Cambridgeshire and Peterborough has been a further key priority for the Hub. The way that some of our residents travel to and from work is seen as a potential risk factor in spreading the virus – for example, if they are car sharing or are agency workers transported on contracted buses. Some initial practical activity to educate both employees and transport providers has already taken place in Peterborough with a view to that being replicated wherever needed across Cambridgeshire. At the same time, a suite of alternative, safe travel options is being developed to offer choices to employees and employers.
- 2.5.9 The Committee has previously been briefed on the work led by the Hub to develop a support package for people unable to self-isolate for various reasons. More recently, the launch of a national hardship fund was announced where individuals on eligible benefits can receive a £500 lump sum to encourage and enable them to self-isolate as a result of receiving a positive COVID-19 test result or being contact traced. This therefore requires our own arrangements to be reviewed and re-positioned to support individuals that have been adversely affected by the outbreak more broadly. An example, of how the fund has already been used is set out below:
- The Think Communities Place Coordinator in South Cambridgeshire coordinated arrangements to support a vulnerable father to quarantine safely from his extremely at-risk family upon entry to the country. This involved brokerage between the county Hub, South Cambridgeshire District Council and the County Children’s Social Care team to ensure the hardship fund was used to find and pay for separate isolation accommodation which is now also supporting with food.
- 2.5.10 A group has been set up to establish a countywide agreed protocol and procedure to deal with the enforcement of non-COVID-19 compliant businesses or events when ‘engage,

encourage and explain' has failed. The powers currently sit at the upper tier level with the Director of Public Health and the Chief Executive - the delegation of this power needs to be considered for lower tier district councils to ensure enforcement is effective and legally robust.

3. Alignment with corporate priorities

3.1 A good quality of life for everyone

The Committee's focus is on leading positive change, in collaboration with partners, which benefits our residents and their communities, offers opportunity for all, and ensures no community is excluded or disadvantaged. By focussing on these objectives, which the various workstreams set out in this report seek to do, we can ensure that the quality of life outcomes for everyone are improved.

3.2 Thriving places for people to live

For citizens to be confident, healthy, safe and secure, they need to live in communities that mirror those attributes, and where there is a strong sense of local identity and cohesion. The workstreams set out in this report seek to support the development of a strong local identity, helping to create thriving places for people to live in.

3.3 The best start for Cambridgeshire's children

All of the workstreams set out in this report affect all residents, regardless of age. Moreover, building communities that are vibrant and have opportunity, and enhancing the social mobility of families, will directly and positively create the best possible start for our children.

3.4 Net zero carbon emissions for Cambridgeshire by 2050

All of our work is cognisant of the net zero carbon emissions target.

4. Significant Implications

4.1 Resource Implications

The report above sets out details of significant implications in section 2.2. In addition, there have not been any significant changes in the projected financial consequences of the pandemic within the remit of this Committee since the September report.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

Any purchases to support this project will be carried out in accordance 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 a number of communications and engagement aspects to this report that our Communications team are aware of, and they are working closely and proactively with relevant officers where appropriate.

4.6 **Localism and Local Member Involvement**

There are no significant implications within this category.

4.7 **Public Health Implications**

This paper clearly lays out the diverse contributions that are being made through the work of the Communities and Partnerships Directorate to health and wellbeing, and to the management of the COVID-19 pandemic. It acknowledges that key to Public Health is the improvement of health and wellbeing which needs action across many determinants.

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 LGSS Head of Procurement? Yes

Name of Officer: Gus deSilva

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

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Adrian Chapman

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Christine Birchall

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

Name of Officer: Adrian Chapman

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Val Thomas

5. Source documents

5.1 None

LIBRARIES OPEN ACCESS PROJECT

To: Communities and Partnership Committee

Meeting Date: 8 October 2020

From: Adrian Chapman, Service Director: Communities & Partnerships

Electoral division(s): All

Forward Plan ref: N/A

Key decision: No

Outcome: To enable the Open Access project for Cambridgeshire Libraries to progress following a period of project development by the multi-skilled project team, and some site testing.

Recommendation: The Committee is asked to:

- a) Agree to the five pilot sites of Sawston, St Ives, March, Rock Road and Soham, going ahead to test drive the model;
- b) Agree to reactive CCTV monitoring to be carried out by First Reaction; and
- c) Agree the priority and commitment to rollout across suitable other libraries.

Officer contact:

Name: Andrew Stoter
Post: Library Support Services Manager
Email: andrew.stoter@cambridgeshire.gov.uk
Tel: 01223 699624

Member contact:

Names: Councillor Criswell
Post: Chair
Email: steve.criswell@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 As part of the business plan members have agreed £1,172k for the installation of Open Access technology across 31 library sites in the County, initially the 9 hubs and then extended to 22 other libraries. We have also included three new libraries in this document, the funding for which will come from the existing development money for each, but they will open with Open Access technology (Darwin Green, Alconbury and Northstowe). The technology allows for additional access to the libraries during unstaffed hours. The bids operate on the basis that they will provide greater access to the library estate where currently 60% is unused during a typical 9-5 working week.
- 1.2 The project will allow the Council to maximise use of the library asset and embrace the Think Communities strategy. Local people will have far greater access to their library and the resources it offers, while Council employees will be able to make more use of libraries to meet residents, partners or simply drop in and work, helping embrace agile working.
- 1.3 A project team with officers from the Health and Safety team, Facilities, I.T, Procurement, Transformation and Libraries has been working through the logistics of installations across the library estate, reviewing best practice from a number of neighbouring services (Peterborough, Norfolk, Bedford and advice from South Gloucestershire) and making recommendations for the roll out.

2. Main Issues

- 2.1 St Ives Library has been piloting Open Access since 2016. This has allowed the library to open Thursday afternoons and Sundays. We have used the experience from this and visits to Open Access library services in Bedford, Norfolk and Peterborough. This has helped us develop a portfolio of best practice and common mistakes.

Key Advice:

- Give each library time to engage the community, to ensure buy in, understanding and good take up. Where services launched multiple libraries they could see real discrepancies in use where they hadn't had the capacity to support the local library in advocacy and engagement.
 - Do not underestimate the building costs, every library is different and some may be ok when staffed, but need significant work to provide safety when unstaffed.
 - Consider impact on not investing early. It is better to buy a new door early than have an original door that then fails repeatedly and needs replacing later.
 - Maintain awareness and training, there can be big drop off in use and understanding a year after launch if new customers are not engaged.
 - Have a good risk assessment, to help reassure staff and users. However the reality is there haven't been any changes in serious incidents and anti-social behaviour experienced in these libraries.
- 2.2 Every library building is different and there is a level of complexity around their age, condition, location, partners, size, lease and costs.

We conducted an audit of libraries to assess the work, a summary of which can be found in **Appendix 1**. This was followed by a professional building survey exercise to develop a more detailed cost for the works across a range of library sites.

Multi floor venues create a unique problem, as we would require 2 staff on site to operate fire lifts for an evacuation to maintain DDA compliance or risk customers becoming stranded in the building. We found three libraries in which it was going to be extremely challenging to isolate the ground floor (Huntingdon, Ely and Central library). Therefore we have quoted a revenue cost for ensuring staff presence during Open Access hours. (Detailed in **Appendix 1** and summarised in 4.1).

Where we have open plan and shared spaces with partners it is also difficult to see how Open Access technology can be used on the existing buildings such as Cambourne's shared entrance with the surgery or Bar Hill with its Post Office.

Given the likely costs of these it may not be feasible to install Open Access in every library unless tied in with an increase in the libraries revenue budget.

- 2.3 This does not mean we cannot extend the use of these assets along the ambitions of the project. Huntingdon has been successfully piloting Thursday afternoon unstaffed opening with their partners in Registration Services, providing the required staff to help evacuate the building. Ramsey and Soham libraries have community use days where volunteers and friends groups are able to open the library.

We are currently looking to extend this at Cambourne library on a Wednesday and exploring if our new Cambridgeshire Skills partnership in Ely library can achieve similar increased use on a Monday afternoon.

- 2.4 The recommendation is to roll out the technology and model in five pilot sites (one per district) with a variety of types of library used.

These would be:

St Ives Library – updating the technology and experimenting with the extended hours. This site should be able to get going relatively quickly as no building works are required.

Sawston Community Hub – The new library has been designed with Open Access in mind, so we anticipate few building costs and quicker install. Plus with our Children's team on site during the week it will have an audience using the building to try out the system.

Rock Road Library – This is an older building where we can test the costs and works required. It has a very engaged Friends group who are keen to embrace the technology, as well as existing use out of hours that could be developed.

March Library – A large hub library to test how a bigger space works. Existing partners with Registration and relatively simple building works required.

Soham Library – Already engaged with the previous Neighbourhood Cares project and a focus on our Civic Future Libraries program, this will test hours in a rural setting and how the pilot can interact with existing projects.

The next phase of roll out would involve those without significant additional revenue costs and where the additional capital spend is within the agreed amount originally forecast: Arbury, Buckden, Burwell, Chatteris, Comberton, Cottenham, Great Shelford, Linton, Littleport, Milton Road, Papworth, Ramsey, Sawtry, St Neots, Warboys, Willingham, and Wisbech.

This would be rolled out over 18 months to give libraries time for work to take place and engage customers in each project. The libraries will rotate in geographical location by district and prioritise those with the least work required to help maintain the implementation momentum.

There are libraries that have planned refurbishments or new builds and it is suggested that Open Access occurs alongside this work to minimise costs and closure of libraries for the work:

Histon Library – Winter 2020/21
Darwin Green (new build) – Summer 2021
Cherry Hinton Hub –2021
Whittlesey Refurbishment 2022
Cambourne expansion of library and health centre (TBC)
Barnwell Road (TBC)
Alconbury Library – new library (TBC)
Northstowe – new library (TBC)

There are libraries where we would need to confirm the commitment to roll out due to the likely impact on the revenue budgets versus a relatively low increase in opening hours:

Cambridge Central Library
Ely Library
Huntingdon Library

Finally there are four libraries where some details over partnership, leaseholds and ownership of the land raise queries that need further clarification before the project could be implemented:

Bar Hill Library
Linton Library
Yaxley Library

Full resource implications are summarised in 4.1.

N.B Clay Farm centre has not been in the scope of this project due to the wider centre implications and the fact they are providing access already beyond advertised hours using self-service technology and staff supporting the wider centre.

- 2.5 The team worked alongside colleagues from the Health and Safety team to review our own risk assessments as well as those of the services we visited.

All authorities limited access to users who signed up to conditions, were library members and over 16 years old. This helped dramatically minimise risk and the registration with staff allowing them to be shown key fire safety features. This also allows staff to restrict access to customers who may have caused an incident or recently been banned from the service.

No one reported any increased incidence of stock loss compared to years before Open Access technology was introduced.

Many authorities had experienced similar issues discovered in our building survey. Fire exits were ok when staff were available to assist but additional features would be needed in Open Access. Common items include visual fire alarm (flashing lights to attract attention for customers with reduced hearing), magnetic locks to secure fire exits but allow them to open during alarm, removing steps from fire exits and the problem of evacuating multi floor buildings. These findings were fed into the building survey works.

2.6 All authorities used CCTV to help monitor libraries during Open Access, but we came across different models:

Recorded monitoring – where incidents can be reviewed after the event to identify culprits. This would form a high risk strategy based on the example of a member of the public alone in the Library feeling ill or collapsing and not being able to raise any alarm.

Reactive monitoring – live monitoring available but only reviewed in the event of an incident (fire alarm, security alarm or other reported incident). This is also high risk as it relies on the person being able to raise an alarm and this is evidenced by the incident at St Ives Library where a member of the public collapsed but was picked up on the periodic monitoring from the Cambridge Central Library as per the agreed protocol.

Hourly review of building – live monitored cameras that are reviewed hourly to spot any customers who may be in distress, fire or similar incidents. This is currently in place at St Ives where a member of staff at the Cambridge Central Library checks the CCTV hourly. Use of existing library staff may no longer be suitable with a much large Library portfolio in open plus and would not allow us to exceed hours outside of those currently operated at Cambridge Central.

Live monitoring – continuously monitored CCTV with a staff member constantly scanning libraries for potential problems. This may be the safest CCTV model, but the revenue expense would be the same as single staffing the library.

It is recommended that we use the corporate security contract to enlist First Reaction to provide a monitoring service. They would be contracted to monitor libraries hourly and are already the first point of contact in the event of alarms outside of current staffed hours in libraries. This provides a cost effective model that can be scaled up as more libraries come on board and not limited by existing library staff working hours or contracts. It allows us to link in with an existing corporate contract which has an existing monitoring protocol in place.

2.7 **Proposed Opening Hours**

During the pilots we want to assess a range of hours to see the costs and benefits of stretching Open Access. This sees an ambition to open at 7.00am and close at 8.00pm during the week, 9.00am to 6.00pm Saturday and 10am to 6.00pm Sunday. In order to clear the building and set up the Open Access sessions there would be a 15 minute break between staff closing and Open Access session starting and 15 minutes between Open Access closing and staff setting up.

A full list of proposed opening hours for the pilots can be found in **Appendix 2**.

3. Alignment with corporate priorities

3.1 A good quality of life for everyone

Open Access can increase staff availability in a localised area by providing Council staff more local venues open more often to meet with members of the community.

It will increase access to existing library provision including health information, free space to meet people, tackle social isolation and improve access to core library offer of books and Public PCs.

3.2 Thriving places for people to live

Open Access will enable organisations and partners to deliver activities to support residents at advertised times. It will allow communities greater access to an existing asset and give more freedom to make use of them to suit local needs.

It will increase access to existing library provision including access to materials to support education, business (British Library IP resources), IT, which all help breakdown social barriers.

3.3 The best start for Cambridgeshire's children

Open Access will enable organisations and partners to deliver activities to support children and families at advertised times. Open Access will extend the times that families can access their library, this flexibility is likely to drive participation. Touchdown facilities will increase staff accessibility in a localised setting.

3.4 Net zero carbon emissions for Cambridgeshire by 2050

The building works will see an improvement to the library infrastructure such as PIR light fittings that could see a reduction in electricity use. Improved use of a corporate asset in the community could help reduce the overall corporate footprint if staff can use touch down space and meeting rooms instead of dedicated office space.

4. Significant Implications

4.1 Resource Implications

Costs per library broken down in **Appendix 1**, these are based on building survey by Gleeds who visited 13 sites, an estimate of the hardware costs based on the ESPO framework (procurement of our own framework suspended due to Covid-19 and due to be in place by November 2020) a quote from First Reaction security for CCTV monitoring, the existing maintenance contract for the technology at St Ives library and estimated costs of

new furniture required by the library (e.g. more lockable storage to securely shut down the desk).

The original Capital bids for the project total £1,172,000 and did not anticipate a significant revenue implication.

The cost of the five pilots libraries:

£100,000 Capital expenditure and £16,000 Revenue expenditure.

To meet the ambition of all libraries becoming Open Access there would be the following costs:

£875,000 Capital expenditure and £173,500 Revenue expenditure.

However if we remove Huntingdon, Cambridge Central, and Ely from the project due to difficulties and costs it would result in costs as follows:

£795,000 Capital expenditure and £102,400 Revenue expenditure.

In this model, capital costs could be achieved inside the original budget and allow for contingency. These savings have been made by linking with other Council Capital investment projects to re-build libraries.

Revenue expenditure would have to come from the existing library budget.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The project involves three main contractual areas - building works required, CCTV monitoring and provision of the software/hardware solution to manage access.

The building feasibility survey was tendered against the Council's framework for Surveying work and Gleeds were successful and produced a report to arrive at the estimates quoted.

We recommend using the existing Council Contract with First Reaction for CCTV installation and monitoring. This has recently been renewed and would extend for the life of the Open Access framework. The contract has sufficient extra resource and scope built in to cover these projects as it was created with flexibility in mind to accommodate potential different Cambs 2020 sites.

We undertook soft market testing of the technology solutions in 2019, and subsequently waited for the new ESPO framework to call off from. Unfortunately when ESPO released the framework they chose to restrict to only one supplier. It was felt this did not offer the best flexibility or value for the Council so we have subsequently created our own framework which is out for tender and due for response by the end of October (this was suspended in March due to Covid-19 and released in September 2020 to the market). This will be a framework for up to 4 years.

4.3 Statutory, Legal and Risk Implications

The project increases access to the statutory library service, however due to limitations on who can use these sessions (notably no one under age of 16) it could not be seen as an alternative to staffed provision, but as an enhanced offering.

Alongside our review of risk assessments we have shared feedback with our insurers and the experience of St Ives to ensure all aspects of the service remain covered.

4.4 Equality and Diversity Implications

The tender will ensure that the access solution is DDA compliant and we will ensure the registration process allows staff to consider any implications the user presents with. The building work will help make the libraries themselves better able to meet the needs of all residents with improved access to fire escapes, best practice in alarms and CCTV being rolled out across the network.

4.5 Engagement and Communications Implications

At the beginning of the project the details of Open Access were shared with groups such as library friends, community libraries and library staff through our regular engagement events. We plan for a launch event for each library to help draw attention and ensure an opportunity to engage local users. The pilot libraries will allow us to share best practice and allow staff to rotate around and experience Open Access before it comes to their own buildings.

4.6 Localism and Local Member Involvement

Local communication and engagement came up regularly as key to the successful roll out of the technology. We foresee an important role in letting the community know the system is coming. The plan would include local member engagement alongside key stakeholders such as library friends groups and partners in the building to help them harness the opportunities presented by the increased access. Each library will set up a local implementation group that will draw on these resources, which is why we plan to roll out 1 library per district to ensure these can be adequately resourced from library service capacity.

4.7 Public Health Implications

Cambridgeshire Libraries are used by Public Health to deliver health information. Every library provides access to this resource, as well as working with health partners for drop in's, information stalls and similar. Open Access will increase the availability of this resource.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Kerry Newson

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

Name of Officer: Gus deSilva

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

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Adrian Chapman

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Christine Birchall

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

Name of Officer: Adrian Chapman

Have any Public Health implications been cleared by Public Health Yes

Name of Officer: Val Thomas

5. Source documents

5.1 None

Appendix 1

Open Access Implications by Library

Library	Building Considerations	Operational changes needed	Estimate Cost of Works (Capital)	Revenue Implications	Delivery Phase
Alconbury Weald	New Build – Will have Open Access in design and build spec	Ensure specification meets best practice identified	N/A within development costs	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Arbury Court	External lighting and some fire exit adjustments. New IT switch required. Lighting, fire alarm and CCTV upgrade	Possible internal desk changes.	Estimate building work £16,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £26,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Bar Hill	Post Office and stock risk if library open without post office. Partition needed. Lighting, fire alarm and CCTV upgrade	Post office stock security	£27,000 building costs Open Access solution: £8,000 A Additional Furniture - £2000 Total £37,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Linked to future of Post Office
Barnwell Road	Building requires significant work (new roof etc.) Recommend delay until new library currently in viability planning.		N/A within development costs Open Access Solution £8,000 Upgraded Fire Alarm & CCTV £5000 Total £13,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Buckden	Fire alarm upgrade, mag locks for the door, query on fire exit. Level fire exit Lighting and CCTV upgrade.	New smaller counter identified.	Estimate building work £19,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £29,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Burwell	External lighting and some fire exit adjustments. New IT switch required. Lighting, fire alarm and CCTV upgrade		Estimate building work £15,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £25,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase

Cambourne	Difficult in current building arrangement due to shared entrances. Sackville House due for redevelopment work currently in consultation recommend install is linked to this work with a special out of hours entrance for the library that does not impact health offer.	Trial opening library in closed periods supported by partners in the building.	N/A within development costs Open Access Solution £8,000 Upgrade Fire Alarm and CCTV £5000 Total 13,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked to address query of access.
Cambridge Central	Very challenging. Would likely need to restrict access to ground floor with limited offer unless substantial staffing used.	Limited extended hours available due to lease with Lions Yard and existing high staffed hours.	Estimate building work £24,000 Open Access solution: £8,000 Additional Furniture - £4000 Total: £36,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Security - £20,500 Total £23,700	Query due to revenue costs
Chatteris	External lighting and improved fire exit requiring planning permission. New IT cabinet & Switch	Fenland District Council partner use of the building.	Estimate building work £26,970 Open Access solution: £8,000 Additional Furniture - £2000 Total: £37,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Cherry Hinton	Project to redevelop as Cherry Hinton Hub. Open Access considered in design. So only building costs to upgrade lighting and fire specs to Open access design.	Possible use of community group to extend opening hours instead of Open Access, due to community café.	£5,000 building costs Open Access: £8,000 Additional Furniture - £2000 Total £15,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Clay Farm Centre	Outside scope	Existing increased access linked to building opening hours	N/A	N/A	Not Planned
Comberton	New IT Switch. Upgrade work required to alarms, doors.	Linked to Community College and access/hours to be negotiated.	Estimate building work £15,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £25,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Cottenham	New doors, some structural work on fire exit, new fire panel and external lighting. New IT Switch. Expansion to electricity supply.		Estimate building work £30,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £40,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase

Darwin Green	New Build – Will have Open Access in design and build spec	Ensure specification meets best practice identified	N/A within development costs Upgrade Fire Alarm and CCTV £5,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Ely	Internal doors replacing.	No ground floor presence and use of first floor via fire lift would require 2 staff present to operate	Estimate building work £15,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £25,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Security - £20,500 Total £23,700	Query due to revenue costs
Great Shelford	Changes to fire exit panels.		Estimate building work £15,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £25,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Histon	Lease hold being redeveloped. Core building work in spec, upgrade to CCTV, Fire alarm panel and lighting for open access.	Open Access built into the design	Estimated work £5,000 Open Access Solution £8,000 Additional Furniture - £2000 Total: £15,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Huntingdon	Unable to restrict access without major reconfiguration of the building. Recommend staffing and small changes to fire exits to use Open Access.	Already operating self-service hours with registration to maintain building access when library closed on Thursday afternoons.	Estimate building work £7,000 Open Access solution: £8,000 Additional Furniture - £4000 Total: £19,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Security - £20,500 Total £23,700	Query due to revenue costs
Linton	New IT Switch, work required on fire exit, front ramp and possibly gates to building. Significant work would require agreement of Parish Council and other tenants.	Negotiation with landlord on access and security of wider premises due to shared site.	Estimate building work £30,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £40,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Query due to leasehold agreement, partners and cost.
Littleport	New IT Switch, structural work on rear fire exit.		Estimate building work £18,000 Open Access solution: £8,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase

			Additional Furniture - £2000 Total: £28,000		
March	External lighting and some fire exit adjustments. New IT switch required. Lighting, fire alarm and CCTV upgrade	FDC owned building and land. So some negotiation on external pedestal.	Estimate building work £15,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £25,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Pilot
Milton Road	Query on front door addition of mag locks, CCTV		Estimate building work £13,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £23,000	CCTV monitoring Open Access Maintenance Total	2 nd Phase
Northstowe	New Build – Will have Open Access in design and build spec	Ensure specification meets best practice identified	N/A within development costs	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Papworth	Change to entrance required as currently different doors used on different days.	Negotiation with other partners and building owner.	Estimate building work £15,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £25,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Ramsey	Limited work needed due to recent refurbishment. Fire Panel, CCTV and mag lock upgrades.	Currently community opens one closed day a week.	Estimate building work £10,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £20,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Rock Road	Fire escape work and replacement entrance doors. New IT Switch and possible closing of meeting room for fire risk assessment. Fire alarm and CCTV upgrade work.	Current out of hours weekend hire by school which would be impacted.	Estimate building work £23,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £33,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Pilot
Sawston	New build designed with Open Access in mind. Just some CCTV installation and new fire alarm work	Review how this will work alongside Children's services partners	Estimate building work £5,000 Open Access solution: £8,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500	Pilot

			Additional Total: £13,000	Total £3,200	
Sawtry	New IT Switch, otherwise Fire alarm and CCTV upgrade	Check with partners around access issues	Estimate building work £10,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £20,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Soham	Upgrade and move fire panel, CCTV, Lights, mag locks on doors,		Estimate building work £18,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £28,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Pilot
St Ives	Already Open Access compliant		Open Access: £8,000 i.e. upgrade to new software/hardware	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Pilot
St Neots	Restrict Open Access to first floor – Upgrade fire exits to modern compliance. Fire panel and CCTV upgrade work.		Estimate building work £25,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £35,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Warboys	New IT Switch, upgrade to alarm systems. CCTV and Lighting upgrades	Some wider building works required for maintenance issues.	Estimate building work £18,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £28,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Whittlesey	Rear fire exit and entrance stair case securing.	S106 funded refurbishment planned try to link works.	Estimate building work £25,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £35,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Development Linked
Willingham	New IT Switch, Fire escape gate work required, external lighting. Upgrade to		Estimate building work £15,000 Open Access solution:8,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500	2 nd Phase

	alarm systems. CCTV and Lighting upgrades		Additional Furniture - £2000 Total: £25,000	Total £3,200	
Wisbech	Problematic low ceiling for cameras may need to raise or remove false ceiling. Restrict access to ground floor. Fire exit ramp required.	Review ground floor furniture layout to aid CCTV & OPEN ACCESS. Anti-social behaviour concerns.	Estimate building work £28,000 Open Access solution: £8,000 Additional Furniture - £4000 Total: £40,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	2 nd Phase
Yaxley	Significant accessibility issues including main entrance and fire exits. Check who owns the land. Inside upgrade to alarm systems. CCTV and lighting		Estimate building work £35,000 Open Access solution: £8,000 Additional Furniture - £2000 Total: £45,000	CCTV monitoring - £1,700 Open Access Maintenance: £1,500 Total £3,200	Query due to building costs and who is responsible for pavement access.

Pilot Opening Hours

March

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Total	7am-8pm	7am-8pm	7am-8pm	7am-8pm	7am-8pm	9am-6pm	10am-6pm
Open +	7-9.30 & 5-8	7-9.30 & 5-8	7-9.30 & 1.30-8	7-9.30 & 7-8	7-9.30 & 5.-8	9-9.30 & 4-6	10-6
Staffed	9.30-5.00	9.30-5.00	9.30-1.00	9.30-7.00	9.30-5.00	9.30-4.00	/
Total Open + hours	5.5	5.5	9	3.5	5.5	2.5	8

39.5 extra hours vs 42 staffed Total 81.5

St Ives

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Total	7am-8pm	7am-8pm	7am-8pm	7am-8pm	7am-8pm	9am-6pm	10am-6pm
Open +	7-9.30 & 5-8	7-9.30 & 5-8	7-9.30 & 5-8	7-9.30 & 1.30-8	7-9.30 & 7-8	9-9.30 & 4-6	10-6
Staffed	9.30-5.00	9.30-5.00	9.30-5.00	9.30-1.00	9.30-7.00	9.30-4.00	/
Total Open + hours	5.5	5.5	5.5	9	3.5	2.5	8

39.5 extra hours vs 42 staffed Total 81.5

Soham

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Total	8.00-8.00	8.00-8.00	Community use	8.00-8.00	8.00-8.00	9-6	10-6
Open +	8-9 5-8	8-9 1-8	Community use	8-9 5-8	8-2 5-8	1-6	10-6
Staffed	9.00-5.00	9.00-1.00	Community use	9.00-5.00	2.00-5.00	9.00-1.00	None
Total Open + hours	4	8	Community use	4	9	5	8

38 extra hours vs 27 staffed Total 65

Wednesday closed helps support community use of the building for non-library purposes.

Open Access could support this use and more secure than keys allowing changing password access that can be removed easily.

Sawston

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Total	8am-8pm	3pm-7pm	8am-8pm	8am-8pm	8am-8pm	9am-6pm	10am-6pm
Open +	8-1 & 5-8	Community use AM	8-10 & 1-2 & 5-8	8-8	8-10 & 1-2 & 5-8	9-10 & 1-6	10-6
Staffed	1-5	3-7	10-1 & 2-5	0	10-1 & 2-5	10-1	0
Total Open + hours	8	0	6	12	6	6	8

46 extra hours vs 23 hours staffed Total 69

Tuesday closed am to facilitate extra events in the library.

Rock Road

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Total	8am-8pm	8am-8pm	8am-8pm	8am-8pm	8am-8pm	9am-6pm	10am-6pm
Open +	8-9 & 1-8	8-9 & 5-8	8-8	8-9 & 5-8	8-3 & 6-8	9-10 & 2-6	10-6
Staffed	9.00-1.00	9.00-5.00	0	9.00-5.00	3.00-6.00	10.00-2.00	0
Total Open + hours	8	4	12	4	9	6	8

51 extra hours vs 27 staffed Total 78

Query over community use of meeting rooms in Open plus hours and access. Pilot for access codes solution.

CAMBRIDGESHIRE REGISTRATION SERVICE ANNUAL REPORT

To: Communities and Partnership Committee

Meeting Date: 8 October 2020

From: Peter Gell, Assistant Director of Regulatory Services

Electoral division(s): All

Forward Plan ref: N/A

Key decision: No

Outcome: To provide the Committee with an annual report on the work of the Registration Service, highlighting service performance and developments over the past year, and plans and changes on the horizon for the year ahead.

Recommendation: The Committee is asked to:

- a) Note the contents of the report; and
- b) Support a review of service provision in the Fenland area of the county to ensure the service delivery arrangements are effectively and efficiently aligned to meet customer demand.

Officer contact:

Name: Louise Clover
Post: Registration Service Manager
Email: louise.clover@cambridgeshire.gov.uk
Tel: 01223 715365

Member contacts:

Names: Councillor Steve Criswell
Post: Chair
Email: steve.criswell@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The Cambridgeshire Registration Service provides core statutory services for the official recording of key events (birth and death registrations, marriage ceremonies, civil partnerships, citizenship ceremonies) and provision of copy certificates, in addition to non-statutory, income generating services such as naming and renewal of vows ceremonies.
- 1.2 The Local Authority delivers the service in accordance with legislation founded on the Births and Deaths Registration Act of 1836, and with guidelines primarily issued by the General Register Office (GRO), which is part of the Home Office (within HM Passport Office). The GRO has to approve core changes, such as office relocations, to ensure they meet the legal and service standard requirements for the delivery of statutory functions. The service is inspected to ensure full compliance with 70 measures relating to public protection and counter fraud. In addition, ongoing monitoring takes place against national key performance indicators and the service submits an annual report to GRO for scrutiny.
- 1.3 Castle Lodge at Shire Hall in Cambridge is currently the Register Office for the county with full-time registration offices also in Ely and Huntingdon. There are part-time offices in March and Wisbech, and the service also carries out death registrations 3 days per week from the Bereavement Care Suite at Addenbrookes Hospital, as well as incorporating death registrations of Papworth patients. In addition, there are currently 73 Approved Venues (this does not include Council Ceremony Rooms). The impact of COVID-19 on these normal arrangements can be seen in section 2.6.
- 1.4 In 2019/20 the service registered 7,189 births and 5,567 deaths, took 4,504 notices of marriage / civil partnership, carried out 1,964 marriage / civil partnership ceremonies, welcomed 1,378 new British citizens and issued around 47,000 copy certificates. Any decrease on the previous year reflects both the impact of the pandemic and the statutory certificate fee increase in February 2019.
- 1.5 Annually a service update is provided to the committee on the work of the Registration Service.

2. Main Report

2.1 Staffing

- 2.1.1 It was reported to the Committee in March 2020 that a restructure in the Communities and Partnerships Service Directorate was resulting in the Registration Service being positioned within the Regulatory Services Group within the same directorate. This move took place in April 2020. In addition, Regulatory Services includes the Coroner Service, Trading Standards, and Environmental Health and Licensing, some or all of which are delivered for Cambridgeshire County, Peterborough City and Rutland County Councils.
- 2.1.2 The Committee was in addition advised that the planned restructure within the Registration Service itself would be implemented imminently, this took place in April 2020. A copy of the structure chart is included in **Appendix 1** of the report.

2.1.3 The purpose of the restructure which followed a period of review was to enhance service delivery through better service design and the creation of additional capacity. Benefits, many of which are already starting to be realised despite the challenges to service delivery presented by the pandemic, include:

- More career development opportunities, the restructure enabling a number of staff to secure new roles through promotion
- The creation of capacity to invest in training and developing staff within the service, ensuring staff are equipped to provide the quality of service customers expect, while helping maximise the overall effectiveness of the service. With the above in place some training is already underway, and in late Autumn 2020 a more formal training and development plan is the topic of a workshop which will include consideration of how to best utilise opportunities offered through formal apprenticeships and / or the National Qualification
- Improved staff communications enabled through a structure which better facilitates information sharing across the service
- Addressing anomalies in the grading of some previous posts where they were out of sync with the roles and level of responsibility attached to them
- More capacity to engage with, and further develop, the relationships with venues approved for ceremonies - this being evident during the pandemic

2.2 Accommodation

2.2.1 Cambridge

As reported to the Committee in March 2020 a planning application was submitted in mid-February 2020 for the conversion of the council's Roger Ascham site (currently used as the Library Service Stock and Distribution Centre) to become the new Cambridgeshire Register Office, following the planned move of the Library stock and distribution centre to a more central location near St Ives. The Registration Service is due to move out of Castle Lodge on the Shire Hall site as part of the 'Cambs 2020' project.

2.2.2 The Roger Ascham building lends itself very well for registration use with the right amount of space and layout for both notice taking and ceremonies, along with dedicated parking and garden space. If planning is approved, the building will also enable some improvements to the current provision, including the ability to offer a separate area for the registration of still births and child deaths.

2.2.3 Due to delays in the planning process, outside of the council's control, it was agreed that ceremony bookings can now be taken until the end of May 2021 (instead of the original end of February 2021). The Service cannot take bookings for June onwards until such time as the service can confirm the new location. Volumes of customers waiting to book after that date have been exacerbated by the impact of the pandemic.

2.2.4 Planning determination is not due until November 2020. In the meantime, work with the architect and project manager is progressing as much as possible, with input from the service. The current plan is to relocate in June 2021, subject to planning approval and contractor availability.

2.2.5 Ely

Over 2 million records, and all Superintendent Registrar certificate production were re-located from Cambridge and Huntingdon offices to the new Ely office from October 2019, providing a single archive in a purpose designed facility, ensuring the capacity challenges of the past are no longer concerns in the future. The customer appointment room and ceremony room were relocated from the rented Ely Building (The Old School House) into the new Ely Office (Cambridgeshire Archives) in September 2019. This relocation has meant that the council no longer needs to rent accommodation and have greater flexibility regarding opening times. The appointment opening hours were increased from 3 days a week to 5, to increase accessibility for customers. In response to the pandemic the office is currently open 4 days a week, with the registration officer covering telephone death registrations one day a week.

2.3 **Performance and Analysis**

2.3.1 Annual General Register Officer (GRO) Report

Each year all Registration Services are required to submit a return to the GRO, reporting performance against a range of national key performance indicators (KPIs) relating to the timeliness of Birth and Death registrations, the availability of appointments, customer engagement, public protection and counter fraud measures, statutory and operational service delivery standards, and progress against service plans.

2.3.2 In almost all areas the service consistently performs at or above the national target level, and at or above regional and national averages. Highlights include performance for appointment availability being 100%, and timelines for birth registrations being 99%.

2.3.3 Cambridgeshire Registration Service continues to be well regarded by the GRO as the latest Annual Report indicates:

“Thank you for submitting your Annual Performance Report. We would like to take the opportunity to recognise the hard work undertaken by the Cambridgeshire registration service during 2019/20 and for the continued effort to maintain service delivery in the face of the challenges that the COVID-19 pandemic has brought about.”

The notable exception is performance in relation to the timely registration of deaths within the statutory 5 calendar days for non-Coronial cases (in contrast it is 8 days in Scotland) and 7 calendar days for Coronial cases that do not require an inquest. This is common to nearly all registration services across England and Wales (many of which have a lower score than Cambridgeshire for non-Coronial cases) and reflects how testing this KPI is, as well as reliance on third parties such as GPs, hospitals, medical examiners and Coroners, to complete their part of the process as required.

Whilst every effort is made to work with partners to reduce the delay the service's ability to do so is very limited, especially with the multiple hospitals, hospices, and prisons within the district. Key is the information on the website and the approach taken by the

2.3.4 Contact Centre when assisting customers, both of which work well. Whilst there is no real detriment to customers where a registration exceeds the target the service works hard to remind partners of this legal requirement.

2.3.5 Though the Service regularly engages with its customers to keep them updated regarding service matters, and uses their feedback to inform service developments, there is more that can be done to capture customer satisfaction data. The addition of a more formal process will be implemented to improve customer satisfaction data recording and reporting.

2.3.6 The annual report to the GRO can be seen in **Appendix 2**.

2.4 Finance

2.4.1 As a result of the national COVID-19 lockdown, followed by the staged commencement of Registration Service functions in line with Government requirements, and the measures implemented to help support customers and Approved Venues, the predicted “worst case” loss of revenue currently amounts to £550k for 2020/21.

2.4.2 With regards to support provided, in order to assist couples who had to reschedule their ceremony due to COVID-19, all couples with ceremonies between 24th March and 31st August 2020 (figures to 15th August 2020) have benefited as follows:

- Being able to move their ceremony date once, free of charge, the usual fee to do so is £40. There have been 629 couples who have benefited from having this fee waived, equating to £25,160.
- Where the new ceremony date was in the same price band but in the next financial year, the increase that would have been due has not been charged, benefiting 190 couples to the value of £3,800.
- If a ceremony had moved from a higher price band or location to a cheaper one, the additional balance has been refunded, benefiting 36 couples to the value of £6,259.
- Where requested full refunds have been provided to customers, this amounts to £21,319.
- If the notice period expired during lockdown and the ceremony venue remains the same, then new notices are taken and the fee waived. Many couples do not need to give new notices until next year, but thus far the value waived is £420.

2.4.3 To support Approved Venues a 12 month extension to their approvals will be applied when they are next due, this in recognition of the challenging financial outlook.

2.5 Service Development and Innovation

2.5.1 The service has a good track record of innovation in service delivery and is among the top Registration Services in this regard. The wide range of online bookings available (with all customers able to go through the Contact Centre if they are unable to access online services) is just one example of service innovation.

2.5.2 Checking availability and booking ceremonies online (introduced in December 2019) continues to be extremely popular with couples and Approved Venues alike, accounting for the majority of all ceremony bookings. Couples who book online are then able to book their notices, make payments and select their ceremony options.

- 2.5.3 The service has implemented payment integration between the online registration index system (CAMDEX) and the local authority income system. This means income is processed online and through the various IT systems ends up straight into the correct cost centre, negating the need for manual intervention by income processing.
- 2.5.4 The most recent change allows customers the opportunity to pay for certificates online (or when booking via the Contact Centre) as part of booking a birth or death notice appointment, instead of having to do so at the appointment. This was started on 13th July 2020, and by 20th August 2020 many hundreds of certificates have already been paid for in this way. Customers can still pay during the appointment if preferred.
- 2.5.5 On the 2nd September 2020 a formal scheme change took place. This is to facilitate the Suffolk Registration Service to be able to register births at their offices that took place in Cambridgeshire in our registers, and issue certificates. This will mean customers there can leave their appointment with birth certificates, instead of having to wait for a declaration to be posted to the service and then processed.
- 2.5.6 Cambridgeshire continues to be seen, by peers and GRO, as a service which colleagues from across the country refer to for service development ideas.

2.6 Impact of COVID-19

- 2.6.1 The pandemic had a major and unprecedented impact, particularly in terms of ceremony bookings (even before lockdown), to which the service responded well.
- 2.6.2 On the 23rd March, with no prior warning, all registration services were ceased with immediate effect due to the national lockdown. All offices were immediately closed to the public, though most staff remained working from them, all be it in a COVID-19 secure way. For that week the service was not only unable to deliver normal services but also did not have the answer to many of the customer and partner questions and enquiries the lockdown generated as information was not available to the council at that time.
- 2.6.3 The Coronavirus Bill became law on Thursday 26th March with details provided by the GRO on a new telephone death registration process a day later. After organisation of training on the new process for staff, and communication with partners, the new process was up and running in Cambridgeshire the next working day. The law only permitted other services in a handful of extremely limited scenarios so during lockdown only a couple of births could be registered, and locally no Registrar General ceremonies took place due to the risk assessment requirements that hospitals and hospices were unable to facilitate.
- 2.6.4 Early detailed planning has ensured that Cambridgeshire has been at the forefront of Registration Services in terms of recovery across England and Wales.
- 2.6.5 Communication

Throughout the pandemic the support of the team at the Contact Centre has been essential to achieving recovery so rapidly. The service has worked hard to keep all

partners (internal and external) informed throughout, as well as all customers, across the full range of services.

Death registrations

2.6.6

One of the major improvements introduced by the emergency bill in March 2020 was the introduction of telephone death registrations, and the associated processes. This has significant advantages for all involved, especially bereaved families, and is something that all parties are keen to see continue. The bill's powers can remain in place for up to 2 years but has to be reviewed every 3 months. The National Panel which advises and helps inform the GRO is currently gathering evidence in support of continuing with telephone registrations.

Roughly double the normal number of deaths were registered during the main peak, which reflected the national position. Unsurprisingly death KPIs improved due to the fact this was the only service that could be delivered and because of the revised process in place.

The service worked closely with Public Health colleagues to provide timely data each week.

Birth registrations

2.6.7

During lockdown only a handful of births could be registered. These mainly related to foreign nationals who had been booked onto their Governments' repatriation flights so required a passport for their child to be able to travel.

By the time birth registrations could re-start on the 8th June the national backlog was 152,000, of which 1,600 were in Cambridgeshire. As of the 9th September there are now only 17 births outstanding (for babies born 1st Feb to 31st July), whilst the national backlog remains at 112,000.

Notices

2.6.8

Throughout July the service dealt with urgent appointments with some staff working on Saturdays in Cambridge to make this possible. This worked well in terms of minimising the "backlog" for ceremonies coming up and being able to deal with the birth backlog. As of 3rd August Notices could be booked as normal, all be it with less availability and only in some locations. These were back to normal by the end of August.

Marriages / Civil Partnerships

2.6.9

Every week the service is dealing with increased volumes of customer queries due to multiple changes in restrictions, with each change bringing another wave of queries. As of 15th August the service had already moved 977 ceremonies. The service has strived to move bookings wherever possible, to avoid cancellations and the impact this has on the Approved Venues and other local businesses.

In addition to the financial recognition (see 2.4.3) the service has worked hard throughout the pandemic, and continues to do so, to support Approved Premises

across the county. It is clear that even now the continued restrictions on numbers and receptions in general, as well as the restrictions in terms of ceremony format, has had a major impact on respective services. The service worked with venues, sharing COVID-19 risk assessments to assist them in completing their own to ensure they adhere to the restrictions in place. Throughout, the service has updated venues with changing guidance as soon as information is received.

For ceremonies taking place there is good use being made of technology so that friends and family unable to attend in person can still witness it.

Citizenship

2.6.10

Lockdown led to the cancellation of ceremonies for 180 new citizens.

The National Panel worked with the UK Visas and Immigration to seek Ministerial approval for virtual individual ceremonies. This was recently signed off, at the same time as small group ceremonies were permitted and new certificates were again despatched by the Home Office.

As Shire Hall is not currently available the service is delivering 6 small group ceremonies per day in the Keats Room in Huntingdon, with up to 8 new citizens at each one. As with marriages, civil partnerships and funerals the 'rule of six' does not apply to citizenship ceremonies. The backlog was cleared by the second week of September, allowing the service to deal with weekly requests as normal again. The appropriate frequency will be maintained to welcome all new citizens.

To support another local business at this difficult time, and generate income, the service has found a way to work with the contracted photographer at these ceremonies.

Accommodation

2.6.11

All buildings remain closed to the public, with customers waiting outside to be collected by staff for their appointments and ceremonies. This situation is primarily due to social distancing requirements to facilitate service delivery within the building (in terms of flow, volumes, additional sanitising and space) and is expected to remain the case until 2021 at the earliest. In shared buildings the service has worked closely with other services throughout.

As death registrations moved to telephone only processes both Addenbrookes Bereavement Care Suite and the Wisbech office are closed at present. Addenbrookes is unlikely to re-open the suite unless death registrations revert to face to face. The temporary closure of the Wisbech office has enabled the service to offer more customer appointments than normal across the Fenland area as staff time is not spent travelling between locations. Customers have instead been attending March (and elsewhere in the county). A review will take place before 31st December 2021 to consider how best to meet customer needs across the Fenland area going forward.

Risk assessments

2.6.12

At the outset a service risk assessment was completed, including relevant health and safety aspects, to ensure that staff could work safely across the offices which remained open.

Once the corporate Health & Safety team developed the building risk assessments these were carried out, and generally re-enforced what the service already had in place and the plans for when customers were permitted. The two risk assessment types are reviewed and updated as required and have been used as examples of good practice nationally.

Staffing

2.6.13

Throughout the pandemic the stringent measures in place have meant that no members of staff (31 FTE) have contracted COVID-19 at work (or elsewhere) and sickness levels were lower than usual.

Fortunately only 4 contracted staff had to shield, with 3 (2.59 FTE) able to work from home and 1 (0.41 FTE) re-deployed to the Hub. The 3 working from home all returned as soon as shielding was lifted, and the person working in the Hub returned to the service in September.

The service worked hard to ensure that the increased workload did not overwhelm the staff, and that working hours were kept to as near normal as possible with additional hours being on a purely voluntary basis. Mental health and well-being have been a key part of considerations throughout this challenging time.

Regional Group and National Panel

2.6.14

The role of Chair on the Regional Group (14 local registration services) and member of the National Panel (173 registrations services) enabled the Registration Service Manager to help shape national decisions and processes, as well as support local colleagues throughout the pandemic. Advice on how the COVID-19 recovery has been achieved so successfully has been sought from Cambridgeshire by at least half of the areas in the regional group.

2.7 Looking Ahead

2.7.1 Legislative Changes

There are frequent changes to legislation relating to civil registration, typically requiring implementation at short notice. Below is an outline of changes on the horizon:

- 1st January 2021 – legislation as part of Brexit to change the legal civil preliminaries process for European Economic Area nationals. The draft is currently awaiting Ministerial consideration.
- Civil Partnerships, Marriages and Deaths (Registration etc.) Act 2019. This Bill received Royal Assent in March 2019 but the element regarding the change from registers to schedules remains outstanding. This will impact all ceremonies, including those in religious buildings. Regulatory orders are awaited, and the Government is keen to see its early implementation.

- Andrew Mitchells MP Private Members “Register of Births and Deaths Bill”. This seeks to make the electronic record for births and deaths the legal record and is currently due for a second reading on 16th October 2020.
- Marriage Act 1949 (Amendment Bill). This seeks to introduce an additional offence relating to marriage solemnization. A second reading in the Lords is yet to be scheduled.
- Marriage and Civil Partnership (Minimum Age) Bill. This seeks to revoke parental or judicial consent that permits the marriage or civil partnership of a child and to criminalise child marriage or civil partnership under the age of 18. A second reading in the Lords is yet to be scheduled.
- Marriage (Approved Organisations) Bill. This seeks to amend the law on marriages to permit authorised belief organisations to solemnise marriages. A second reading in the Lords is yet to be scheduled.
- Law Commission Review of Weddings – the delayed consultation was issued on 3rd September 2020.

2.7.2 The service is working with partners to minimise the impact of the formal implementation of the National Medical Examiner Scheme. Locally NHS Trusts already have these in place, but the statutory requirement also includes provision for all community deaths to be subject to the same level of scrutiny, in future the scheme will therefore cover the certification of all deaths. The purpose of the medical examiner scheme is to:

- provide greater safeguards for the public by ensuring proper scrutiny of all non-coronial deaths
- ensure the appropriate direction of deaths to the coroner
- provide a better service for the bereaved and an opportunity for them to raise any concerns to a doctor not involved in the care of the deceased
- improve the quality of death certification
- improve the quality of mortality data

Medical examiners are senior medical doctors who are contracted for a number of sessions a week to undertake medical examiner duties, outside of their usual clinical duties. They are trained in the legal and clinical elements of death certification processes, including oversight of all death certifications safeguards against malpractice.

2.7.3 The GRO is soon due to release a 5 year transformation summary, which will change the way in which some elements of the service are delivered to better reflect society today. This is likely to include bringing forward projects already under way with National Panel around improved processes, electronic data sharing and elements of service delivery online for some key life events.

2.7.4 The service will embrace the ‘Think Communities’ approach, working with a wide range of stakeholders and service users to shape the services it provides. Working collaboratively towards a common aim has proven to be highly effective in the local response to the COVID-19 pandemic.

2.7.5 Cambridgeshire Registration Service operates from within the heart of communities across the county, in most cases collocated with other public facing services. A flexible

and innovative approach will ensure that the service is able to embrace and champion 'Think Communities'. Every interaction with members of the public is an opportunity to:

- Signpost customers on how to contact and obtain support from other council services, and other public service providers.
- Provide information on community groups, voluntary organisations, faith groups, clubs, societies, community events, and local trades.
- Identify issues that need referral to appropriate agencies, such as; sham or forced marriages / civil partnerships, bigamy, safeguarding concerns, forced labour, mental capacity issues, immigration matters, fraud (financial or other), using the legal responsibilities of the role of a registrar to do so.

2.7.6 Opportunities exist to explore whether better use can be made of existing facilities for the benefit of wider community and partner use. Over and above the offer of the Registration Service itself, the service will support the wider community through sharing of volunteering opportunities for staff to consider.

2.7.7 To support the economic recovery the service will work collaboratively with relevant commercial operations to explore further mutually beneficial, and appropriate, opportunities.

2.7.8 Future Service Developments

In addition to those covered elsewhere in this report the service plans to:

- Enable customers to purchase certificates when booking marriages and civil partnerships.
- Enable customers to book citizenship ceremonies (group and private) through online booking, as well as review the current delivery model to ensure the council's opportunities to engage and support the participants that live in Cambridgeshire are maximised.
- Complete a business specification and re-tender for a booking / stock control / tills system suitable for the next 10 years.
- Review dedicated ceremonies website to improve electronic channel delivery.
- Agree and implement service level agreement with Essex, to allow them to register births rather than sending declarations.
- Consider new and alternative ways of engaging with customers and recording / measuring satisfaction.
- Review and revise standard business continuity plans, and reflect local lockdown scenarios.
- In late autumn 2020 the Ceremony team will be contacting all venues to indicate their preferred options for future engagement to develop and enhance services. This will include asking; what works well, areas where they feel there is room for improvement and the best way to discuss / agree topics that will work across all 75 partners.
- Review and evaluate the Ceremony Officer role, including the impact of the planned implementation of the Marriage Schedules System.

3 Alignment with Corporate Priorities

3.1 A good quality of life for everyone

The service impacts on the well-being and quality of life of customers and their families, the majority of whom are Cambridgeshire residents, by ensuring appointments are available and carried out in accordance with legislation:

- the recently bereaved are able to complete the death registration process thereby facilitating funerals and signposting to relevant services - an important part of the grieving process
- babies are registered, giving them a legal identity and families access to a range of services e.g. childcare, tax benefits, healthcare
- completion of the legal preliminaries, and ceremonies where relevant, for marriages and civil partnership as well as ceremonies for citizenship – important occasions for the individuals and their wider circle, with legal changes and financial benefits as a direct result
- reporting safeguarding concerns, relating to both children and adults
- working with the Forced Marriages Unit to protect and support relevant adults
- reporting concerns around sham marriages and civil partnerships

3.2 Thriving places for people to live

The provision of timely registration services has a positive impact on suppliers of goods and services across Cambridgeshire e.g. Funeral Directors (where delays in issuing paperwork would create capacity issues for body storage and delays to funerals), and wedding suppliers (from Approved Venues to florists, caterers and bridal shops)

3.3 The best start for Cambridgeshire's Children

See above 3.1

3.4 Net zero carbon emissions for Cambridgeshire by 2050

With legislative changes to the way in which deaths are registered, removing the need for this to be carried out face to face, there has been a reduction in the number of members of the public travelling for this purpose. The National Panel for Registration Services, for which the Service Manager is a member, are currently gathering evidence in order to support telephone death registrations to continue long-term. Furthermore, during lockdown staff were redeployed to work closer to home. The service continues to minimise mileage within legislative and operational requirements.

The services will continue to engage with corporate led initiatives in order help achieve net zero emissions for Cambridgeshire.

4. Significant Implications

4.1 Resource Implications

As a result of COVID-19 there is a loss of revenue during 2020/21 as detailed in 2.4.

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

There are no significant implications within this category.

4.3 **Statutory, Legal and Risk Implications**

The Local Authority has a statutory duty to provide the necessary resources to deliver the Registration Service.

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 Registration Service plays an important role in collecting information that contributes public health epidemiology, understanding demographic trends and the identification of potential issues that require investigation.

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 LGSS Head of Procurement?

Yes

Name of Officer: Gus de Silva

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

Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Adrian Chapman

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Christine Birchall

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

Yes

Name of Officer: Adrian Chapman

Have any Public Health implications been cleared by Public Health

Yes

Name of Officer: Val Thomas

5. Source Documents

5.1 Source documents

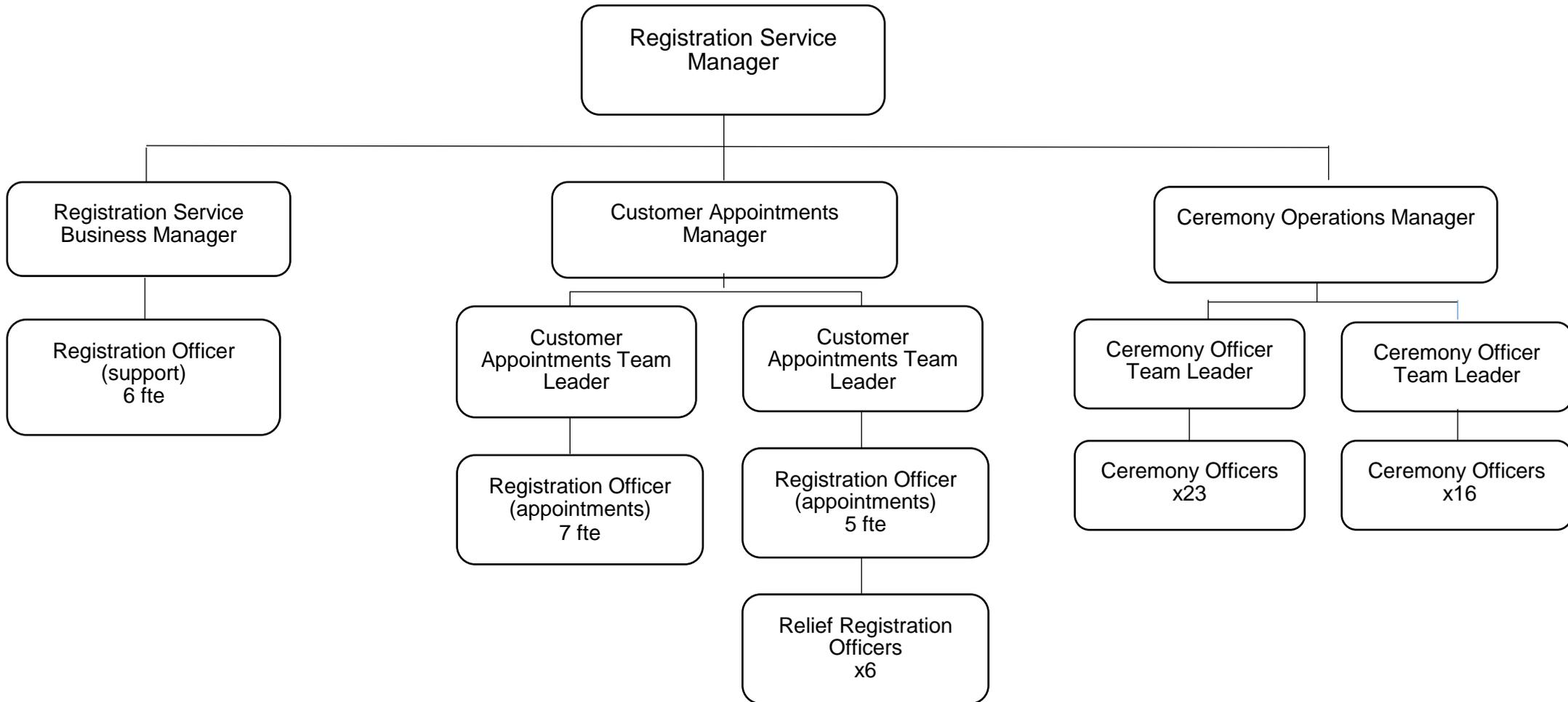
‘Law Commission Begins Work on Weddings Reform’

5.2 Location

[Law commission - Weddings](#)

Other relevant bills can be located online at [Parliament Bills](#)

Appendix 1 – Cambridgeshire Registration Service Structure Chart



NB: The majority of Ceremony Officers are zero hours – the number shown indicates headcount not FTE, as with the Relief Registration Officers. 12 Registration Officers within the service also hold Ceremony Officer posts.



General Register Office

Local Authority Annual Performance Report 2019-20

Local Authority: Cambridgeshire

Introduction

Proper Officers are required to provide annual assurance to the Registrar General in relation to service delivery, performance, public protection & counter fraud and the requirements set out in the Registration Acts.

In order to complete your Annual Performance Report you should refer to 'The Proper Officers Guide to Registration Service Delivery' (the PO Guide) and associated appendices.

For guidance log on to the [Registrar's Website](#). For ease of reference, the relevant sections of the PO Guide have been listed within each element of this template (parts A-F).

The GRO Compliance & Performance Unit will use this report to identify future engagement requirements and will undertake local field checks to ensure that the information provided is accurate and appropriately reflects local authority performance.

If you have any problems in completing the report please contact your Compliance Officer Dale Mason (telephone 07771378257) or email: Dale.Mason@HMPO.gov.uk

Part A: Key Performance Indicators and Key Performance Targets

In this section you are required to report on your performance in terms of registration timeliness and appointment availability for 2019/20. In the “comments” section of the tables please explain the reasons for any under-performance, trends identified between the two years and where appropriate provide details of any proposed remedial action or good practice. To assist in the completion of this section, please refer to PO Guide 6.2-6.5 and appendices A1: Good Practice Guide: Statutory Standards and A2: Good Practice Guide: Operational Service Delivery and Performance Standards.

Part A (i). Key Performance Targets / Indicators			
Registration timeliness (national target)	2018-2019 (CPU to populate)	2019-2020 (Please provide percentage attainment level)	Comments (e.g. explanation of trend and remedial actions/ good practice undertaken and expected timescales for KPT attainment. If considered to be a long-term issue, record reasons and improvement planning approach).
Births - 98% registered within 42 days	99	99	Above the national average (97%), and level with the regional average (99%)
Still births - 98% registered within 42 days	100	95	Whilst this is a disappointing percentage decrease this directly relates to just 1 of the 19 still-births registered. This was a still-birth in April 2019 that went to inquest, and the inquest was not concluded until March 2020 – hence the late registration.
Deaths with MCCDs (no coronial involvement) - 90% registered within 5 days	82	77	Disappointing to see decrease on last year. Below the national average (79%) but above the regional average (70%).
Deaths with Part As (MCCDs with coronial involvement) - registered within 5 days	57	43	Disappointing to see decrease on last year. Below the national average (47%) but above regional average (30%).
Deaths excluding Part Bs and inquests - registered within 5 days	74	68	Disappointing to see decrease on last year. Below the national average (73%) but above regional average (64%).
Deaths with Part Bs (Post Mortems excluding inquests - registered within 7 days	14	3	Disappointing to see the large decrease on last year. Below the national average of 19% and the regional (10%)
<p>Re all death related KPIs (including remedial action)</p> <ul style="list-style-type: none"> Deaths (except Part B and inquest cases) - The Coroner Service staffing has had another series of changes and the Medical Examiner system in one hospital has been expanded to cover all deaths. We continue to provide information and work in partnership, on the basis that timely and effective service for the bereaved (which is a joint goal) by all involved ultimately improves KPIs as a direct result. Deaths (Post Mortem cases) - This is an impact of continued pressures on the Coroner Service, the national lack of pathologists and the turnaround time for some aspects required before a Part B can be issued (such as histology or toxicology). The monthly stats issued by GRO are shared with the Coroner Service Manager, the Senior Coroner and appropriate colleagues in hospital trusts in order so that they are sighted on the impact this has in terms of registration KPIs. Exemption for the service over Christmas / New Year LRS shutdown was implemented to provide more than adequate appointment slots, but closure of GP surgeries and hospital bereavement care teams meant that customers were unable to collect required paperwork during that period. <p>In all cases customer choice continues to have an impact on performance as appointments are normally face to face, requiring travel for informants as well as often taking time off work. As of 1st April 2019 Ely changed from part time (3 days a week) to full time (5 days a week). We have also changed the opening hours of the 2 remaining part time offices (March & Wisbech) to improve access with the aim of widening</p>			

choice and improving relevant KPIs. We always have suitable appointment availability but not always the documents required and / or the informants available.

One of the major benefits introduced by the Emergency Bill in March 2020 was the introduction of telephone death registrations, and the associated processes. This has had huge benefits for all involved, especially bereaved families, and is something we are keen to continue with until an even more streamlined version can be introduced through primary legislation.

As part of a wider service review we are keen to contribute to a Cambridgeshire review of the entire bereavement journey with relevant partners, to see what further improvements can be made.

Part A (ii). Key Performance Targets

Availability of appointments (national target 95%)	2018-2019 (CPU to populate)	2019-2020 (Please provide percentage attainment level)	Monitoring Methodology			Comments (e.g. explanation of trend and remedial actions/ good practice undertaken and expected timescales for KPT attainment. If considered to be a long-term issue, record reasons and improvement planning approach).
			Electronic diary reports (tick)	Periodic diary checks (please state the frequency)	Other (please specify)	
Births & declarations within 5 days	100	100				Zipporah booking system is used to provide details. Checks are made on a daily basis to see when the earliest appointment available is, and that it is within the required timescales.
Still-births within 2 days	100	100				
Deaths & declarations within 2 days	100	100				
Notices for marriage and civil partnership within 10 days	100	100				

Part A (iii). Performance Plan

i)	Please provide the latest copy of your performance plan.	Tick
	Please attach a copy.	✓

Part B: Customer Engagement Strategy (Key Performance Standard)

In this section you are required to provide your customer engagement strategy. To assist in the completion of this section, please refer to PO Guide 6.30-6.32 and appendix A4: Customer Engagement Strategy Framework.

Part B. Customer Engagement Strategy		
i)	Do you have a Customer Engagement Strategy?	Tick
	Yes (please attach or provide a link in the comments box below).	✓
	No (please provide an explanation in the comments below).	
	Comments	
ii)	Do you measure the level of customer satisfaction for the Registration Service?	Tick
	Yes	✓
	No	
ii)	If you measure customer satisfaction and you have numerical values of customer satisfaction please provide the latest figures and the dates to which they relate.	
	N/A - all feedback recorded but no numerical data collated	
iv)	Please provide details of how you measure the level of customer satisfaction including the methodology (e.g. survey, sample size and response rate).	
	N/A	

Part C: Public Protection and Counter Fraud (PPCF) Framework

Before completing this section you should self-assess against **all** elements of the PPCF Assurance Framework.

Your findings from the self-assessment should be provided in the table below. In the “comments” box below, please provide details of remedial action being taken for elements of the PPCF framework that are not currently being met.

If a local authority has undertaken self-assessment against the PPCF framework and created its own assessment document and where the document provides sufficient information to meet the reporting requirement below you may simply attach a copy. There is no need to attach associated evidence.

The GRO Compliance & Performance Unit will undertake local field checks to ensure that the information provided is accurate and appropriately reflects local authority performance.

To assist in the completion of this section, please refer to PO Guide 6.6-6.29 and appendix A3: Public Protection and Counter Fraud Assurance Framework.

Criteria	Monitoring in place for each element		Number of elements...	...of which	
	Yes	No Please detail, by number and title, elements not being monitored and proposed remedial action / work in progress (e.g. 7.3 Data protection: technical audits to be introduced)		Compliant	Not compliant Please detail, by number and title, non-compliant elements and proposed remedial action / work in progress (e.g. 1.1 Statutory deadlines: Training to be introduced to ensure earliest appointment offered)
1. Pre-Registration	✓		6	6	
2. Point of Registration	✓		8	8	
3. Post-Registration	✓		12	12	
4. Certificates	✓		4	4	
5. Service Models (where applicable)	✓		5	5	
6. Sham Marriage	✓		4	4	
7. Data Protection	✓		10	10	
8. Registration Online (RON)	✓		5	5	
9. Stock and Security	✓		8	8	
10. Fraud	✓		4	4	
11. Other	✓		3	3	

Part D: Statutory and Operational Service Delivery Standards

Before completing this section you should self-assess against **all** statutory and operational service delivery standards. Your findings from the self-assessment should be provided in the tables below.

To assist in the completion of this section, please refer to PO Guide 6.2-6.5 and appendices A1: Good Practice Guide: Statutory Standards and A2: Good Practice Guide: Operational Service Delivery and Performance Standards.

If a local authority has undertaken self-assessment against the Good Practice Guide and created its own self-assessment document and where the document provides sufficient information to meet the reporting requirement below you may simply attach a copy. There is no need to attach associated evidence.

Statutory Delivery Standards		
Are all standards met? (tick)	Yes	No
		✓
<ol style="list-style-type: none"> 1. Registration Appointments 2. Events registered 3. Declarations 4. Requisitioning 5. MCCD scrutiny 6. Statistics collection 7. Burial Certificates 8. Corrections/re-registrations 9. Notices of Marriage/CP 10. Ceremonies/formations 11. CP conversions 12. Marriage/CP registered 13. Bi-lingual Notices/Registrations 14. Approved Premises Applications 15. Office Plans 16. Custody of records 17. Index availability 18. Certificate issue 19. Quarterly Certified Copies 20. Notifications (weekly returns) 21. Sham marriage reporting 22. Citizenship Ceremonies 23. Citizenship certificates 	<p>If No, please list standards not met and provide details of planned remedial action</p> <p>Of the 23 standards required the only one not met in full is item 2. This is solely in relation to death registrations (which continue to be a national and regional issue). Please see page 2 section A (i) for full details, the improvements made and remedial action being taken.</p>	

Operational Standards		
Are all standards met? (tick)	Yes	No
		✓
<ol style="list-style-type: none"> 1. Customer Service 2. Business Continuity and Resource 3. Leadership 4. Learning and Development 	<p>If No, please list standards not met and provide details of planned remedial action</p> <p>Of all the requirements the only one not fully met is:</p> <ul style="list-style-type: none"> • Performance data is shared with staff and appropriate partners but not wider, as corporate policy is not to do so 	

Part E: Service Delivery Plans, Local Service Developments and Business Continuity

Local Authorities are required to have a Service Delivery Plan in respect of civil registration. In the tables below, please provide information confirming progress against your Service Delivery Plan for 2019/20 and any planned developments for 2020/21, including details of your Business Continuity Plan.

If it is more convenient you may attach a copy of your 2020/21 Service Delivery Plan.

To assist in the completion of this section, please refer to PO Guide 5.1-5.5; 5.20 and appendix F: Business Continuity Plan.

E1. Progress against 2019/20 Service Delivery Plan

- Over 2 million records, and all SR certificate production re-located from Cambridge and Huntingdon offices to the new Ely office from October 2019.
- Relocation of customer appointment room and ceremony room from rented Ely building into new Ely office in September 2019
- SLAs with Suffolk and Essex for them to register births in Cambridgeshire registers - *due to local issues in each of those counties agreed to move to 2020/2021*
- Reviewed, consulted and started to implement revised structure to secure robust efficient and effective service delivery for the next 10 years
- Completion of phase 1 of service re-structure
- Finalised the proposed new site for Cambridgeshire Register Office relocation and commenced planning for implementation in 2021, including initial local residents meetings.
- Extended the Access database for the recording and tracking of quarterly copy checking for births, deaths and marriages to notices
- Changed opening hours in March & Wisbech Registration Offices to improve customer choice and improve KPIs in rural districts
- Planned and implemented changes required due to the granting of Royal Assent for the Private Member Bill, primarily relating to mixed sex civil partnerships
- Introduced 'self-arrival' of customers attending appointments to two offices

We also achieved the following:

- RSM contributions to regional LRS services as Chair of Regional Panel, and as a member of the National Panel for Registration Service for England (including all pandemic related matters)
- Worked closely with partners to achieve the improvements outlined earlier in terms of death registrations (excluding post mortem cases)
- Engaged with relevant colleagues for the expansion of the Medical Examiner program at Cambridge University Hospital, Hinchingbrooke Hospital and Papworth Hospital
- Implementation of changes to digital service delivery - phase 2 complete with implementation of online booking of ceremonies and notices by customers
- Initial income target exceeded
- Active participation in corporate review of service delivery
- Implemented payment integration between online registration index system (Camdex) and local authority income system. This means income is processed on-line and through the various IT systems ends up straight into the correct cost centre, negating the need for manual intervention by income processing.
- Dealing with initial impact of pandemic. This included:
 - o implementing a complete new process for telephone death registrations only days after the Emergency Bill received Royal Assent, including all relevant process changes with partners.
 - o cessation of all birth registrations, notices and ceremonies with no prior notice

E2. 2020/21 Service Delivery Plan

	Tick
2020/21 Service Delivery Plan attached	
Service Delivery Plan not attached (please summarise key deliverables) <ul style="list-style-type: none"> - Planning for relocation of Cambridgeshire Register Office as part of Shire Hall relocation project - Amend days covered at Cambridge University Hospital for death registrations (carried forward) - Ensure that the service plan and income targets for the Registration Service are met as required, and make robust plans for 2021/22 - Complete the implementation of the revised structure to secure robust efficient and effective service delivery for the next 10 years, and the wider benefits around staff development and partnership working. - Enable customers to purchase certificates when booking appointments with our integrated payments system. Two phases. Phase 1 - Births and Deaths. Phase 2 - Marriage and Civil Partnerships. - Enable customers to book citizenship ceremonies (Group and private) through on-line booking - Complete a business specification and re-tender for a booking / stock control / tills system suitable for the next 10 years - RSM contributions to regional LRS services as Chair of Regional Panel, and as a member of the National Panel for Registration Service for England – including as part of the pandemic birth recovery sub group and RON Governance lead - Integrating the team and service into Regulatory Services - Plan and implement changes required due to the: <ul style="list-style-type: none"> o impact of pandemic and Emergency Bill, including recovery o granting of Royal Assent for the Private Member Bill to introduce schedules to marriage registration o impact of Brexit, including changes re notices for all EEA citizens from 1st January 2021 o impact of legislation to facilitate the conversion of mixed sex civil partnerships to marriages - Review dedicated ceremonies website to improve electronic channel delivery - Agree and implement service level agreements with Essex and Suffolk, to allow them to register births rather than sending declarations 	

E3. Business Continuity Plan

Do you have a Business Continuity Plan?	Tick	Comments
Yes	✓	Please provide detail of when it was last reviewed and updated. March 2020
No		What actions are you taking to put one in place?

Part F: Registration Scheme Issues and Service Delivery Plans

You are required, for registration scheme purposes, to confirm that the information in the table below is included in your Service Delivery Plan. Please confirm that the following information is included and whether or not there were changes implemented during 2019-20 or if any are proposed in 2020-21. To assist in the completion of this section, please refer to PO Guide 3.4-3.8 and appendix C: Code of Practice.

F1. Please confirm that the following information, which is required for registration scheme purposes, is included in your current Service Delivery Plan	Tick
The number, names and boundaries of registration districts and sub-districts within the local authority	✓
The number of principal officer posts appointed within each district and sub-district	✓
The location of register offices, head offices and other service delivery points within each registration district (e.g. including hospitals and other outstations)	✓
Access and service availability times including emergency 'out of hours' arrangements; telephone numbers	✓

F2. Changes to Registration Service Provision					
	During 2019-2020		Planned for 2020-2021		If Yes please provide details below:
	Yes	No	Yes	No	
(i) Boundaries and districts		✓		✓	
(ii) Principal Officer Posts abolished and/ or created		✓	TBC		Under consideration with regard to SLA implementation for birth registrations with other LRS – creating Post C for a new register for such use
(iii) Service point locations	✓		✓		<p>19-20 Ely Registration Office (appointments and ceremonies) and all records (previously held in Cambridge and Huntingdon) relocated to new Cambridgeshire Archives building in Ely (September / October 2019)</p> <p>20-21 Cambridgeshire Registration Office to be relocated from Shire Hall site to Roger Ascham site on Milton Road, Cambridge (subject to planning consent).</p> <p>Delivery of some ceremony types e.g. citizenship ceremonies from new council offices in Alconbury.</p>
(iv) Service opening times and telephone numbers	✓		✓		<p>19-20 1st April 2019 opening hours for Ely Registration Office changed from Mon / Weds / Fri 9.30am to 4.00pm to Mon-Fri 9am to 4.00pm (in line with other full time offices)</p> <p>Opening hours for the 2 remaining part time offices (March & Wisbech) taking</p>

					<p>place to improve customer access by reallocating hours across the week.</p> <p>20-21 Review of opening hours for new Cambridgeshire Registration Office in consultation with local councillors, customers and residents.</p>
--	--	--	--	--	--

Acknowledgement

Document prepared by (name)	Louise Clover
Role in the registration service	Registration Service Manager
Date	28 th May 2020

Declaration

I hereby confirm that this document provides an accurate reflection of civil registration performance of this local authority and declare that the local authority;

- continues to commit to meeting the national standards contained in the Good Practice Guide and the principles of the Code of Practice;
- is committed to maintaining or improving performance as appropriate in accordance with the local performance plan agreed with the GRO Regional Compliance Officer
- is committed to the local application of the Public Protection and Counter-Fraud framework in accordance with the Home Office agenda; and
- understands that GRO will make available statistical performance data amongst local authorities to support regional and national performance benchmarking and improvement.

Name: Peter Gell	Date: 29 th May 2020
Signature: 	
(Proper Officer for Registration Matters)	

The completed report should be returned to cpu@gro.gov.uk and copied in to your Compliance officer, Dale Mason, **by 1st May 2020**

COMMUNITY CHAMPIONS ANNUAL REVIEW

To: Communities & Partnership Committee

Meeting Date: 8 October 2020

From: Adrian Chapman, Service Director: Communities & Partnerships

Electoral division(s): All

Forward Plan ref: For key decisions Democratic Services can provide this reference

Key decision: No

Outcome: To provide a summary of the role of Community Champions and activities carried out during the last 12 month period of August 2019 to July 2020.

Recommendation: The Committee is asked to:

- a) Consider the outputs and achievements of the Community Champions from August 2019 – July 2020; and
- b) Agree priorities for the Community Champions to focus on for the coming 12 months.

Officer contact:

Name: Elaine Matthews
Post: Think Communities Area Manager
Email: elaine.matthews@cambridgeshire.gov.uk
Tel: 01223 706385

Member contacts:

Names: Councillor Steve Criswell
Post: Chair
Email: steve.criswell@cambridgeshire.gov.uk
Tel: 01223 706385

1. Background

1.1 The Annual Meeting of Council in May 2017 agreed to establish the Communities and Partnership Committee and accepted the Terms of Reference which included a reference to the membership of the committee as 'including one Member from each City/District area of the County, to reflect the political control of the respective City/District Councils, to undertake an enhanced role'. It was agreed the enhanced role would be known as Area Champion.

1.2 On 24 August 2017 the Communities and Partnership Committee agreed the scope and remit of the Committee, agreed the purpose and brief of the Area Champion role and approved the appointment of named Area Champions. On receipt of the first annual review on 27 September 2018 the Committee agreed a change in name from Area Champion to Community Champion. On 10 October 2019 the Committee considered the outputs and achievements of the Community Champions in 2018-2019 and agreed a future focus on the same priorities adopted by Communities and Partnership Committee on 20 May 2019, namely:

Priority 1 - Think Communities (including scrutiny of the Innovate and Cultivate fund)

Priority 2 - Library Service (including transformation work via Civic)

Priority 3 - Tackling Domestic Violence

Priority 4 - Tackling Hate Crime

Priority 5 - Prevent

Priority 6 - Adult Skills Service

Priority 7 - Tackling poverty and improving social mobility

Priority 8 - Homelessness reduction

Priority 9 - Shared Services

1.3 Members appointed as Community Champions during 2019-20 are as follows:

Cambridge City

Councillor Claire Richards (Labour) from 30 May 2018 to 19 May 2020

Councillor Elisa Meschini (Labour) from 20 May 2020 to date

Fenland

Councillor Jan French (Conservative) from 30 May 2018 to date

East Cambridgeshire

Councillor Lis Every (Conservative) from 24 August 2017 to date

South Cambridgeshire

Vacant position (Liberal Democrat) from 30 May 2018 to date

Huntingdonshire

Councillor Adela Costello (Conservative) from 26 October 2017 to date.

2. Main Issues

- 2.1 Community Champions have the remit to develop their own networks, priorities and ways of working, appropriate for the areas they serve. By working across a District area, they have the ability to add value beyond the more focussed work of the local member.
- 2.2 Community Champions have an opportunity to give oral feedback on their activities and progress at each Communities and Partnership Committee meeting. Where written feedback is offered, a copy is recorded in the minutes. A summary of the main progress and outcomes of activity has been provided by each of the Community Champions, collated by District and attached as **Appendix 1**.
- 2.3 Throughout the year Community Champions had scheduled monthly meetings and workshops up until March 2020 when meetings were postponed whilst officers and members were fully engaged on Covid related activity. During these regular meetings, Community Champions have engaged with service leads on matters of Council and Communities and Partnership Committee priorities, developing a deeper understanding of the key issues relating to the priorities and which impact on demand for Council services, including:
- Library Presents programme and Museums, encouraging community involvement in arts and culture within library settings
 - Asset Based Community Development and positive youth engagement in local communities
 - Whole Housing Programme which brings together domestic abuse system leaders to establish comprehensive housing practice in relation to domestic abuse
 - Community funding streams including Innovate and Cultivate fund with four 'seed projects' and funds available via Cambridgeshire Community Foundation
 - Military Covenant and ensuring appropriate support for serving and veteran personnel and their families for housing, education and health referrals/support
 - Indices of Multiple Deprivation, considering priority places and the impact of poverty
 - Cambridgeshire Local Assistance Scheme providing access to debt and money management advice, as well as practical support for essential items.
- 2.4 In between meetings Community Champions have been receiving updates and timely information via email. As a result they have provided support at local events and workshops and shared the information within their local networks. These updates and communications have resulted in support on the following:
- Innovate and Cultivate pre-application advise sessions
 - East Cambs Eyes and Ears project and countywide roll out plans
 - Support Cambridgeshire training and advice sessions for the Voluntary and Community Sector across Cambridgeshire
 - Golden Age Fairs in Fenland
 - Domestic Abuse and Sexual Violence awareness
 - Cambridgeshire Skills offers, sharing the opportunities across a wider audience
 - Modern Day Slavery workshop
 - Road Safety Review
 - Poverty – Living Without report

- Actively promoting and supporting applications to the Cambridgeshire Capital Fund

2.5 For 2020-21, Community Champions are developing a forward plan which seeks to make best use of their roles and relationships with partners including through support for the Think Communities unified approach and priorities agreed by Communities and Partnership Committee on 3 September 2020, specifically:

1. Supporting the COVID-19 Outbreak Control process
2. Support for carers
3. Support for older people
4. Increasing the take-up of Technology Enabled Care (TEC)
5. Support for Children and Adolescents (including care leavers, young people not in education, employment or training, and young carers)
6. Tackling food and fuel poverty
7. Improving social mobility
8. Implementing place-based commissioning

3. Alignment with corporate priorities

3.1 A good quality of life for everyone

Community Champions provide resource to enhance the Committee's cross-cutting role in supporting the Council's strategy to ensure all of our residents enjoy a good quality of life; the proposed priorities of the Committee and therefore the Community Champions all support this ambition.

3.2 Thriving places for people to live

Community Champions provide resource to enhance the Committee's cross-cutting role in supporting the Council's strategy to ensure all of our residents are able to live in thriving places. For example, supporting the Committee's role to tackle homelessness by sharing good practice from others; working with partners to deliver Think Communities; supporting the development and delivery of the Councils commitment to tackling poverty and increasing social mobility supports this ambition.

3.3 The best start for Cambridgeshire's children

Community Champions provide resource to enhance the Committee's cross-cutting role in supporting the Council's strategy to ensure all of our children have the best start in life. For example, supporting the Committee's role in delivering Think Communities aligns completely to the principles of the Best Start in Life programme.

3.4 Net zero carbon emissions for Cambridgeshire by 2050

Community Champions provide support and encouragement to communities which enable access to local services and support as well as reducing demand on services which currently have a higher carbon footprint.

4. Significant Implications

4.1 Resource Implications

- Community Champions provide resource to encourage, support and align partner and community engagement on council priorities and sharing good practice
- Aligning the priorities of Adults, Health and Children and Young People Committees with the role of Community Champions makes good use of the resource across the Council and enables delivery against the priorities for the Communities and Partnership Committee
- Continuing to increase community capacity and a more collaborative approach will help to establish how we best use our assets to achieve the most value for Cambridgeshire residents

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications.

4.3 Statutory, Legal and Risk Implications

There are no significant implications.

4.4 Equality and Diversity Implications

Evidence indicates that some services delivered by local people within local communities can be more successful than statutory services at reaching people who may need support. The role of Community Champions in sharing good practice and opportunities to build capacity within local communities to help people help each other should therefore support more equal and diverse accessible provision locally.

4.5 Engagement and Communications Implications

Aligning the work of Community Champions with priorities identified by Service Committees focuses the combined effort of officers and members on key priority areas and increases the positive impact through consistent messages and engagement at a more local level.

4.6 Localism and Local Member Involvement

Through engagement with partners, District and local councils, community groups and organisations and working with local members as appropriate, Community Champions help contribute to the success of the Council's community resilience ambitions by actively encouraging local delivery or a supporting role on Council priorities identified by Service Committees.

4.7 Public Health Implications

- Increasing the awareness of health priorities, local initiatives and support available helps individuals and communities to take responsibility for their health. It can engage them in taking steps to adopt a healthy lifestyle and other health improving activities

- Building community resilience will impact on many of the needs identified in different Joint Strategic Needs Assessments (JSNAs), including the following:
 - Long term conditions
 - New communities
 - Homelessness and at risk of homelessness
 - Vulnerable children and adults
 - Carers
 - Older people's mental health
 - Substance Misuse
 - Unhealthy lifestyles
 - Health inequalities

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Emma Jones

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

Name of Officer: Gus de Silva

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

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Adrian Chapman

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Amanda Rose

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

Name of Officer: Adrian Chapman

Have any Public Health implications been cleared by Public Health Yes

Name of Officer: Val Thomas

5. Source documents

5.1 Source documents

None

Community Champion Activity updates

Community Champion:	Councillor Elisa Meschini
Place:	Cambridge City
Date:	August 2019 – July 2020
Collated Activity	
<p>Cllr Elisa Meschini: May to July 2020</p> <p>The greatest part of my role has been carried out during the height of the covid pandemic; as a result, it is difficult to hypothesise what the role would have been like in “normal” times.</p> <p>Most of my role during April (when I was waiting for the County AGM to confirm my place on the C&P committee) – July 2020 has consisted of staying in close liaison with the Executive Councillor for Communities on Cambridge City Council, keeping each other well informed of the progress with the community and food hubs, and feeding back to our respective officers. I was intending to perform a greater role with the City’s shielded lists for the duration of the scheme, although that was not to be.</p> <p>Over the last couple of months, the greatest ongoing project with Cambridge City Council concerns the review of New Ways Of Working, focusing on the different ways in which the Council might work in future to deliver their priorities, and the links between these and some of the key service reviews and COVID recovery work currently underway. While these are being described as ‘New ways of working’, many are things the City Council already champions or is doing successfully. The review will focus more attention on those ways of working in order to drive better outcomes for our communities and to reshape the council over the medium to long term in order to deliver them. This is only just beginning, but it will occupy me for the foreseeable future.</p> <p>Barriers to successful performance for me which I have identified over the last few months are as follows:</p> <ul style="list-style-type: none"> • I would have appreciated a greater remit to work with Adrian and the senior officers on the shielded scheme; I saw this as a possible overarching role for me to see how the participants in the shielded scheme were doing, and if any lessons were to be learned in the whole city. Unfortunately, there were two problems: data were only shared over a brief period of time, and even then only with division councillors, limiting my possible involvement. • Despite the breadth of the role, agency and decision making power are very limited; this is something that is particularly the case when the political control for Cambridge City and the whole County is different. It was evident for me in 2017, when I was briefly in the role for the first year of its existence, that the City would like more involvement and better relationships with the County. This I suggest as a priority for my work in 2020/2021. <p>In terms of planned meetings, I retain excellent access to Cllr Anna Smith and City officers, and I plan to continue to have a close working relationship with them.</p> <p>In terms of good practice, much has been and is being learned from community hubs and</p>	

mutual aid work which is informing our ways to help communities band together and provide support to each other as the pandemic progresses. As the work described above progresses, a framework for community good practice will become possible to embed.

Community Champion:	Councillor Lis Every
Place:	East Cambridgeshire
Date:	August 2019 – July 2020

Collated Activity

A good quality of life for everyone.

Gain a deep understanding at a District/City level through discussion with officers and local members where appropriate, of key issues which impact on demand for County Council Services

- Working with the continuing County research and data via the Community Safety Partnership (of which I am Chair), identify areas of concern and key action points for the Delivery Group on Domestic Violence, Hate Crime. County Lines and Transforming Lives programme, Scams, modern day slavery and have now added support for care leavers. We now meet 4 times a year with stronger links to the Problem Solving Group (which is now flourishing) and the Partnership Agency Delivery Group (being re-vamped). **Outcome:** A re-shaped and energised Community Safety Partnership more readily able to support community issues. A new engagement and training programme for all Parish Councils.
- Adoption of the Eyes and Ears Project across the County and a schools programme to recruit and train young Eyes and Ears Ambassadors. **Outcome:** a recognised approach to the support the Think Communities approach to identifying neighbourhood or individual issues and alerting/signposting to relevant and appropriate agencies/community groups.
- Working with partners on local pockets of anti-social behaviour, determining reasons for this and identifying how to prevent this in future. **Outcome:** looking at demographic changes and what this can create and consider ways of changing variables. Also looking at ways of changing behaviour, eg restorative justice, employability programmes and ways to support those with mental health issues.
- Full programme of training received.

The best start for Cambridgeshire's Children.

- Focussing on relevant issues for the District/City, report back to Committee and the Communities Network on areas of strength and areas for improvement which would strengthen impact on outcomes. Following representation to the District Council we are now developing the East Cambridgeshire Youth Strategy based on initial consultation. **Outcome:** Agreement with County Council for a Youth Advisory Board for the area with identified schools to be set up by the end of the year. Now working on recognition and funding for Youth leaders in Littleport, Soham and Ely which support the existing and emerging youth groups. Issue for prevention funding identified through the Innovation and Cultivate fund (which we as Champions support and serve on the Awards Body). Anticipated outcome will be more youth groups across the District.

- Sponsored bids for the County's Community Fund 4 of which were successful. **Outcome:** funding for community hubs/village premises to support Think Communities all with a youth focus. Development of relationship with those not successful to find funding for their individual plans (sport and leisure facilities identified as a key area for development)
- Supporting the feasibility of a splash pad and skate park for East Cambs identified through resident petitions to find locations and help with fund raising. **Outcome:** A Sports, Leisure and Outdoor facilities Working party working across Councils and other stakeholders has been formed to look at all aspects of this area which contributes to the well-being of our young people
- Working with the Corporate Parenting team to enhance life chances of our young people leaving care in the District through an employability programme and greater wrap around support. **Outcome:** knowing who our young people leaving care are and ensuring they have the support they need.

Thriving place for people to live

Engaging and working with communities and other elected representatives for relevant Divisions as needed across the District so people's voices are heard and self-sustaining communities are encouraged.

- Engaged as a member of the District Bus, Walking and Cycling Review working party prior to recommendations to the Greater Peterborough and Cambridgeshire Authority and member of the CPCA Bus Task Force. **Outcome:** a set of proposals to be submitted to CPCA based on consultation.
- As Chair of the Library Presents Board and working with Ely Museum and Cambridgeshire Music, encouraging joint working to promote the arts and heritage in the area through inclusivity programmes. **Outcome:** Greater level of engagement even during Covid with innovative programmes offered digitally.
- Just been appointed Armed Forces Veteran Champion at ECDC to ensure the appropriate housing offer outlined in the Covenant is working. **Outcome:** through collaboration an ensured pathway to housing for our veterans and their families.
- Throughout Covid, working with the ECDC Community Hub and local volunteer Mutual Aid organisations and a member of the Parish Forum. **Outcome:** local targeted support and now a programme for post-Covid (after lockdown) programme to retain the volunteers gained through lockdown and identify ways of working with them with a place based, bottom up strategy.
- Member of the ECDC Post-Covid Working Party. **Outcome:** a collaborative cross party approach to strategies on work streams based on the needs and concerns of our business community, understanding needs and concerns of Parish Councils and community groups; exploring transport initiatives to promote active modes of transport, encouraging the delivery of affordable and social housing, reviewing working practices including better broadband and working from home, and feeling safe (work of the CSP).
- Working with Adult Skills and Library Service and the Health and Social Care Academy to encourage uptake through networking and signposting. Member of the CPCA Committee on Skills. **Outcome:** increasing awareness of opportunities for those requiring courses to acquire Level 1 and 2 qualifications in Maths, English and Social Care. Creating a pathway for those on benefits to working and developing a career in the care sector
- Networking with business organisations including retail on business to business

support especially during and post Covid. **Outcome:** Signposting and aligning partner and community engagement to areas of support and advice and where possible, additional funding.

Net zero carbon emissions for Cambridgeshire by 2050

- Supporting District and City activities and action plans through networking with local Eco-Groups and the business initiative to shop locally which will be launched soon (postponed because of Covid). **Outcome:** Encouraging more involvement and awareness as decisions are made

Sustainability of initiatives and activities

- Many of the projects identified in the 2017-2018 Annual Report are still on-going and there is regular involvement. **Outcome:** Working to ensure sustainability and embedding of structures through the involvement of the relevant stakeholders going forward. This will only succeed as a result of collaboration, facilitation, partnership alignment and community engagement, strengthening local partnerships and developing community assets. It is an on-going approach to embedding the Think Communities approach to achieve community sustainability and resilience. We must build on the successful approaches that communities have had to supporting their residents through these challenging times and grow, value and train our volunteers. They must be bottom up and not top down models.

Community Champion:	Councillor Adela Costello
Place:	Huntingdonshire
Date:	August 2019 – July 2020

Collated Activity

The project ‘Essentials by Sue’ was successfully launched in Sawtry in November. Caresco, the local library, youth club and school are all involved in receiving donations and delivering them with a confidential approach. This project is now available in the towns of Huntingdon, St. Ives, Ramsey, Yaxley and Farcet. It was hoped to launch in St. Neots in March of this year after suitable locations had been arranged but had to be postponed due to the restrictions of lockdown. We will get there as soon as possible now that schools, libraries and some public buildings have re-opened. Discussions are now taking place to extend the project by including ‘Winter Warmers’, scarves, hats, gloves and blankets. The W.I. and some knitting/crocheting groups are interested in becoming involved.

Following a meeting with the Community Development Worker for Huntingdonshire in September last year, I was very keen to establish Dementia Friendly Communities throughout the District. Dementia is now the biggest killer of our senior citizens and all demographic evidence indicates a continuous rise in numbers of our elderly population. St. Ives has already areas/shops which are Dementia Friendly, for instance, Morrison’s provide a quiet time slot on a Saturday morning. I arranged for Town Councillors and small businesses in Ramsey to receive dementia awareness training. I met with the Manager of the libraries in St. Ives, Ramsey and Warboys to promote the idea of a quiet time slot during opening hours which would not only benefit the elderly but people with

autism/learning disabilities or mental health difficulties. I also put forward the idea of dementia friendly clocks in our public building and this was well received by the Friends of Ramsey Library. In January St. Neots Town Councillors also took part in dementia awareness training but then everything came to a halt. Recently I have virtually joined a group in St. Neots called DAD standing for Dementia, Autism and Disability who are keen to establish a Dementia Friendly Community and make the town accessible to all.

I arrange local parish/town forums inviting Councillors and Clerks to attend. A very successful one took place in October 2019 with over 8 parishes being represented. One issue raised was planning and housing development so at the next meeting in January, a Planning Officer from HDC attended and members were able to express their concerns and receive advice. Another subject high on the agenda is local public transport. There is in place an ongoing review by the Mayor of the Combined Authority. Equally at a meeting I attended with the Speak Out Council, access to suitable transport including public and private was of concern to adults with learning disabilities, some of whom are high dependency wheelchair users requiring specialist vehicles to enable them to leave their homes and visit friends/shops/family. I am working with the Speak Out Council and others to try and address this problem.

I have supported various local organisations throughout the District with their applications to the Community Capital Fund. Only one of them proved successful and that was Ramsey Neighbourhood Trust in association with Ramsey Cricket Club who wanted to develop their building into a Community Hub for access to all local groups.

During the lockdown measures put in place at the end of March, I supported many local groups and organisations to access funding and resources, notably community halls and registered charities such as the local Gauntlet Project that teaches young people to maintain and ride bikes safely. I was also involved with Hamerton Zoo, which had different needs due to the care and feeding of the animals. Fortunately, the government stepped in with some funding. I also assisted in the formation of the Ramsey Covid-19 group who were providing supplies to those who were safeguarded. I forwarded all appropriate news items to my social media contacts so that the public had access to all necessary and vital information, including the continued need for foster carers. I also kept in contact with officers and members of HDC and CCC about my projects. I am pleased to be a member of the Improving Social Mobility Working Group as I continue to work with disadvantaged people.

Communities and Partnership Committee Agenda Plan

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

- Minutes of previous meeting and Action Log
- Finance Report – The Council's Virtual Meeting Protocol states that no monitoring or information reports (includes the Finance report) will be included on committee agendas, they will instead be circulated to Members separately
- 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
08/10/20	Minutes of the Meeting held on 3rd September 2020	N Mills		28/09/20	30/09/20
	Report of the Service Director for Communities and Partnerships	A Chapman			
	Libraries Open Access Project	G Porter			
	Registration Service Annual Report	P Gell			
	Innovate & Cultivate Fund – Endorsement of Recommendations	E Matthews			
	Community Champions Annual Review	E Matthews			
	Business Planning Proposals for 2021-26 – Opening Update and Overview	A Chapman / E Jones			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Agenda Plan and Appointments	A Chapman			
12/11/20	Minutes of the Meeting held on 8th October 2020	N Mills		02/11/20	04/11/20
	Report of the Service Director for Communities and Partnerships	A Chapman			
	CUSPE – Growth Affecting Community-Led Solutions and Interventions	D McWherter			
	Local Council Development Plan – Annual Report	M Oliver			
	Support Cambridgeshire Annual Report	M Oliver			
	Cambridgeshire Libraries, Including Civic Partnership Project	G Porter			
	Shared and Integrated Services	A Askham			
	Effect of CPCA Bus Review on Local Communities	A Chapman			
	Think Communities	M Oliver			
	Community Champions Oral Update	Community Champions			
	Agenda Plan and Appointments	A Chapman			
03/12/20	Minutes of the Meeting held on 12th November 2020	N Mills		23/11/20	25/11/20
	Report of the Service Director for Communities and Partnerships	A Chapman			
	Innovate & Cultivate Fund – Endorsement of Recommendations	E Matthews			
	Cambridgeshire Skills – 6 Month Report	T Meadows			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Performance Report – Quarter 2 2020/21	T Barden			
	Business Planning	A Chapman / E Jones			
	Finance Monitoring Report	E Jones			
	Community Champions Oral Update	Community Champions			
	Agenda Plan and Appointments	A Chapman			
21/01/21	Minutes of the Meeting held on 3rd December 2020	N Mills		11/01/21	13/01/21
	Report of the Service Director for Communities and Partnerships	A Chapman			
	CUSPE – Tackling Climate Change Through Community-Based Networks and Resources	D McWherter			
	Think Communities	M Oliver			
	Innovate & Cultivate Fund – Endorsement of Recommendations	E Matthews			
	Community Champions Oral Update	Community Champions			
	Agenda Plan and Appointments	A Chapman			
[18/02/21] Provisional Meeting					
04/03/21	Minutes of the Meeting held on 21st January 2021	N Mills		22/02/21	24/02/21
	Report of the Service Director for Communities and Partnerships	A Chapman			
	Cambridgeshire Libraries, Including Civic Partnership Project	G Porter			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Think Communities	M Oliver			
	Communities Capital Fund – Project Delivery Update	I Phillips			
	Performance Report – Quarter 3 2020/21	T Barden			
	Finance Monitoring Report	E Jones			
	Community Champions Oral Update	Community Champions			
	Agenda Plan and Appointments	A Chapman			
[01/04/21] Provisional Meeting					

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