COMMUNITIES, SOCIAL MOBILITY AND INCLUSION COMMITTEE

Cambridgeshire County Council

Thursday, 16 January 2025

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

14:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

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

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1   **Apologies for Absence and Declarations of Interest**

Guidance on declaring interests is available in Chapter 6 of the Council's Constitution (Members' Code of Conduct)

2   **Minutes - 5 December 2024**   5 - 14

3   **Public Questions and Petitions**

DECISIONS

4   **Business Plan and Budget 2025/26 – 2029/30**   15 - 48

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

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

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

Meetings are streamed to the Council's website: Council meetings Live Web Stream hyperlink

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

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

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

Communities, Social Mobility and Inclusion Committee Minutes

Date: 5 December 2024

Time: 2:00 p.m. – 3:35 p.m.

Venue: Red Kite Room, New Shire Hall

Present: Councillors Tom Sanderson (Chair), Alex Bulat (Vice-Chair),
                   David Ambrose Smith, Steve Criswell, Claire Daunton, Ian Gardener,
                   Bryony Goodliffe, John Gowing, Ros Hathorn, Geoff Seeff, Philippa Slatter
                   and Susan van de Ven

183.   Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillors Henry Batchelor, Ken Billington, Adela Costello (substituted by Councillor Gowing) and Lucy Nethsingha (substituted by Councillor Van de Ven).

There were no declarations of interest.

184.   Minutes – 17 October 2024

The minutes of the meeting held on 17 October 2024 were agreed as a correct record and signed by the Chair.

While discussing the Minutes Action Log, individual Members:

−   Queried whether the draft toolkit on available support from the Council to assist with organising Remembrance events (Minute 179 - Road Closures for Remembrance Events) had been circulated to parish councils for feedback prior to its publication. Members were informed that some amendments had been made to the draft version following a review by the Armed Forces Covenant Board and it was confirmed that feedback would be sought from parish councils during December 2024 prior to its publication in January 2025.

−   Expressed concern that the response to Members' query about the Coroner service providing advice to widows or widowers on how to resolve potential problems with joint bank accounts following their partner's death (Minute 180 – Corporate Performance Report - Quarter 1 2024/25) did not propose the provision of such advice. Members were informed that there was a wide range of information that could potentially be shared by the Coroner service with widows and widowers at such a time, but due to the limited amount of time in such appointments and the need to prioritise statutory responsibilities, a signposting approach was adopted instead. It was therefore not possible to provide such information without a wider restructure of the service provided by the Coroner service.

– Sought clarification on whether grant funding for allergen labelling had covered labelling for non-packaged food (Minute 176 - Minutes - 11 July 2024). It was confirmed that the Council had been working on allergen labelling for non-packaged food and that it remained a priority moving forwards, as there was still evidence of non-compliance in that area.

The Committee noted the Minutes Action Log.

185. Public Questions and Petitions

No public questions or petitions were received.

186. Citizens Advice Bureau Grant

The Committee received a report proposing a grant of £800,000 to the Citizens Advice Bureau to deliver income maximisation and support to residents experiencing financial hardship across Cambridgeshire for the period April 2025 to March 2027.

While discussing the report, individual Members:

– Welcomed the proposed support that would be provided by Citizens Advice but highlighted the importance of ensuring it was part of a wider, holistic support package, drawing attention to the multi-agency approach that had been successfully developed during the Covid-19 pandemic and was now being further investigated by the Cambridgeshire Poverty Strategy Commission. It was emphasised that the proposed grant was supported by the Public Health team and was indeed part of a much wider package of support, although it was acknowledged that further information on this could have been included in the report. Members were also informed that the grant could include conditions requiring the Citizens Advice Bureaux to take account of any recommendations from the Commission.

– Confirmed that the proposed grant would be for Cambridgeshire's two Citizens Advice Bureaux and that although the national Citizens Advice service had changed its name from Citizen Advice Bureau in 2015, the local Cambridgeshire bureaux maintained their previous names officially. Members were assured that the Council worked with partner authorities and the Integrated Care Board to align its support for the voluntary and community sector.

– Drew attention to the longstanding support provided to the Citizens Advice by both the County Council and district councils, and queried how much collaboration there was between the various local authorities in relation to the organisation and surrounding work. Members requested that update reports provided to officers by Citizens Advice Bureaux also be circulated to County councillors. **Action required**

– Highlighted the importance of identifying how accessible the services provided by Citizens Advice were to different communities, and whether work could be undertaken to advise and encourage communities that were less likely to access the

support. It was confirmed that the Council could refine the reporting requested from the Citizens Advice Bureaux to include such information, while the Quality of Life survey recently held by the Council could also provide helpful data. It was acknowledged that access to the rural service was more of a challenge, and Members were informed that alongside the surgeries and drop-in centres that were held in libraries, parish council offices and other community buildings around the county, the service provided a telephone and digital offer.

- Noted the specialist nature of income maximisation support and expressed concern that a grant for only two years could jeopardise the ability to retain highly-trained and experienced staff, and it was acknowledged that the ambition for the Citizens Advice Bureaux would be to secure longer term funding for the service.

- Clarified that it was proposed for the funding for the first year of the contract to come from the 2025/26 Household Support Fund and the funding for the second year of the contract to come from the Council's anti-poverty budget. Members were informed that while the Citizens Advice Bureaux received some money nationally for certain aspects of their work, most of their resources came from local authorities. The income maximisation workstream in particular was initiated in 2022 and had supported over 5500 people. It was agreed to inform Members about the level of support provided by the different local authorities in the area. **Action required**

It was resolved unanimously to:

> Approve a grant of £800,000 to the Citizens Advice Bureau to deliver income maximisation across Cambridgeshire for the period April 2025 to March 2027.

187. Domestic Abuse Mobile Advocacy Service

The Committee received a report on the procurement of a domestic abuse mobile advocacy outreach service across Cambridgeshire, which would provide support to those being subjected to domestic abuse, regardless of the level of risk, their sex or gender. The contract would commence on 1 October 2025 and would last for 3.5-years with two one-year extension periods.

While discussing the report, individual Members:

- Drew attention to the role that financial pressures and economic abuse could play in domestic abuse and queried whether the outreach service collaborated with Citizens Advice on such matters. It was acknowledged that many victims of domestic abuse required financial support, and Members were informed that the service worked with Citizens Advice along with other organisations, such as a national charity called Surviving Economic Abuse, to provide support for financial hardship, while the Council's Safe Accommodation Strategy also allowed for additional support through a limited pot of funding.

- Clarified that the service was available for all victims of domestic abuse, regardless of their gender or economic status.

- Sought clarification on why the report's executive summary said the service was expected to receive approximately 500 referrals per year, whereas paragraph 3.2 of the report said the service aimed to support 800 people per year. It was clarified that some victims received support for longer periods of time, often crossing from one financial year into another, which is why the number of people receiving support would be higher than the number of referrals each year.

It was resolved unanimously to:

a) Approve the procurement of a Domestic Abuse Mobile Advocacy service; and

b) Delegate authority to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee, to award and execute a contract for the provision of Domestic Abuse Mobile Advocacy, for a 3.5-years contract commencing on 1 October 2025, with two one-year extension periods.

188. Cambridgeshire and Peterborough Coroner Service Annual Report

The Committee received an annual report on the Cambridgeshire and Peterborough Coroner service, which included information on trends, legislative reform, collaborative arrangements, performance, finance, and statutory duties and responsibilities.

While discussing the report, individual Members:

- Sought clarification on how information was stored by the service and whether it would be available for research purposes in the future. Members were informed that whereas records were previously limited to what was contained in inquest papers, records were now stored electronically. The service was required to store the records, with the coroners managing who could access them, although it was emphasised that there was a general approach to share information wherever appropriate, and particularly for the purpose of helping to prevent future deaths.

- Highlighted the importance and potential impacts of Prevention of Future Death (PFD) Reports and sought clarification on the Council's role in their production, as well as how it responded to their recommendations. Members were informed that although on a national level local authorities were the least responsive to such reports, there was a 100% response rate within the Cambridgeshire and Peterborough coronial jurisdiction. Senior officers were always involved, with action plans and monitoring put in place to ensure that any necessary interventions or improvements were put in place. However, it was emphasised that neither the coroners or the Council could compel other organisations or individuals to respond or take action, which it was argued detracted from the potential impact of such investigations and reports. Notwithstanding, it was suggested that widespread circulation and publicity of the reports increased their impact due to the potential negative reputational impact of ignoring them.

− Paid tribute to the service for its successful preparation for the major death certification reforms that became effective in September 2024, welcoming the partnership working that was organised prior to their implementation to ensure that potential problems were identified in advance and overcome in a collaborative manner by all those involved.

− Queried how the Terminally Ill Adults (End of Life) Bill would impact the service if it became law, and it was agreed to provide Members with a briefing note on the issue. **Action required**

It was resolved unanimously to:

Note the contents of the report.

189. Finance Monitoring Report – October 2024

The Committee received the Finance Monitoring Report to the end of October 2024 for the services within its remit, with a forecast revenue overspend of £96k and one significant capital variance related to the Cambridgeshire Priorities Capital Fund.

While discussing the report, Members requested an update on the Fenstanton Village Hall project. Members were informed that regular meetings had been held with the project organisers and draft grant agreements were being prepared, with a meeting scheduled during December 2024. Quotes were being sought for the work and requested documents had been provided to Council. It was anticipated that the grant agreement would stipulate a start date in February 2025, and it was confirmed that the Council would continue to monitor the project closely.

It was resolved unanimously to:

Note the content of the report.

190. Corporate Performance Report - Quarter 2 2024/25

The Committee received a report providing an update on the performance of services within its remit over Quarter 2 of the 2024/25 financial year, with one key performance indicator (KPIS) rated as red, nine KPIs rated as green, and ten KPIs rated as contextual. A refreshed Performance Management Framework, approved by the Strategy, Resources and Performance Committee on 31 October 2024, meant that future performance reports would include an updated set of KPIs.

While discussing the report, individual Members:

− Clarified that the warm hub offer referred to in the 'Path to Green' section of Indicator 37 (Number of visits made to library sites reported quarterly) was a Council-led initiative promoting the use of libraries as warm hubs. Members requested a further breakdown of the various reasons for the visits recorded and

queried whether the data also included visits to mobile libraries. It was noted that the metrics recorded for the KPI could not provide a more detailed breakdown of the reasons for visits, although the annual report on the Library service, to be presented to the Committee at its meeting in January 2025, would include additional information on both library visits and the mobile service.

− Noted that many organisations were reluctant to accept volunteers that were under 18-years-old due to safeguarding requirements and concerns, and queried whether the Council provided support and guidance to either young people or organisations on the issue. Members were informed that the Council had worked with Support Cambridgeshire on supporting young people to find volunteering opportunities, and alongside the portal that had been developed for local groups and organisations to advertise such opportunities, a group was being developed to specifically work for young people. It was agreed to provide Members with a briefing note on progress. **Action required**

It was resolved unanimously to:

Note performance information and act, as necessary.

191. Communities, Social Mobility and Inclusion Committee Agenda Plan

While discussing the Committee's agenda plan, individual Members:

− Suggested that it could be beneficial for the committee to receive a report on the various aspects of community safety, as well as a report on how the Council supported care leavers, although it was acknowledged that such matters were in the remit of the Children and Young People Committee. It was also suggested that a report on the findings of the Cambridgeshire Poverty Strategy Commission could be presented to the committee at its meeting in February 2025, if its work was completed in sufficient time. It was agreed for the committee's Spokes to discuss these suggestions with the Executive Director of Strategy and Partnerships. **Action required**

− Suggested there would be wider interest in the Closer to Communities report scheduled to be presented to the committee in January 2025, noting that the projects involved work from across the Council and other committees, and it was agreed to notify all Members of the report and its recommendations following its publication. **Action required**

The Committee noted its agenda plan.

Chair
16 January 2025

Communities, Social Mobility and Inclusion Committee Minutes Action Log

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

			Minutes of the Committee Meeting Held on 17 October 2024		
Minute no.	Report	Officer responsible	Action	Update	Status
179.	Road Closures for Remembrance Events	T Kelly	Provide the toolkit to Members upon its publication in January 2025.	The toolkit will be circulated to Members when it is published in January 2025.	Ongoing
			Minutes of the Committee Meeting Held on 5 December 2024		
Minute no.	Report	Officer responsible	Action	Update	Status
186.	Citizens Advice Bureau Grant	J Buckingham	Update reports provided to officers by Citizens Advice Bureaux also to be circulated to Members.	A report was circulated to Members on 7 January 2025 and future reports will continue to be shared.	Complete
			Inform Members about the level of support provided to Citizens Advice Bureaux by the different local authorities in the area.	A briefing was circulated to Members on 7 January 2024.	Complete

188.	Cambridgeshire and Peterborough Coroner Service Annual Report	P Gell	Provide Members with a briefing note on how the Terminally Ill Adults (End of Life) Bill would impact the Coroner service if it became law.	A briefing will be circulated to Members in January 2025.	Ongoing
190.	Corporate Performance Report - Quarter 2 2024/25	J Buckingham	Provide Members with a briefing note on progress of work being undertaken with Support Cambridgeshire to develop a group to work with young people looking for volunteering opportunities.	Support Cambridgeshire (Hunts Forum and Cambridge CVS) are actively promoting the value of young volunteers and are also encouraging more young people to volunteer. More information can be found on Support Cambridgeshire's website: • Volunteers breaking down barriers • Navigating frustrations – a young volunteer's perspective • Duke of Edinburgh • Youth volunteering	Complete
191.	Communities, Social Mobility and Inclusion Committee Agenda Plan	L Riddle	Spokes to discuss the suggestion of a report on the various aspects of community safety with the Executive Director of Strategy and Partnerships, as well as a report on the findings of the Cambridgeshire Poverty Strategy Commission at the meeting in February 2025, if its work was completed in time.	The suggestions will be discussed at the Spokes meeting in January 2025.	Ongoing

			Notify all Members of the Closer to Communities report and its recommendations following its publication for the committee meeting in January 2025.	The Closer to Communities report will be circulated to all Members following its publication.	Ongoing

Business Plan and Budget 2025/26 – 2029/30

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 16 January 2025

From: Executive Director of Strategy and Partnerships
                            Executive Director of Finance and Resources

Electoral division(s):   All

Key decision: No

Executive Summary: This report summarises the draft 2025-30 Business Plan and Budget, as presented to the Strategy, Resources and Performance Committee on 17 December 2024, related to this committee including progress updates on the council's Strategic Framework and seven ambitions.

Recommendations: The Committee is asked to:

      a) Consider and scrutinise the proposals relevant to this Committee within the Business plan and Budget 2025-26 – 2029-30 put forward by the Strategy, Resources and Performance Committee, 17 December 2024;

      b) Recommend changes and/or actions for consideration by the Strategy, Resources and Performance Committee at its meeting on 28 January 2025 to enable a business plan and budget to be proposed to Full Council on 11 February 2025; and

      c) Receive the fees and charges schedule for this Committee included at Appendix 2.

Officer contacts:
Name: Sue Grace, Executive Director of Strategy and Partnerships
E-mail: sue.grace@cambridgeshire.gov.uk
Name: Frank Jordan, Executive Director of Place and Sustainability
E-mail: frank.jordan@cambridgeshire.gov.uk
Name: Michael Hudson, Executive Director of Finance and Resources
E-mail: michael.hudson@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

1.1. The Strategic Framework 2023-28 sets out the Council's high-level approach for achieving the vision of a greener, fairer and more caring Cambridgeshire through seven 'ambitions':

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

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

- Ambition 3: Health inequalities are reduced

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

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

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

- Ambition 7: Children and young people have opportunities to thrive.

1.2. As the primary statement of the Council's strategic direction, the Strategic Framework is the main reference point for everything the council plans and delivers for local communities. The refreshed Strategic Framework, approved at Strategy, Resources and Performance Committee in October 2024, sets out the progress the Council has made towards delivering the seven ambitions since they were launched in April 2023.

1.3. The Council aims to achieve these ambitions by becoming 'Closer to Communities', working with residents and partner organisations to make services more responsive to the diversity of people and places in Cambridgeshire. Doing this effectively requires the Council to be an evidence-led, listening organisation that is responsive to resident priorities. The annual Quality-of-Life Survey enables the Council to have an ongoing dialogue with residents so it can understand what matters most to Cambridgeshire's people and communities. The insights generated from this annual survey, together with resident feedback from the Council's budget engagement and consultation exercises, inform the development of Council's business planning priorities and allows it track delivery progress of the seven ambitions.

2. Background

2.1 The draft 2025-30 Business Plan and Budget presented at Strategy, Resources and Performance Committee at its meeting on 17 December 2024, details how the Council will continue delivering against its seven ambitions, respond to resident feedback and set a legal budget.

2.2 This committee, alongside other Policy and Service committees will consider the draft business plan and budget proposals, and any feedback will be presented to the Strategy, Resources and Performance Committee at its next meeting on 28 January 2025 for consideration of recommending budget proposals to Full Council on 11 February 2025.

2.3 At this stage, the Council is projecting to see a net increase of general funding of £32.8 million. This comprises a 4.99% increase in Council Tax, changes to the taxbase for Council Tax, increased business rates income and a net increase in general government grants.
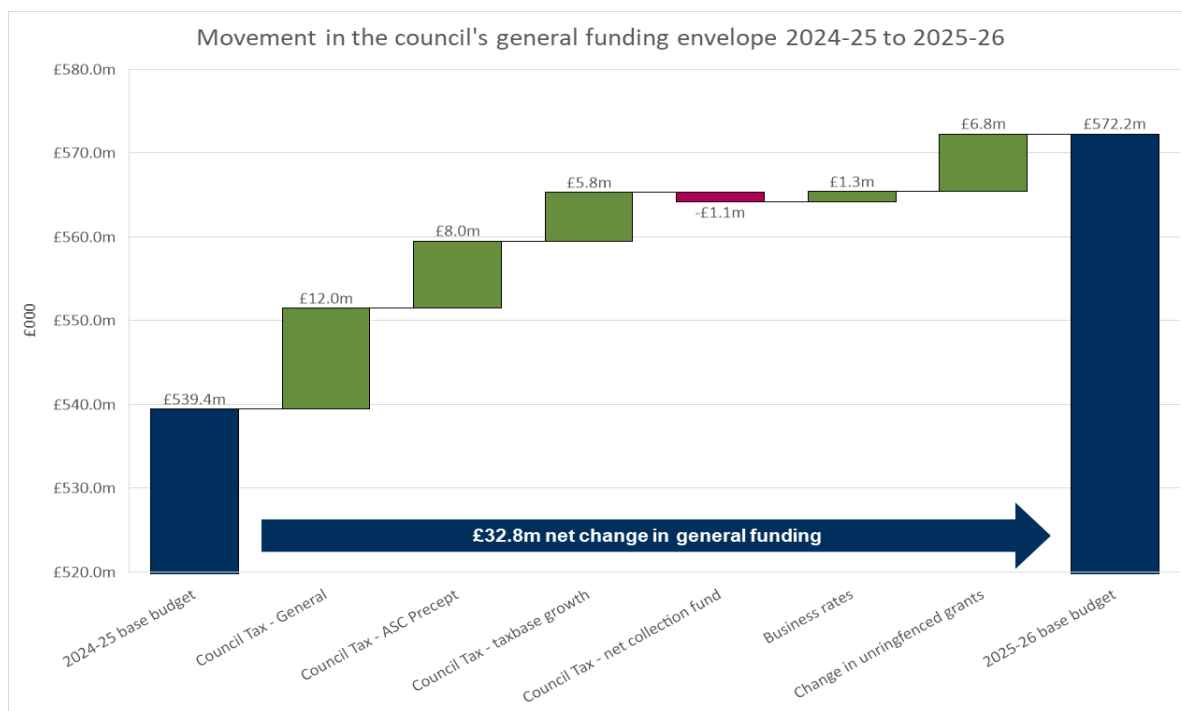
Chart 1 – Movement in funding envelope 2024-25 to 2025-26

2.4 Following updates to pressure projections, we reported a projected budget gap of £39 million for 2025-26 in an update to Strategy, Resources and Performance on 31 October 2024, an increase of £16 million from the previous business plan forecasts. Whilst the budget of the council is increasing year on year, allowing it to continue investing in important local services, the budget is not growing fast enough to keep pace with the pressures arising from the issues described at 2.7. Latest estimates now show over £75 million of cost pressures, offset by a £32.8 million increase in our general funding and £8.5 million increase in ring-fenced grants, giving a gap to find of £34.2 million for 2025-26.

Chart 2 - Pressures facing the council for 2025-26

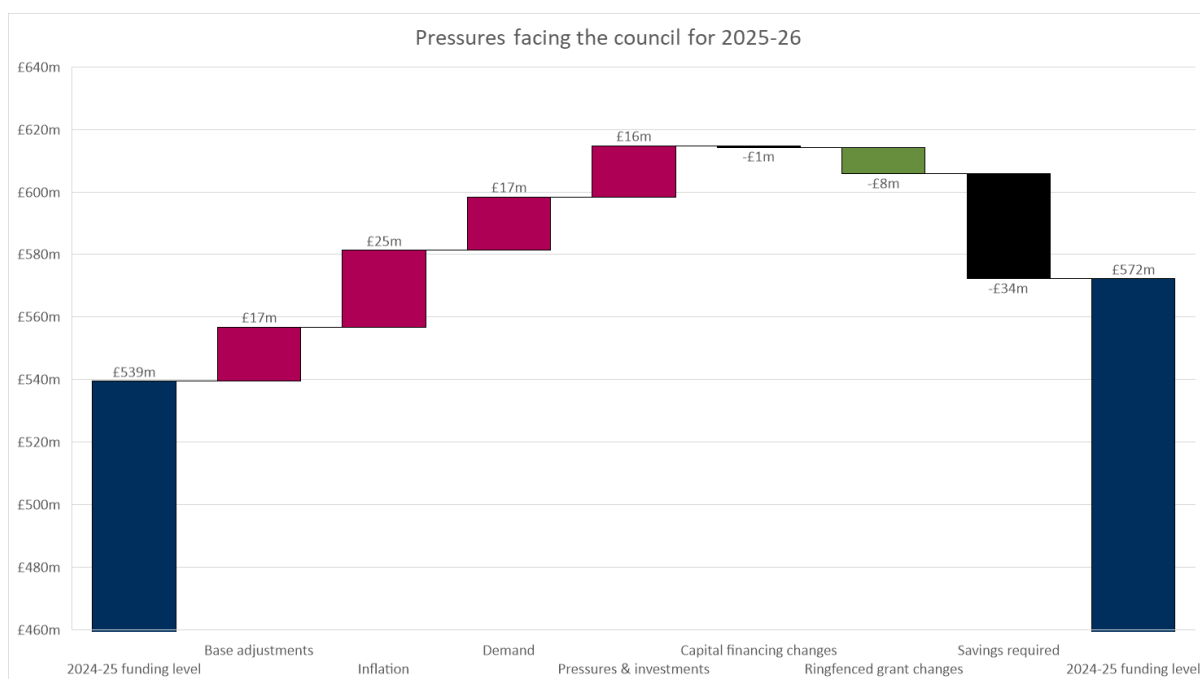2.5 The overall impact of the additional investments the Council is making and the compound pressures set out in the table above, means that to secure a legal budget, the Council is required to find efficiencies/savings, or additional income, of £34 million for 2025-26.

2.6 To achieve this sustainably, the Council will need to change the way it operates at an organisation-wide level so that it can drive maximum economic, social and environmental value from the services it provides and commissions. 'Our Future Council' change strategy, approved at Strategy, Resources and Performance Committee in October 2024, sets out a long-term vision for reshaping the way the Council operates. The strategy will help enable the Council to remain financially sustainable over the medium to long term and retain the capability and capacity to deliver its ambitions. In addition, each of the Council's five directorates have developed proposals for the coming years that will allow the Council to continue investing in priorities that will deliver its ambitions, whilst making savings through careful recalibration of the way services are provided.

	£m	£m
Pressures, investments and adjustments	75.5	
Budget Changes		**75.5**
Less funding changes:		
Change in ringfenced grants		-8.5
Change in general grants	-6.8	
Proposed Council Tax increase	-20.1	
Council Tax taxbase and collection fund	-4.6	
Business rates income	-1.3	
General funding increase		**-32.8**
Funding envelope changes		**-41.3**
Total gap to find		34.2
Savings identified	-32.6	
Changes in income, excluding schools	-1.3	

	£m	£m
Add: reverse out previous year reserves budget	11.8	
Less: reserves use	-12.1	
Total Gap remaining		**0.0**

Table 1 - How the balanced budget is arrived at

2.7 Against that context, the report includes a further forecast for 2026-27 to 2029-30. This brings into focus key change programmes that have begun or will begin in 2025 to help determine the future shape and funding of the Council to achieve a balanced budget in each of the years remaining of the current Strategic Framework. Nevertheless, the Council continues to have a budget gap in the remaining years of the medium-term:

Year	2026-27	2027-28	2028-29	2029-30
Latest unidentified savings gap	£17.7 million	£10.2 million	£21.8 million	£23.6 million

Table 2 - Revised medium-term budget gaps

2.8 The Council is continuing to invest capital funding in the county's infrastructure, such as schools, roads and social care facilities. The full capital programme for 2025-30 (and onwards to 2035) is set out in tables 4 and 5 of appendix 1b, along with indicative sources of funding available. The programme for 2025-26 proposes a total budget of £140 million for capital expenditure, and a medium-term programme of £881 million.

	Prev Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Yrs £000	Total £000
Children, Education and Families	168,424	44,495	85,083	40,072	16,076	9,644	11,487	375,281
Adults, Health and Commissioning	462	8,544	19,857	18,683	15,451	15,653	29,650	108,300
Place and Sustainability	153,188	73,215	44,486	20,949	19,367	1,592	12,460	339,257
Finance and Resources	13,813	11,768	6,874	3,411	3,432	2,643	9,288	51,229
Strategy and Partnerships	4,753	1,189	170	30	-	-	-	7,117
Total Budget	**340,640**	**139,211**	**156,470**	**83,145**	**54,326**	**29,532**	**62,885**	**881,184**

Table 3 - Capital Programme by Directorate 2025-30

2.9 The total programme for 2025-26 as it currently stands requires £139.2 million of funding which includes £56 million from borrowing. The cost of capital is expected to continue rising over the medium-term, exceeding £46 million by 2027-28. Although the capital programme has been prioritised to ensure that the expected cost of capital is within the prudential limit set by the capital strategy for 2025-26, we are very close to the limit in all years of the medium-term and so re-prioritisation may be required if there are any further capital spend requirements.

2.10 Subsequent to these projections made in early December 2024, the provisional local government finance settlement was announced on 18 December 2024. This confirmed

several grant allocations for the Council for 2025-26, with them broadly in line with our expectations. In particular, an increase in the social care grant of nearly £6.5 million (ringfenced to both children's and adults' care) provides funding to underpin our inflationary and demand pressures, and a new £1.5 million children's prevention grant is likely to fund commitments in the business plan. The provisional settlement had several gaps that are awaiting the final settlement in February 2025, particularly confirming how much funding councils would get to offset the increase in employers' national insurance, and ultimately it isn't until the final settlement that our funding numbers can be fully confirmed. Broadly speaking though, notwithstanding that, the provisional settlement was in line with expectations and estimates made in this draft business plan.

2.11   At the same time, we are receiving updated taxbase and business rates estimates from district councils, and therefore a full update of the draft business plan will be presented to Strategy, Resources and Performance Committee in January.

3.   Communities, Social Mobility and Inclusion Committee - directorate overview

3.1   The services within the remit of this Committee span two separate service areas within the Council; Regulatory Services (Registration, Coroners and Trading Standards) sit within Place and Sustainability, whilst Communities, Libraries and Skills services and the Local Assistance Scheme are within Strategy and Partnerships.

3.2   Overall, it is proposed that Place and Sustainability will receive a £121m gross budget in 2025-26, including a growth of £7m. This budget will support continued investment in the services this directorate delivers that fall under the remit of the Communities, Social Mobility and Inclusion committee.

3.3   The implementation of death certification reforms in 2024/25 by both the Coroners and Registration services has changed their resourcing requirements. Consequently, a workforce realignment exercise will be undertaken during 2024/25 to ensure resources are utilised effectively, provide best value, and take advantage of synergies across both services. The Coroners service handles approximately 3200 case referrals annually. Registration services will in addition be exploring opportunities to improve both system efficiency and the customer experience when accessing services online through replacement of its current operating system. Over 2000 ceremonies are conducted annually by the service, along with approximately 1400 registrations.

3.4   Areas of focus for Trading Standards during 2025/26 include the safety of consumer products, food standards, animal welfare and biosecurity, fair trading, and underage and illicit sales. In 2025 the service will pick up enforcement responsibilities for the national ban on single use vapes and will be adopting a revised Food Standards Agency delivery model for food standards regulation.

3.5   Overall, it is proposed that Strategy and Partnerships will receive a £38.39 million gross budget in 2025-26, including total growth of £700k. This budget will support continued investment in services the directorate delivers and commissions that fall under the remit of the Communities, Social Mobility and Inclusion Committee. This includes a countywide network of 33 libraries and the 60-year-old mobile library offer, support for vulnerable

residents to maximise their income, seed funding for start-up groups and our domestic violence services.

3.6   The directorate also hosts services on behalf of the wider system to address systemic barriers and provide support to help people overcome complex issues, such as the High Intensity Users team, working with people who frequently access NHS Emergency Services for non-medical reasons, and Changing Futures, which works with people facing multiple disadvantage, such as homelessness. The directorate also delivers a grant-funded Adult Education and Skills service that supports more than 5,000 learners each year across 88 sites.

3.7   Recent years have seen an increase in the number of residents concerned about the cost of living, with many reporting they have changed their behaviours as a result. In response to this, the directorate will continue to commission support through the Household Support Fund during 2025-26 with an estimated investment of over £6 million in services that help people with direct support, with advice to maximise their income and gain access to household goods through the Local Assistance Scheme as well as support via Children's Education and Families for Holiday Food Vouchers for those in most need.

3.8   In addition, the Council has collaborated with partners to create an independently led Poverty Strategy Commission that is reviewing how the local system might work better to address the root causes of poverty and improve the support available to those affected by it. The Council will continue to support the commission to conclude its work and will respond to its recommendations with partners, drawing down from the £2.2 million budget made available during 2024/25 to back evidence led interventions into reducing the impact of poverty.

3.9   Many of the Council's resident-facing interactions take place through an extensive network of libraries. 24% of residents felt that improving libraries was a top priority for creating a fairer Cambridgeshire. In 2024/25 the libraries service was awarded Libraries of Sanctuary status in recognition of the work done to support asylum seekers and those seeking refuge in the county. In 2024-25 March Library was reconfigured to create a more flexible space for a range of cultural activities, with a grant from the Department for Culture, Media and Sport. Further improvements will be made through the £1.3 million which was made available in 2024/25 for the 'Libraries Plus' programme. During 2025-26, we will continue to draw down from this fund, building on the work already approved to be carried out in Yaxley, Cambridge and Ely libraries. All this investment will create more flexible spaces and expand the range of services available locally to our residents, so they are 'Closer to Communities'. Through 'Our Future Council' the role of libraries and community services will be further enhanced as the council continues to build more multi-disciplinary approaches to providing services around Cambridgeshire's distinctive places many of these services being delivered through our libraries.

3.10   The Domestic Violence service supports victims and survivors of abuse across the county. The ending of a time limited grant will allow this service to refocus on the core requirements of delivering the council's statutory duties as outlined in the Domestic Abuse Act 2021. Through its leadership of the Domestic Abuse and Sexual Violence Partnership, the directorate will embed the work previously funded by the grant into the wider service or through broader partnership activity, ensuring that all agencies are working together to identify and address issues of domestic abuse. The Strategy and Partnerships directorate

will continue to host discrete services on behalf of the wider public sector, including the High Intensity Users team, jointly funded by the NHS Integrated Care Board, and Changing Futures, which is jointly funded by several councils and the Combined Authority.

Budget Changes 2025-26

Heading	2025-26 £000	Comments
Inflation	41	Inflation on services generally linked to the consumer price index
Demography and Demand	47	Demand increase for coroners services
Pressures	246	The impact of the increase in employer national insurance.
Investments	-3,511	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted in the table below. These include the continued funding to support the implementation of Anti-Poverty interventions and continued delivery of Library Plus improvements. The technical accounting for these over multiple years is set out in these two lines
Inflation	41	Inflation on services generally linked to the consumer price index
Savings	-443	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted in the table below. These include a review of resourcing across Regulatory Services, and a review of Domestic Violence services to ensure they can effectively deliver their statutory duties following a reduction in grant income.
	-5,828	

Table 3.1 – Communities, Social Mobility and Inclusion Committee budget changes 2025-26

Investments and Savings

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
Anti-Poverty Investment (Table 3 - E/R.5.006, E/R.6.007)	2,191			Concluding the independently led Poverty Strategy Commission, responding to its recommendations by drawing down from the £2.2 million investment to support evidence-based interventions to address the root causes of poverty – noting the commitment of £400k from this budget to the Citizens Advice contract as agreed by this committee at its meeting on 5 December 2024.
Household Support Fund grant extension (Table 3 - E/R.1.005)	6,163	-6,163		Continuing the Household Support Fund, extended by government to March 2026. This provides direct awards to residents and delivers income maximisation and holiday school food vouchers.
Just Transition Fund – Libraries Plus (Table 3 - E/R.5.008, E/R.6.009)	1,320			Improving library facilities via 'Library Plus' investment to create more flexible spaces for use by communities and residents.
Review of Domestic Violence Service (Table 3 - E/R.7.005)	-277			Re-focussing our Domestic Violence service to ensure it is effectively delivering for victims and survivors of abuse in line with statutory duties under the Domestic Abuse Act 2021 following the ending of this time limited grant.

Table 3.2 – Highlights of proposed Strategy and Partnerships investments and savings 2025/26 - 2027/28

The medium-term financial plan for the directorate is:

| £000 | 2025-26 gross to net | | Net budget | | | | |
	Spend	Income	2025-26	2026-27	2027-28	2028-29	2029-30
Communities, Libraries and Skills	19,243	-11,441	7,802	7,110	7,868	7,902	7,939
Regulatory Services	5,751	-3,531	2,221	2,221	2,221	2,221	2,221
Local Assistance Scheme	300	0	300	300	300	300	300
Total	25,295	-14,972	10,323	9,631	10,389	10,423	10,460

Table 3.3 – medium-term financial plan

4. Funding

4.1 The Council draws its funding from two main sources – government grants and locally generated revenue (predominantly council tax, as well as business rates, and then income from charging for council services).

Government Grants

4.1.1 Strategy and Partnerships receives a range of grants to deliver services across Cambridgeshire. The Safe Accommodation grant funds commissioned contracts and support from the Domestic Abuse and Sexual Violence service, ensuring the council meets its statutory duties in accordance with the Domestic Abuse Act 2021. Cambridgeshire Skills is a grant funded service, receiving money each academic year through the Cambridgeshire and Peterborough Combined Authority. Several services are also part funded by grants or through partnership arrangements, for example the Communities Service receives funding from the Integrated Care System to host the High Intensity Users team and Changing Futures receives its funding from district councils and the Combined Authority.

4.1.2 Subject to the Funding Review the expected grants overall are:

- Safe Accommodation for Victims of Domestic Abuse (Ministry of Housing, Communities and Local Government) £1,143,474 in 24/25 (anticipate a small uplift in 25/26).

- Adult Skill Fund (via the CPCA) £2m (funded on an academic year cycle).

- Free Courses for Jobs (via the CPCA) £200k (funded on an academic year cycle).

- Adult Skills Fund (Education and Skills Funding Agency) £150k.

- The Library Presents (Arts Council England) £176,942.

- Library Plus support (One Public Estate) £64k.

- Everyspace (Arts Council Library Improvement Fund) final allocation £25k.

- Housing Related Support/Rough Sleeper Initiative £235k.

- Community Health Information Service (Public Health) £69k.

- Museum Partnership Support (Museum Development South East) £27k.

- Household Support Fund (DwP) estimated £6m.

- High Intensity Users (Integrated Care System) £600k.

- Youth project, Wisbech (Million Hours Fund) £25,746.

Fees and charges

4.2   Within services under the remit of this committee, there is a budget of £2.3m for fees and charges. Examples of these fees and charges are libraries income, registrations and ceremony income, and contributions from other local authorities for services.

4.3   In accordance with the council's scheme of financial management, Executive Directors are responsible for reviewing annually the levels of fees and charges, in consultation with the section 151 officer and presenting a schedule of fees and charges to the relevant service committee. The planned fees and charges within the remit of this committee are included as Appendix 2.

5.   Capital

Capital Schemes

	Total Cost	Prev Years £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	2029-30 £m	Later Yrs £m	Total £m
Community Fund	**5,071**	4,251	740	40	40				
Darwin Green Library	**208**	1	207	-	-				
Sackville House Library Expansion	**582**	401	181	-	-				
Cherry Hinton Library	**88**	61	27	-	-				
Library Minor Works	**81**	39	42	-	-				
Archives - Camera replacement	**45**	-	-	45	-				

	Total Cost	Prev Years £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	2029-30 £m	Later Yrs £m	Total £m
Huntingdon Library Redesign	81	-	75	6	-				
Mobile Library Replacement	369	-	350	19	-				
Libraries - Self Service Replacement	200	-	200	-	-				
Whittlesey Library Refurbishment	166	-	8	152	6				
Total	6,891	4,753	1,830	262	46				

Table 5.1 – Communities, Social Mobility and Inclusion Committee capital schemes

Funding Sources

Funding	Total funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Government Approved Funding								
Basic Need	0							
Capital Maintenance	0							
Devolved Formula Capital	0							
Specific Grants	175		175					
Total – Government Approved Funding	**175**		**175**					
Locally Generated Funding								
Agreed Developer Contributions	739	172	403	158	6			
Anticipated Developer Contributions	582	401	181					
Prudential Borrowing	5,395	4,180	1,071	104	40			
Prudential Borrowing (Repayable)	0							
Other Contributions	0							
Total – Locally Generated Funding	**6,716**	**4,753**	**1,655**	**262**	**46**			
TOTAL FUNDING	**6,891**	**4,753**	**1.830**	**262**	**46**			

Table 5.2 – Funding Sources

5.3 The capital programme for this committee comprises £1.83m of expenditure in 2025-26 and a further £0.30m up to 2030. Full details are provided in tables 4 and 5 of Appendix 1 to this report. This includes the conclusion of the Cambridgeshire Priorities Capital Fund projects and a variety of projects within Libraries & Archives.

5.   Significant Implications

5.1   Finance implications – these are set out in the body of the report and the associated appendices.

5.2   Legal implications – these are considered on a case by case basis for example, whenever we procure or commission a service.

5.3   Risk implications – the services within the remit of this committee provide an updated risk register to committee on a quarterly basis.

5.4   Equality and Diversity implications – given the range of services covered by this committee these are considered on a case-by-case basis.

6.   Source Documents

6.1   Our Future Council - Change Strategy (October SR&P 2024)

6.2   Business Planning and Budget Setting 2025-26 (December SR&P 2024)

Table 1: Revenue - Summary of Net Budget by Operational Division [CSMI Committee Indicative]
Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
	Regulatory Services							
-688	Registration and Citizenship Services	1,342	-2,175	-833	-833	-833	-833	-833
2,294	Coroners	3,529	-1,232	2,297	2,297	2,297	2,297	2,297
713	Trading Standards	881	-124	757	757	757	757	757
2,318	**Subtotal Regulatory Services**	**5,751**	**-3,531**	**2,221**	**2,221**	**2,221**	**2,221**	**2,221**
	Local Assistance Scheme							
300	Local Assistance Scheme	300	-	300	300	300	300	300
300	**Subtotal Local Assistance Scheme**	**300**	**-**	**300**	**300**	**300**	**300**	**300**
	Communities, Libraries and Skills							
5,846	Strategic Management - Communities, Libraries and Skills	5,329	-6,163	-834	-834	-97	-97	-97
4,305	Public Library Services	4,989	-410	4,578	4,619	4,590	4,623	4,660
-	Cambridgeshire Skills	2,550	-2,550	-	-	-	-	-
425	Archives	484	-64	420	406	405	405	404
130	Cultural Services	365	-231	133	133	133	133	133
1,269	Communities Service	1,663	-372	1,291	572	572	572	572
68	Changing Futures	778	-710	68	68	68	68	68
2,118	Domestic Abuse and Sexual Violence Service	3,086	-940	2,146	2,147	2,197	2,198	2,199
14,162	**Subtotal Communities, Libraries and Skills**	**19,243**	**-11,441**	**7,802**	**7,110**	**7,868**	**7,902**	**7,939**
16,780	**Budget Total**	**25,295**	**-14,972**	**10,323**	**9,631**	**10,389**	**10,423**	**10,460**

Table 2: Revenue - Net Budget Changes by Operational Division [CSMI Committee Indicative]
Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorites & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
Regulatory Services									
Registration and Citizenship Services	-688	-43	-	26	-	-	-79	-49	-833
Coroners	2,294	8	47	36	-	-	-87	-	2,297
Trading Standards	713	46	-	-	-	-	-	-2	757
Subtotal Regulatory Services	**2,318**	**11**	**47**	**62**	**-**	**-**	**-166**	**-51**	**2,221**
Local Assistance Scheme									
Local Assistance Scheme	300	-	-	-	-	-	-	-	300
Subtotal Local Assistance Scheme	**300**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**300**
Communities, Libraries and Skills									
Strategic Management - Communities, Libraries and Skills	5,846	-	-	3	-	-520	-	-6,163	-834
Public Library Services	4,305	29	-	119	-1,320	1,320	-	125	4,578
Cambridgeshire Skills	-	-	-	-	-	-	-	-	-
Archives	425	-	-	10	-	-	-	-14	420
Cultural Services	130	-	-	3	-	-	-	-	133
Communities Service	1,269	-	-	22	-2,191	2,191	-	-	1,291
Changing Futures	68	-	-	-	-	-	-	-	68
Domestic Abuse and Sexual Violence Service	2,118	1	-	29	-	-	-277	275	2,146
Subtotal Communities, Libraries and Skills	**14,162**	**30**	**-**	**185**	**-3,511**	**2,991**	**-277**	**-5,777**	**7,802**
Budget Total	**16,780**	**41**	**47**	**246**	**-3,511**	**2,991**	**-443**	**-5,828**	**10,323**

Table 3: Revenue - Overview [CSMI Committee Indicative]
Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
2	**INFLATION**						
C/R.2.001	P&S General Inflation	55	99	77	44	45	General Inflation for the directorate in addition to the specific inflation listed below calculated for other budgets not separately listed
E/R.2.001	General inflation S&P	40	43	46	49	52	The total non staffing expenditure inflation allocation is based on different inflation indicators for each budget type.
3	**DEMOGRAPHY AND DEMAND**						
C/R.3.001	Coroner Service - Pathologist demand referrals	47	51	51	51	51	The demand for Coroner Services is expected to continue to rise due to the increasing population size and increases number of complex cases to be investigated.
4	**PRESSURES**						
C/R.4.053	Trading Standards	-	87	-	-	-	A pressure is expected in the trading standards service following contract inflation in recent years being higher than allowed for. It is expected that this can be managed in 2025-26 but will need adjusting for in 2026-27
C/R.4.055	National Insurance changes	62	-	-	-	-	Expected P&S staffing cost increase due to planned NI rate and threshold changes.
E/R.4.002	Libraries - Impact of new communities	-	55	-	-	-	Growth reflecting increased demand in South Cambs from new development in Waterbeach where a new library is estimated to open in 2026-27.
E/R.4.004	National Insurance changes	185	-	-	-	-	Expected S&P staffing cost increase due to planned NI rate and threshold changes.
5	**PRIORITIES & INVESTMENTS**						
E/R.5.004	Communities - Migration post and Communities	-	-	-150	-	-	The temporary investment in Communities team funded from reserves comes to an end in 2027-28. Links to E/R.6.005.
E/R.5.006	Anti-Poverty investment	-2,191	-	-	-	-	Planned budget adjustment to reflect temporary commitment in the 2024-29 business plan. Funding not spent from that temporary investment will continue to be available.
E/R.5.008	Libraries Plus investment	-1,320	-	-	-	-	Planned budget adjustment to reflect temporary commitment in the 2024-29 business plan. Funding not spent from that temporary investment will continue to be available.

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
6	USE OF RESERVES						
E/R.6.005	Communities investments funding from reserves	-	-	150	-	-	Communities drawdown from Homes for Ukraine grant reserve to continue for three years in total, ending in 2027-28. Links to E/R.5.004. This movement in reserves was added in 2024-25 when £150k was drawn down. This will then be fully unwound in 2027-28.
E/R.6.006	Use of Ukraine grant reserve	-	-	350	-	-	Contribution from Homes for Ukraine Tariff grant reserve to the costs faced by this directorate in managing the Homes for Ukraine scheme locally and providing additional support. This reserves movement was added in 2024-25 when £350k was drawn down. Totals £1.05m over three years. To be reversed in 2027-28.
E/R.6.007	Reserves funding for anti-poverty priority	2,191	-	-	-	-	Temporary funding was allocated from reserves in 2024-25 relating to E/R.5.006; unspent funding continues to be available.
E/R.6.009	Just Transition Funding - Libraries Plus	1,320	-	-	-	-	Temporary funding was allocated from reserves in 2024-25 relating to E/R.5.008; unspent funding continues to be available.
E/R.6.010	Further use of Ukraine grant reserve	-520	-	520	-	-	Further use of Home for Ukraine grant reserve to support the directorate. This a new reserves movements for 2025-26 when 2025 will be drawn down. This will then be unwound in 2027-28.
7	SAVINGS						
C/R.7.233	Coroners - local authority funerals	-5	-	-	-	-	Saving on local authority funeral expenditure by discharging the council's responsibility more quickly.
C/R.7.234	Registration - reducing establishment	-37	-	-	-	-	Realignment of resourcing requirement following legislative landscape change.
C/R.7.235	Coroners - reducing establishment	-20	-20	-	-	-	Realignment of resourcing requirement following legislative change
C/R.7.237	Directorate Service Review	-104	-	-	-	-	Service Directors have completed a full review of all budgets and have identified further savings by redesigning and reconfiguring a number of services.
E/R.7.005	Review of Domestic Violence service	-277	-	-	-	-	Review of Domestic Violence service, following the ending of a time-limited grant, to enable the service to focus on its statutory role as defined by the Domestic Abuse Act 2021 and direct support to victims and survivors.

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
E/R.7.006	Strategy and Partnerships review of working Closer to Communities	-	-764	-193	-	-	Implement the learning from Closer to Communities through community facing teams from across the council working more closely together for the benefit of residents.
8	**FEES, CHARGES & RING-FENCED GRANTS**						
C/R.8b.002	Fees and charges inflation	-44	-50	-59	-61	-62	Increase in external charges to reflect inflationary increases
C/R.8c.141	Registration - Ceremony Refunds	-3	-2	-	-	-	Partial backing out of the 24/25 £25K income adjustment re ceremony refunds
E/R.8b.002	Fees & Charges inflation (S&P)	-11	-12	-14	-15	-15	Fees and charges increase in line with inflation.
E/R.8c.004	Partnership income	-14	-14	-	-	-	Income expected through contributions from partners for work carried out on their behalf.
E/R.8c.006	Libraries income	125	-	-	-	-	The library service is expected to receive less income by offering space to other county council services thereby reducing income from external customers.
E/R.8d.006	Victim services grant ending	277	-	-	-	-	Victim services grant is ending.
E/R.8d.008	Household Support Fund Grant	-6,163	6,163	-	-	-	Household Support Fund grant extension to end of March 2026. £1m of the expected grant income is reflected in CE&F Tables to part fund FSM holiday voucher scheme.

Table 4: Capital Programme [CSMI Committee Indicative]
Budget Period: 2025-26 to 2034-35

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
E/C.1.004	Community Fund	A £5m fund that will help to deliver a range of community based investments that support the Council's aspiration of "Making Cambridgeshire a great place to live".	Committed	5,071	4,251	740	40	40	-	-	-
E/C.1.010	Darwin Green Library	New library provision to meet community needs and provide a welcoming central venue for the community.	Committed	208	1	207	-	-	-	-	-
E/C.1.011	Sackville House Library Expansion	This capital scheme will help to provide an efficient and excellent library service to the people of Cambourne that reflects the growing size of the community and the varied uses libraries play. Enhancing the use of Sackville house and adapting to meet the needs of the current workforce.	Committed	582	401	181	-	-	-	-	-
E/C.1.012	Cherry Hinton Library	Improvements to Cherry Hinton Library.	Committed	88	61	27	-	-	-	-	-
E/C.1.013	Library Minor Works	Minor upgrade works needed to existing libraries across the county.	Committed	81	39	42	-	-	-	-	-
E/C.1.015	Archives - Camera replacement	Replacement of ageing Archives camera to enable the Archives service to continue to provide high quality master images of documents. This is required by the National Archives and will also maintain an income stream from digitisation.	2026-27	45	-	-	45	-	-	-	-
E/C.1.016	Huntingdon Library Redesign	S106 funded update of the Huntingdon Library space. Creating more flexible and useful community space to meet the growing needs of the population.	2025-26	81	-	75	6	-	-	-	-
E/C.1.017	Mobile Library Replacement	Replace our oldest mobile library due to increased maintenance costs as the vehicle ages.	2025-26	369	-	350	19	-	-	-	-
E/C.1.018	Libraries - Self Service Replacement	Replacement of 32 ageing self service machines reaching end of life.	2025-26	200	-	200	-	-	-	-	-
E/C.1.019	Whittlesey Library Refurbishment	Refurbishment of Whittlesey in line with Accommodation Improvement and Libraries Plus priorities.	2025-26	166	-	8	152	6	-	-	-
	Total			**6,891**							

Table 5: Capital Programme - Funding [CSMI Committee Indicative]
Budget Period: 2025-26 to 2034-35

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
E/C.1.004	Community Fund	Committed	5,071	-	71	-	-	5,000
E/C.1.010	Darwin Green Library	Committed	208	-	208	-	-	-
E/C.1.011	Sackville House Library Expansion	Committed	582	-	582	-	-	-
E/C.1.012	Cherry Hinton Library	Committed	88	-	88	-	-	-
E/C.1.013	Library Minor Works	Committed	81	-	81	-	-	-
E/C.1.015	Archives - Camera replacement	2026-27	45	-	-	-	-	45
E/C.1.016	Huntingdon Library Redesign	2025-26	81	-	81	-	-	-
E/C.1.017	Mobile Library Replacement	2025-26	369	175	44	-	-	150
E/C.1.018	Libraries - Self Service Replacement	2025-26	200	-	-	-	-	200
E/C.1.019	Whittlesey Library Refurbishment	2025-26	166	-	166	-	-	-
	Total		**6,891**	**175**	**1,321**	**-**	**-**	**5,395**

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Borrowing Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books	Statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eBooks	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Magazines	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eMagazines/eNewspapers	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- junior/ young adult	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course - adult	Non-statutory	£1.10	£1.10		Maintained as reduced expense purchasing items
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	DVD	Non-statutory	£1	£1		Collection being phased out.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Overdue Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books and magazines- Junior	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books and magazines- Adult	Non-statutory	25p per day (max charge £5)	25p per day (max charge £5)		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eBooks/eMagazines/eNewspapers	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- Junior	Non-statutory	Free	Free	N/A	

1

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- Adult	Non-statutory	25p per day (max change £13)	25p per day (max charge £13)		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	DVD	Non-statutory	25p per day (maximum fine £5)	25p per day (maximum fine £5)		Collection being phased out
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Membership					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Memership Card	Statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Replacement card- adult/junior	Non-statutory	£2.50 / £1.50	£2.50/ £1.50	Full cost recovery	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Lost/damaged loan items	Non-statutory	Variable dependent on item value.	Variable dependent on item value.	Full cost recovery	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reading Groups	Non-statutory	£35	£35		Remain the same -work to take place to promote this offer.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Requests					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Under 25 copies £15 internal, £30 external	Under 25 copies £15 internal £30 external	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	25-50 copies £25 internal, £55 external	25-50 copies £25 internal, £55 external.	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	51-99 copies, £35 internal, £80 external	51-99 copies, £35 internal, £80 external.	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Over 100 copies, £50 Internal £100 external	Over 100 copies, £50 Internal £100 external.	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Items not in Cambridgeshire stock	Non-statutory	£8.50	£8.50		Any items requested from other authorities' libraries (inter-library loan) will be charged at £8.50 each. If an item is to be obtained from the British Library or Academic library, the charge will be £20.60 and £6 per renewal (recovery of costs charged by these institutions), but requestors will be contacted for confirmation to proceed with the request. Charges will still apply for uncollected items
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	British Library Loan	Non-statutory	£20.60	£20.60	Full cost recovery	Including University lending where the same fees are levelled against us i.e. full cost recovery
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	British Library Renewal	Non-Statutory	£6.25	£6.25	Full cost recovery	Full cost recovery fee set by British Library
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reservation of Cambridgeshire adult stock	Non-statutory	50p	50p		Fees to remain the same for 2025-26.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reservation of SPINE stock	Non-statutory	£2.00	£2.00		SPINE regional agreement across service. Next due for renegotiation with the contract in 2025. when contract up for discussion.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Printing and Copying					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4 black and white	Non-statutory	30p	30p		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues.Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4 colour	Non-statutory	80p	80p		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A3 black and white (copying only)	Non-statutory	60p	60p		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A3 colour (copying only)	Non-statutory	£1.50	£1.50		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4/A3 microfilm	Non-statutory	£1/£1.50	N/A		Microfilms now connected to library printers - no separate charge. replaced by normal pc printing charge
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Internet and Email					(Fax services no longer offered)

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Online reference resources	Statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Internet and email access	Non-statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Wi-Fi access	Non-statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Events					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Adult	Non-statutory	£0-£30	£0-£30		Dependant on event type greater emphasis on covering cost of running events.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Children	Non-statutory	£0-£10	£0-£10		Dependant on event type greater emphasis on cost recovery to run events.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Central Library - Cambridge Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £13-£32 ph	Price Range between £13.75 - £33.75 ph		We have introduced a range of hire prices related to the local market and the flexibility continues to reflect local conditions and varied types of spaces available.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £13-£32ph	Price Range between £13.75 - £33.75 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 3	Non-statutory	Price Range between £22-£53 ph	Price Range between £23.25 - £56 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Conference room	Non-statutory	Price Range between £26-£60ph	Price range between £27.50-£63.25ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	Price Range between £62-£160 per day Price range between £183-£400 per week	Price Range between £65.50-£169 per day Price range between £194 £422 per week		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £100-£230 pw	Price Range between £105.50-£242.50 pw		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Chatteris Library Room Hire Charges					

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Cherry Hinton Library Room Hire Charges					
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Community Space	Non-statutory	N/A Community will be running venue offer when new library reopens	N/A Community will be running venue offer when new library reopens		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Ely Library Room Hire Charges					
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Meeting room 1	Non-statutory	Price Range between £7.50-£53 ph	Price Range between £8-£56ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Interview room 1	Non-statutory	Price range between £6.50-£21.50 ph	Price Range between £7-£22.75 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Huntingdon Library Room Hire Charges					
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Meeting room 2	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Meeting room 1 and 2	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Interview Rooms & Pods	Non-statutory	Price range between £6.50-£21.50 ph	Price Range between £7 - £22.75 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Exhibition space	Non-statutory	Price range between £26.50-£79.50 pw	Price Range between £28-£84 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	March Library Room Hire Charges					
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Public Library Services**	**Libraries**	Interview room	Non-statutory	Price range between £6.50-£21.50 ph	Price Range between £7-£22.75 ph		as above

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Milton Road Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting Room 1&2	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting Room 3	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Kitchen	Non-statutory	£10.50 ph (commercial) £5.25 ph (Council Partner) Free (Community)	£11 ph (commercial) £5.50 ph (Council Partner) Free (Community)		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Whole Lib	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Ramsey Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8 - £56 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price range between £6.50-£21.50 ph	Price range between £7-£22.75 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Rock Road Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8- £56 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Soham Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	St Ives Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8 - £56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	price range between £26.50-£79.50 pw	Price range between £28-£84 pw		as above

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	St Neots Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8 - £56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community space 1	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community space 2	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £26.50-£79.50 pw	Price range between £28-£84 pw		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer space	Non-statutory	Price range between £26.50-£79.50 pw	Price range between £28-£84 pw		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Whittlesey Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8- £67 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Wisbech Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	non-statutory	Price range between £6.50 - £21.50 ph	Price range between £7 - £22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Yaxley Library Room hire charges					

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	non-statutory	Price range between £7.50-£21.50 ph	Price range between £8 - £22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A3 poster £10.50 A4 poster £6.50 A5 poster £4.25	A3 poster £11 A4 poster £7 A5 poster £4.50		Fees are per month
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A5 leaflets £5.25 per 50 leaflets Multiple Leaflets / fliers 10% discount	A5 leaflets £5.50 per 50 leaflets Multiple Leaflets / fliers 10% discount		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Local Studies Research Services charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	30 mins	Non-statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	1 hour	Non-statutory	£40	£40	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	1.5 hours	Non-statutory	£60	£60	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	2 hours	Non-statutory	£80	£80	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Each Additional 30 min	Non-statutory	£20	£20	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Advertising on Mobile Library Vans	Non-statutory	From £200 per month	Mobiles from £250 pm Vans from £350 pm	Full cost recovery	New drive to increase use planned
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Archives Services charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	1 hour	Non-statutory	£40	£40	Full cost recovery	Price remaining the same for 2025-26
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	2 hours	Non-statutory	£80	£80	Full cost recovery	Price remaining the same for 2025-26
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Specialist research for business or professional clients	Non-statutory	£95	£100	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Other checks of records or indexes up to 15 minutes	Non-statutory	£17	£18	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Vehicle registration, electoral register and magistrates' court register searches	Non-statutory	£23	£24	Full cost recovery	Inflation rise

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Replacement of lost CARN ticket	Non-statutory	£5.50	£6.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Reproduction Fees					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Local, limited distribution publications (1-10 pictures)	Non-statutory	£10.50	£11.00	Full cost recovery	Reproduction online: £20 for 1-5 images, £30 for 6-10 images. Negotiable over 10 images.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Other commercial publications	Non-statutory	£26.50	£28.00	Full cost recovery	Negotiable
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	TV, film: world wide use 5 year licence	Non-statutory	£275	£290	Inflation rise	Negotiable
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Outreach fees					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Group Visits to Archives	Non-statutory	£74	£74	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Talks to groups outside the office	Non-statutory	£90	£90	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Archives and Local Studies: Digitisation					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document up to A3	Non-statutory	£8.90	£8.90	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document between A3 and A1	Non-statutory	£15.00	£15.00	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document larger than A1	Non-statutory	£35.00	£35.00	Full cost recovery	Requires two scans. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	35mm transparency	Non-statutory	£8.90	£8.90	Full cost recovery	At a specific DPI. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	C19 lantern slide	Non-statutory	£8.90	£8.90	Full cost recovery	At a specific DPI. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	C19 glass plate	Non-statutory	£8.90	£8.90	Full cost recovery	At a specific DPI. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Pre-digitised A4-A2	Non-statutory	£6.15	£6.15	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Pre-digitised A1-A0	Non-statutory	£12.20	£12.20	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	Inclosure / tithe / estate maps	Non-statutory	£28.00	£28.00	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	Bulk scanning / large projects	Non-statutory	£28.10	£28.10	Full cost recovery	Hourly rate . Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	Image retouching	Non-statutory	£53.00	£55.00	Full cost recovery	Per image. Inflation rise
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	Local Studies: Non-digitised images (from negatives)					
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	6 x 4 BW	non-statutory	£5.00	N/A	N/A	service withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	7 x 5 BW	non-statutory	£6.00	N/A	N/A	service withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	8 x 6 BW	non-statutory	£7.00	N/A	N/A	service withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	10 x 8 BW	non-statutory	£8.00	N/A	N/A	service withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	12 x 9 BW	non-statutory	£10.00	N/A	N/A	service withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	35 mm slides	non-statutory	£9	N/A	N/A	Service Withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	Negatives of privately owned images	non-statutory	£9	N/A	N/A	Service withdrawn
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Libraries**	Conservation work	non-statutory	£50ph	£55ph	Full cost recovery	Plus materials
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	Photocopies and print outs in the search room					
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	A4 photocopy archive	Non-statutory	£1.60	£1.60	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	A3 photocopy archive	Non-statutory	£2.10	£2.10	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	A4 photocopy library item	Non-statutory	£0.55	£0.60	Full cost recovery	Inflation rise
Strategy and Partnerships	**Communities, Social Mobility and Inclusion**	**Cultural and Community Services**	**Archives**	A3 photocopy library item	Non-statutory	£0.80	£0.90	Full cost recovery	Inflation rise

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 Microform print self service	Non-statutory	£1.10	£1.10	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 Microform print self service	Non-statutory	£1.60	£1.60	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	IT printout black and white	Non-statutory	£0.25	£0.30	Full cost recovery	Matched with Libraries
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	IT printout colour	Non-statutory	£0.55	£0.80	Full cost recovery	Matched with Libraries
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies and print outs by post					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies or printouts	non-statutory	Minimum Charge of £10.50 (including postage) for up to 5 pages then £1 for each additional page	Minimum Charge of £11.00 (including postage) for up to 5 pages then £1 for each additional page	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Certified Copies	non-statutory	£26	£28	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photo permit - use of own camera in the search room	non-statutory	£10.50	£11.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Digital Photography by post					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 Colour print	non-statutory	£7.00	£7.50	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 Colour print	non-statutory	£11.50	£12.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Plus Handling Charge	non-statutory	UK: £4.50 Rest of the world: £11.00 or actual postage if in excess	UK: £5.00 Rest of the world: £12.00 or actual postage if in excess	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Digital Photography by email					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Per Photograph	non-statutory	£7.00	£7.50	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Per email (max. 5jpegs per email)	non-statutory	£3.50	£4.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Specialist photography by FSB Scanning Bureau	non-statutory	Prices available on application	Prices available on application	Full cost recovery	Prints larger than A3 have to be done by an external company and are quoted for on spec.

COSMIC Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25	Proposed charge for 2025-26 General Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	**Highways and Transport**	**Policy, Insight and Programmes**	**Policy, Insight and Programmes**	Road traffic collision (accident) data	non-statutory	£370+VAT standing charge for all data queries. Extra fee for larger requests exceeding 1,000 collisions (£106+VAT per additional 500 collisions). Extra fee for alternative data export formats (£425+VAT). Extra fee for PDF map of collisions: -Up to 25 collisions: £370+VAT - 26-50 collisions: £400+VAT - 51-75 collisions: £425+VAT - 76-100 collisions: £450+VAT - 101-150 collisions: £475+VAT - 151-200 collisions: £500+VAT - 201-250 collisions: £530+VAT - 251+ collisions: Not available. Data can be downloaded for free at: https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/	£390+VAT standing charge for all data queries. Extra fee for larger requests exceeding 1,000 collisions (£112+VAT per additional 500 collisions). Extra fee for alternative data export formats (£450+VAT). Extra fee for PDF map of collisions: -Up to 25 collisions: £390+VAT - 26-50 collisions: £425+VAT - 51-75 collisions: £450+VAT - 76-100 collisions: £475+VAT - 101-150 collisions: £500+VAT - 151-200 collisions: £530+VAT - 201-250 collisions: £560+VAT - 251+ collisions: Not available. Data can be downloaded for free at: https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/	Full cost recovery	

Closer to Communities - Final Considerations

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	16 January 2025
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Executive Summary:	For the committee to note the content of the report and how this work will inform and direct the implementation of Our Future Council
Recommendation:	The committee is recommended to:

a) Note the contents of the report; and

b) Endorse the learning and considerations set out in Section 6 of the report.

Officer contact:

Name: Jessica Kennedy
Post: Project Manager, Closer to Communities
Email: Jessica.kennedy@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

1.1 The Closer to Communities portfolio demonstrates the progress of the Council's approach to bringing services and support closer to communities, through the delivery of a series of pilot projects, evaluation and considerations which align with the Council's strategic framework ambitions.

1.2 Working with communities strengthens the Council's ability to achieve complex strategic ambitions in a way that is more relevant to our residents. Alignment between the pilots and ambitions is illustrated below using a selection of examples. Pilot details can be found in Appendix 1 using the reference number listed in brackets below.

1.3 ## Ambition 1: Net Zero
This ambition was supported by the pilot projects related to climate and the environment, such as the Community Environment Project (Pilot 10) and Local Community Climate Campaigns (Pilot 15). These pilots worked to showcase the power of community-led green efforts and the importance of collaborative approaches when working alongside communities on this topic.

1.4 ## Ambition 2: Greener, safer travel
This ambition has been addressed by supporting communities to participate in decision making and working collaboratively with partners around local transport networks through pilots, such as the Cambridge Joint Area Committee (Pilot 8) and Facilitating and Empowering Communities in Highways (Pilot 21), enhancing local participation and engagement by tailoring delivery to communities.

1.5 ## Ambition 3: Health inequalities
This ambition was supported by responding to local priorities to act on wider determinants of health. The Smoking Cessation pilot (Pilot 7) explored this by creating a targeted and bespoke approach that addresses the specific needs of communities in Fenland.

1.6 ## Ambition 4: Healthy, safe and independent lives
To support healthy lives, pilots illustrated efforts towards deepening engagement and participation in the work of Integrated Neighbourhoods (Pilot 14), local partnerships of health, emergency services, voluntary and community sector and council services usually centred on local clusters of GP surgeries.

1.7 ## Ambition 5: Anti-Poverty
To support communities experiencing financial hardship, pilots such as the Huntingdon Council Tax project (Pilot 4) and the Supporting Families Fund (Pilot 18) worked to demonstrate the impact of devolved funding, allowing for a tailored, holistic support package for residents and a willingness to work flexibly and adapt to change, paving the way for ongoing innovation between the Council and its partners.

1.8 ## Ambition 6: Places and Communities
This ambition was addressed through place-based working, delivering high quality services closer to communities.

1.9   Ambition 7: Children and Young People
      This ambition was supported through the pilots of Detached Youth Work (Pilot 1) and the
      Youth Survey (Pilot 5) where services and delivery were driven and designed in partnership
      with young people, their families and the strengths of local voluntary and community sector.

2.   Background

2.1   In July 2023, the Communities, Social Mobility and Inclusion Committee approved
      proposals to test new ways of working through a series of pilots that support services to
      deliver their work 'Closer to Communities'.

2.2   A range of pilots were selected based on their alignment to the Council's strategic
      ambitions, their geographical spread and to provide a mix of strategic and tactical
      opportunities, with many of the pilots reflecting challenges that communities face.

2.3   It is important to note that whilst the Council led most of the pilots, most were delivered in
      partnership and in some cases the Council was not the lead.

2.4   The goal for the pilots was fundamentally to enable learning, which would be presented to
      the Communities, Social Mobility, and Inclusion Committee in this report.

3   Themes

3.1   To assist with learning and evaluation, four themes were identified to track the learning from
      the pilots about how the Council can work Closer to Communities and the potential positive
      outcomes:
      - Devolved decision making
      - Devolved funding
      - Co-designed and co-produced
      - Place-based and targeted

3.2   Further detail on the four themes is set out in the evaluation paper of Closer to
      Communities, which is attached at Appendix 1.

4.   Main Issues

Project development

4.1   The Council endorsed the implementation of these projects, which were experimental in
      their nature, to test out the practicalities, opportunities, and challenges of working Closer to
      Communities across Cambridgeshire. The pilots were intended to provide valuable insights
      and lessons that could inform future working in this space.

Approach

4.2 The projects were centred around the principle of bringing services Closer to the Communities and improving delivery by responding and tailoring to community needs.

Collaborative effort

4.3 The development and implementation of this work involved listening and collaborating with local communities and partners.

Evaluation and refinement

4.4 The work in this space was closely monitored and evaluated by a Project Manager at the Council, with the learning being crucial in refining and scaling up successful methods and approaches.

Focus of the work

4.5 It is critical for the committee to note that the pilot outcomes themselves are not the key driver of this work and whilst they have been evaluated, what is being tested through this work is how the Council can work differently across its directorates to bring services Closer to Communities and the approaches and methods used.

5. Findings:

5.1 Overall findings from the work identified how efforts to work Closer to Communities:

- Empowers communities
  Giving them greater opportunities to shape their lives, fostering a sense of ownership and participation.

- Encourages innovation
  In addressing challenges and opportunities within the community, as stakeholders are empowered to explore new approaches.

- Strengthens social capital
  Within communities by fostering a culture of collaboration, trust, and engagement, leading to cohesion and resilience.

- Enables communities to develop tailored solutions
  To address their unique needs, priorities and place contexts.

- Leads to more responsive and efficient service delivery
  As the organisation is better positioned to understand and address the specific needs of their communities, resulting in improved access to essential services.

- Promotes accountability and transparency
  When decision-making authority is shifted closer to communities, building and maintaining trust.

6 Considerations from the Closer to Communities Portfolio

6.1 From the work of the Closer to Communities portfolio, there are opportunities for the Council to mainstream, embed and continue its journey of working Closer to Communities, building upon the successes, challenges and lessons learnt.

6.2 Set out below are a series of 'Considerations' from this work, which will underpin, and in some cases specifically direct, aspects of the Council's Our Future Council change strategy, which was approved at the meeting of the Strategy, Resources and Performance Committee on 31 October 2024.

6.3 This strategy identifies five cross cutting themes:

- Assets
  Maximise the use of all the Council's property assets to support efficient working and effective service provision.

- Commissioning and Commercial
  Ensure the Council gets the best value out of public money, takes an active role in the economic development of the area it is responsible for and achieving social value, and that its commissioning and commercial activity meets the needs of residents.

- Customer Engagement / Experience
  Review how the Council engages with residents across the county to ensure that access is easy to use and designed around residents and their needs, achieving the right outcome without the need for repeat referrals or contacts, essentially creating a 'no wrong door' approach for residents.

- Digital, Data and Technology
  Build the required foundations to leverage the use of digital, data and technology to improve customer experience and drive efficiencies in service delivery and a digital by design approach, whilst exploiting new opportunities such as Artificial Intelligence.

- Target Operating Model
  Redesigning how the Council is organised and operates to deliver its services closer to communities, removing professional silos and creating integrated teams that work together to improve outcomes for residents, both locally and at a countywide level.

6.4 The following Considerations are intended to help inform the strategic direction, identifying how the organisation should approach its next steps in its journey of working Closer to Communities.

Consideration:	Rationale:	Links to Closer to Communities four themes (Devolved decision-making, Devolved power and funding, Co-designed and co-produced, Place-based and target approaches)	Links to the Our Future Council principles (Solid Foundations and Innovation principles)	Links to Our Future Council cross cutting programmes and other county council work
1. Cambridgeshire County Council should continue to actively strengthen partnerships through collaboration with existing and potential stakeholders.	Evidence from many pilots included references to the effectiveness of developing partnerships and collaborative approaches across organisations. This is because it provided a powerful foundation for pooling resources, leveraging expertise, and the delivery of services that are truly responsive to community needs.	Co-design and co-production: drawing on the strengths of all and creating more adaptable and innovative services through regular communication and collaboration, ensuring alignment with ever evolving community needs.	Honest communication Trusting relationships Long term planning Clear roles and accountability Place-based Collaborative	The Target Operating Model. Potential opportunities for coordinated training through Learning and Development. Alignment with the Consultation and Engagement strategy. Work to review partnerships is currently being carried out through a self-assessment process. The next steps will include looking for further opportunities with our partners.

2.	Cambridgeshire County Council should continue to adopt a "One Team" approach.	Bringing project leads together as part of the Closer to Communities pilots revealed that work with our communities can be delivered in service specific silos. Bringing together a governance board from across the organisation highlighted the usefulness of sharing the learning from one pilot with other services and drive a shared vision.	Co-design and co-production: this collaboration paves the way for the development of cohesive teams across services, enabling a more responsive and agile organisation to thrive in meeting community need.	Trusting relationships Clear roles and accountability Appropriately skilled workforce Collaborative	The cross-cutting approach through Our Future Council will provide opportunities for officers to work across services. Target Operating Model.
3.	Cambridgeshire County Council engaging in more localised planning and delivery.	Pilots highlighted the importance of responding to local need in the design of service delivery. For example, engaging with local groups to consider relevant activities and solutions for residents. Understanding that local communities are not homogeneous. Pilots identified how this enabled tailored services to meet the specific needs and priorities of communities, enhancing trust as community voice informed future work.	Place-based and targeted: drove delivery in alignment with local challenges, and resource where it is needed most.	Evidence-based decision making Preventative Place-based Collaborative	The Target Operating Model.

4. Cambridgeshire County Council should continue Place-based forums and expand to invite appropriate officers from across the organisation.	This work is still in early stages of encouraging internal organisation join up. The forums have allowed for the alignment of priorities and cross cutting insights into specific communities which can vary greatly across the County. These forums are already showing indications that this is increasing knowledge of communities, decreasing duplication between services and enhancing connections for officers within the council.	Place-based and targeted: this approach allowed flexibility to address issues quickly and efficiently, as they arise in communities as forums can adapt to changing needs of a place.	Honest communication Trusting relationships Appropriately skilled workforce Preventative Place-based Collaborative	These findings should be considered alongside the implementation of Our Future Council and the move to place-based working within the Target Operating Model.
5. Cambridgeshire County Council should continue to explore place-based budgets alongside the place-based forums.	Through the learning gathered from the place-based budgets, it is clear they are a useful contribution to place-based working; however, further exploration is needed. This ensures the forums encourage innovation and tailored solutions, alongside the flexibility of new ideas and approaches to community need which may not emerge from a top-down approach or silo working. This approach will also reduce bureaucracy and governance by allowing decision making at a local level.	Place-based and targeted: ensuring funding is used effectively, so work is designed and delivered in alignment with community motivation and need.	Collaborative	The Target Operating Model.

6. Cambridgeshire County Council should enhance officer/ member engagement by reviewing and developing the guidance and exploring awareness and training opportunities for officers.	Feedback from pilots has highlighted gaps in communication in relation to place based activity across service areas and Members. Ensuring officers and Members are well informed will ensure opportunities for join up are not missed. Further training for officers will ensure there is consistency across the organisation around elected member engagement and communication, in line with the constitution.	Co-design and co-production encourage the alignment of knowledge, context and meaningful interactions between officers and members.	Honest communication Trusting relationships Strong scrutiny and audit Clear roles and accountability Appropriately skilled workforce	The Target Operating Model. Possibilities to develop further training with democratic services.
7. Cambridgeshire County Council should explore opportunities to test the development and delivery of Place based teams and priorities, based on community input and needs assessments.	The pilots provided a wealth of evidence for place-based working, the council can use this existing evidence for future development.	Place-based and targeted: providing a roadmap of activity aligning priorities and enabling collective responsibility for a place.	Long term planning Strong scrutiny and audit Clear roles and accountability Effective IT systems Evidence-based decision making Place-based	The Target Operating Model programme to receive a full debrief to feed learning from Closer to Communities into future work.

8.	Cambridgeshire County Council should enhance the use of their assets in ways that support communities.	This is a key driver of delivering services Closer to Communities, through the pilots it was highlighted that the use of our estate to deliver aligned services, provide integration opportunities and for teams to improve collaboration was essential. Pilots gave evidence to support the learning using child and family centres and libraries as assets to deliver work Closer to Communities.	Place-based and targeted: this lays the foundations for the development of flexible, multi-purpose approaches to asset usage, ensuring that assets can be adapted over time.	Long term planning Preventative Place-based Collaborative	The Assets cross cutting programme in Our Future Council, specifically through the Accommodation Improvement Programme.
9.	Cambridgeshire County Council should ensure that where appropriate local commissioning takes place.	To enhance the efficiency and impact of commissioned services for communities, where appropriate decisions should be made at a local level.	Devolved power and funding and devolved decision-making: this localised approach will drive tailored services to the unique characteristics of a place, foster stronger partnerships, and enable more responsive, effective service delivery.	Trusting relationships Long term planning Clear roles and accountability Evidence-based decision making Preventative Place-based Collaborative	Commissioning and Commercial cross cutting programme in Our Future Council

10. Cambridgeshire County Council should work across the organisation to ensure officers have access to relevant timely data and insight through a range of means.	Cambridgeshire County Council is a data rich organisation with expertise in analysing and providing evidence for decision making. An observation from the pilots is that there was an inconsistent understanding of data and insight across the organisation. By maturing the organisation in data and insight there are opportunities to embed evidence-based decision making at all levels.	Place-based and targeted: driving a focus on place is central as service delivery is led by local data and is evidence based.	Long term planning Appropriately skilled workforce Effective IT systems Evidence-based decision making Preventative Place-based Digital	Digital, Data and Technology cross cutting theme in Our Future Council.
11. Cambridgeshire County Council should weave the narrative of Closer to Communities throughout the organisation, moving the activity of Closer to Communities into an approach for the whole organisation.	Communication in a large organisation can be challenging, this was evident during the programme. As the programme tested a range of approaches, the pilots evidenced this challenge.	Codesign and co-production: empowering the organisation to engage in culture change and reinforcing the one team approach.	Honest communication	Digital, Data and Technology cross cutting programme in Our Future Council. Working with the communications service to drive the Closer to Communities narrative through future work.

12. Cambridgeshire County Council should ensure the community voice shapes decision making. The council has a range of tools to carry out engagement, but there are opportunities for the organisation to enhance these.	Evidence from pilots demonstrated that when communities were engaged with, they felt heard and that their contributions were valued in informing the delivery of services.	Co-design and co-production: empowering communities to play an active role in shaping service deliver and decisions which impact them.	Honest communication Long term planning Strong scrutiny and audit Evidence-based decision making Preventative Place-based Digital Collaborative	Customer Engagement/Experience cross cutting programme in Our Future Council. The Council's Strategic Framework. Quality of life survey. Business planning. Consultation and Engagement strategy.
13. Cambridgeshire County Council should drive a coordinated effort towards engagement.	Observations from the governance board identified lack of co-ordination of engagement across the organisation. It is essential to ensure best practice is being used, duplication is reduced, and engagement results are used across the council.	Co-design and co-production: empowering officers to make decisions on engagement and actively participating in it.	Long term planning Appropriately skilled workforce	Customer Engagement/Experience cross cutting programme in Our Future Council.
14. Cambridgeshire County Council should implement a consistent process of measuring impact, ensuring the organisation is evidence led.	Learning from the pilots identified that there was an inconsistent approach to evaluation and how to draw together meaningful impact from work.	Codesign and co-production: this approach will increase transparency, improve resource allocation, and measurable, positive change.	Clear roles and accountability Appropriately skilled workforce Evidence-based decision making	Customer Engagement/Experience cross cutting programme in Our Future Council.

7.   Conclusion

7.1   The work of Closer to Communities has evaluated the pilots and gathered learning to inform the strategic direction and the operational changes the County Council can employ as it looks to its future programme of organisational change. The success of this work highlights strong cross-directorate collaboration, driven by shared commitment and strategic alignment. Key stakeholders from multiple directorates actively contributed using their expertise, resources, and time, and their buy-in played a crucial role in shaping the direction of the work and ensuring successful outcomes for communities.

8.   Alternative Options Considered

8.1   Not applicable. As this is the final evaluation of the work.

9.   Significant Implications

9.1   Finance Implications
Place based/devolved budgets or the alignment of funding will require forward planning during budget preparation and clarity for officers around ringfenced money and related parameters.

9.2   Legal Implications
Not applicable

9.3   Risk Implications
Not applicable

9.4   Equality and Diversity Implications
An Equality Impact Assessment of the Closer to Communities work.is attached at Appendix 2 of the report.

9.5   Climate Change and Environment Implications
Not applicable

10.   Source Documents

10.1   [Agenda Item 5 (Closer to Communities)](), Communities, Social Mobility and Inclusion Committee meeting on 6 July 2023

Closer to Communities

Evaluation paper

Contents:

Section 1: Executive Summary

Section 2: The Background
→ The Strategic Framework
→ What does it mean to be Closer to Communities?

Section 3: The Journey of Closer to Communities
→ The Mobilisation Phase
→ Pilot Testing Phase
→ Project Management
→ Closer to Communities Governance Structure
→ Initial Learnings and Actions

Section 4: Themes
→ Devolved Decision-making Approach
→ Devolved Power and Funding Approach
→ Co-designed and Co-produced Approaches
→ Place-based and Targeted Approaches

Section 5: Strategic Insights
→ Driving Efforts
→ Accomplishments
→ Challenges
→ Next Steps

Section 6: Future working for Cambridgeshire County Council
→ Our Future Council
→ Considerations

Section 7: Conclusion

Section 8: Closer to Communities Pilots
1. Detached Youth Work
2. Commissioned Contracts
3. Simplifying Referrals
4. Huntingdon Council Tax
5. Youth Survey
6. Locally Designed Family Learning
7. Smoking Cessation
8. CJAC (Cambridge Joint Area Committee)

Section 1: Executive Summary

The purpose of this report is to evaluate the Closer to Communities' pilots and to provide considerations on how the learning can inform the work of the council on an on-going basis, ensuring we continue to work Closer to our Communities. Through the pilots we have explored approaches of devolved decision-making, devolved power and funding, co-designed and co-produced and place-based and targeted approaches. This will inform how we operate as an organisation in the coming years.

Four themes were deployed to help frame how the County Council explored working Closer to Communities. Through this evaluation of the pilots, we will identify learning to inform the strategic direction and the operational changes the County Council can consider as it looks to its future programme of organisational change. The report will highlight the achievements and opportunities delivered through the pilots but also provide useful insights into the challenges encountered along the way, offering a valuable blueprint and knowledge base for future work in this space.

Section 2: The Background

The Strategic Framework

In February 2022, the Full Council of Cambridgeshire County Council agreed a comprehensive vision and set of ambitions designed to create a greener, fairer, and more caring Cambridgeshire. This vision, and the associated seven ambitions, have shaped the Council's business plan and informed how the council has allocated its budget.
Being Closer to Communities is fundamental to the delivery of the Council's Strategic Framework, the theme is woven throughout: https://www.cambridgeshire.gov.uk/asset-library/Business-Plan-Section-1-Strategic-Framework-2023-to-2028-Refresh-for-2024-to-2025.pdf.pdf.

In some cases, such as Ambition 4 (healthy, safe, and independent lives) being Closer to Communities is fundamental to the delivery of the ambition. In other areas, such as Ambition 2 (safe, sustainable travel), there are significant opportunities to deliver better outcomes through enhanced partnerships with parish and town councils, resident groups, and communities to design and maintain travel networks. In all cases, working with communities strengthens the council's ability to achieve complex strategic ambitions in a way that is more relevant to our residents.

Being Closer to Communities is an approach that enables the Council to use its convening power to:
- Encourage active and engaged communities to enhance accountability and improve outcomes.
- Convene place-based working in partnership with the wider system of public and voluntary and community sector partners to tailor our services to meet local need.
- Integrate and simplify local services for the end user to improve access to these services.
- Make the best use of resources across the council and its partners to give confidence to residents that we are using public money effectively.
- Create opportunities for a stronger strategic alignment across public sector partners to work better together.

Key elements of the Strategic Framework include:

- **Sustainability**: Policies and action plans targeting climate change mitigation, biodiversity enhancement, and sustainable development practices.
- **Social equity**: Work aimed at reducing inequalities, improving access to services, and supporting the most vulnerable populations in the County.
- **Community well-being**: Work focused on health, education, housing, and overall quality of life.

Woven throughout the Strategic Framework is the council's commitment to people-centred and place-based approaches, meaning that policies and actions are increasingly designed to respond to the strengths, diversity, and needs of local communities within Cambridgeshire. To ensure these tailored approaches are effective the County Council needs to ensure that the characteristics and requirements of each community are recognised and addressed effectively.

What does it mean to be Closer to Communities?

The Communities, Social Mobility and Inclusion Committee agreed the following high-level elements of Closer to Communities:

- To improve Council decision making, and outcomes for Cambridgeshire residents, by giving residents more opportunities to influence decisions that affect them.
- That the work of officers across the Council should be more embedded in local communities.

Also highlighting the following principles:

- Challenges are often best informed and addressed locally by services and partnerships that respond to the needs and motivations of the communities they serve.
- Council officers working more closely with local communities and local Councillors enables communities to influence decisions that affect them.
- Authentic, bottom-up, locally driven change amplifies the potential within communities and means the Council is more accessible to residents.

This committee agreed that pilots would be developed to explore, test, and develop the principles for Closer to Communities. A range of pilots were selected based on their alignment to the Council's strategic ambitions, their geographical spread and to provide a mix of strategic and tactical opportunities. Importantly, many of the pilots reflect challenges that communities face in different parts of the county. It is important to note that the goal of delivering services Closer to Communities is shared across Cambridgeshire's public services. This means many of the Council's pilots were delivered in partnership and in some cases the Council was not the lead.

The goal for the pilots was fundamentally to enable learning, which would be collated and reported to the Communities, Social Mobility, and Inclusion Committee. This report, therefore, is focused on the evaluation of these pilots.

Section 3: The Journey of Closer to Communities

The Mobilisation Phase

In July 2023, Cambridgeshire County Council took a significant step forward by driving the development of a range of pilot projects designed to test out aspects of how to bring council services Closer to Communities.

Pilot testing phase

Through the exploration of these pilot projects the County Council aimed to better understand how to create a more responsive, effective, and community-focused model of working with, and alongside, communities.

Project Management

To ensure the successful progression of Closer to Communities a Project Manager was recruited from October 2023 to March 2025. This Project Manager was pivotal in overseeing all the pilots to ensure that the Closer to Communities outcomes were clearly defined and that evaluation, and the subsequent learning from this evaluation, could be achieved. Key responsibilities of the Project Manager included:

- **Knowledge and oversight**: The Project Manager held in-depth knowledge and oversight of all pilot projects and workstreams, ensuring any risks and challenges were monitored and addressed as and opportunities developed.
- **Coordination**: The Project Manager was connected to, and in communication with all projects, ensuring that work developed to timeframe.
- **Collective input**: The Project Manager was responsible for managing the collective input from various stakeholders, coordinating feedback, and aligning the aims of the wider portfolio and efforts at the organisation.
- **Central contact**: Serving as the central point of contact, the Project Manager facilitated communication and collaboration among different project teams, stakeholders, and in and around the Council.
- **Monitoring**: The Project Manager also developed and presented updates internally to colleagues, members and the governance board to track the progress on each pilot project, ensuring that milestones were met, and objectives achieved.
- **Evaluation:** The Project Manager held responsibility for developing the evaluation structure, process and writing the evaluation paper.

Closer to Communities Governance Structure

The County Council established officer governance arrangements across all directorates, overseen by a board, chaired by the Executive Director for Strategy and Partnerships. This

board played a crucial role in providing strategic oversight and direction for the Closer to Communities work.

Key elements of the governance structure included:

- **Strategic oversight:** The board was responsible for the strategic oversight and direction of the work, which involved setting priorities and ensuring alignment with the Council's broader vision and ambitions.
- **Evaluation and benefits realisation**: The board considered, assessed, evaluated, and ensured the realisation of benefits.
- **Embedding success:** The board supported efforts to embed successful approaches into service delivery, where appropriate integrating new methods and practices into the day-to-day operation of the Council.
- **Reporting:** The board reported progress to elected members through the Communities, Inclusion and Social Mobility committee to ensure transparency and shared knowledge of this work across the organisation.

Initial Learnings and Actions

As the pilots progressed, early findings were reported to the Communities, Social Mobility and Inclusion Committee in March 2024 ([Document.ashx (cmis.uk.com)](). These reflections provided valuable insights into the opportunities and challenges encountered during the mobilisation and early stages. The key themes of these early findings and opportunities included:

- **Reflection on culture:** Closer to Communities provided a space for reflection on how communities interact with the council, creating opportunities for cultural change.
- **One team approach**: Encouraging integration across the council and its services, created the adoption of a "one team" approach, which accelerated development, however, required significant investment of time through relationship building and the formation of strong trusted partnerships.
- **Locally based service areas**: Some service areas were already operating in a place-based or 'local' way and were enthusiastic about sharing their experiences across the organisation.
- **Rapid mobilisation**: Officers exploring place-based pilots which were co-produced with local communities and supported by small amounts of devolved budgets, reported the success of mobilising work quickly, which allowed them to focus efforts on what matters to local people and places.
- **Collaboration**: There was an emerging appetite to do more collaborative work across directorates and refine the approach to testing what it means to be Closer to Communities.

These early findings also highlighted several challenges and considerations that needed to

be addressed to enhance the effectiveness and sustainability of the approach. These insights were critical for refining the direction of the work and ensuring that the efforts expended achieved the intended benefits.

The key challenges and points of consideration include:

- **Resistance:** Some service areas felt they already operated in a place-based or "local" way and were initially resistant to the approach as they struggled to see how their work could be delivered differently.
- **Culture shift:** Supporting both services that already work in this way and those that are not, required significant time and skill.
- **Initial resource:** The approach required significant input in the initial stages in areas such as aligning priorities, designating resource and allocating roles and responsibilities, often before any benefits were realised.
- **Ongoing resource requirement**: When a pilot involves devolving power or funding to another organisation or partner, ongoing expertise and capacity from the council is likely to be required and although over time, this support may reduce, or the council may take on the role of facilitator or convener, this must be recognised.
- **Developing local plans**: Some pilots reported difficulties in developing local plans to spend devolved place-based budgets due to a lack of capacity and felt a broader approach across several teams would be more beneficial.
- **Inconsistency:** Some felt the council lacked a consistent approach to developing pilots, measuring their progress, and evaluating their outcomes.

In response to the initial findings and challenges identified, several actions were taken to address these issues and enhance the overall effectiveness of the work.

The key actions taken included:

- **Workshops for pilot leads**: The project manager introduced in-person workshops to ensure that pilot leads held a consistent understanding of the Closer to Communities approach, its vision, and its framework. These workshops aimed to align the pilot leads efforts with the overarching goals of the work and provide them with knowledge and tools in relation to evaluation.
- **Gaps in knowledge:** The gap in knowledge around evaluation and evidencing impact was addressed by providing pilot leads with good practice guidance and case studies from officers with expertise in this area.
- **Cross-service collaboration**: New opportunities for services to come together in meetings and workshops was creating a space for cross-service collaboration of workstreams and the alignment of priorities.
- **Wider examples of Closer to Communities work**: Recognition was given to the fact that the selected pilots represented only a selection of the Closer to Communities work happening across the Council.

Section 4: Themes

To explore the pilots, evaluate their successes and challenges and define what we mean by being Closer to Communities, the following four themes were deployed. Although these themes are not necessary mutually exclusive and some pilots had clear overlaps, the interactive nature of this work meant that the evaluation process has had to take a broad approach.

This section of the report will outline the theme, its definition, and the potential positive outcomes.

Devolved Decision-making approach

Devolved decision-making refers to a process in which the authority and responsibility for making decisions is distributed across authoritative bodies, groups, or individuals, rather than being concentrated in a single central authority. Decisions are made at various levels of an organisation, system, or community, allowing for a broader range of stakeholders to participate in the decision-making process. These stakeholders will have a more direct understanding of the specific context, and factors involved. Devolved decision-making can empower those closest to the issues to make choices that are better informed and aligned with the local need and context, leading to increased responsiveness and adaptability. Devolved decision-making will therefore be employed in situations where local knowledge, experience, capability, and agility are crucial.

Potential positive outcomes:

- Decision-making authority is given to local bodies, groups or partners within the system or community.
- Local communities, partners or individuals have a degree of autonomy to make decisions that are relevant to their specific roles and responsibilities.
- Allows and encourages a diverse range of perspectives to be considered in the decision-making process.
- Decisions can be made more quickly and effectively because they don't require approval from a central authority, though it is recognised that some decisions do have to be made formally by a central authority.
- Local bodies, groups and partners can adapt their decisions to suit their unique circumstances, fostering innovation and tailored solutions.
- Facilitates an enhanced resilience of the system by reducing dependence on a single point of control.

Devolved Power and Funding Approach

Devolved power and funding are defined as the distribution of authority and financial resources being moved away from a central governing body to various local or regional bodies, groups, and partners, empowering local communities, organisations and groups, giving them greater control within their specific remit.

Potential positive outcomes:

- Delegated financial decision-making, where appropriate, identifying opportunities for authority and responsibility to be shared to local bodies, groups, and partners.
- Autonomy to make choices relating to the priorities at the most local level, enabling better and tailored solutions for the specific needs and circumstances of their community.
- Ability to manage and allocate funds to support local projects, initiatives, and services according to the local need, leading to more efficient resource allocation and responsive decision-making.
- Enhanced resident participation and improved service delivery through innovation and reducing bureaucratic inefficiencies.

Co-designed and Co-produced Approaches

Co-designed services refer to services that are developed and designed collaboratively, involving both service providers (government bodies, organisations, or businesses) and communities. This approach aims to create services that are more user-centred, responsive, and effective by actively involving the people who will use the services in the design and decision-making processes.

Potential positive outcomes:

- Co-designed services prioritising the needs, preferences, and experiences of communities.
- Closer collaboration and partnership between service providers, communities, and other stakeholders empowering them in shaping the services they rely on, fostering a sense of ownership and engagement.
- Communities have a voice, contributing their insights, ideas, and feedback to shape the design, features, and delivery of the service leading to innovative solutions addressing specific user challenges resulting in more effective and efficient services.
- Services that are more adaptable to changing user needs due to ongoing collaboration and co-designed adjustments, leading to improved community satisfaction and better overall service delivery.

Place-based and Targeted Approaches

Place-based or targeted approaches focus on addressing specific challenges, needs, or opportunities in a particular geographical area or among a specific group of people. Instead of applying a one-size-fits-all approach, tailored interventions are aimed at the unique characteristics, circumstances, and priorities of the chosen location or target group.

Place-based approaches involve designing and implementing interventions that consider the distinctive features and context of a specific geographic area, such as a neighbourhood, community, city, or region and recognises that different places have unique assets, challenges, and resources that should be considered.

Targeted approaches focus on addressing the needs of a specific group of individuals, communities, or populations that share common characteristics or experiences. These characteristics can include factors such as income level, age, ethnicity, gender, or specific interests and/or challenges they face.

These approaches work well together to address the specific interests, challenges and needs of a geographical area and the people who live there.

Potential positive outcomes:

- Maximised and effective interventions tailored to benefit a specific set of people or geographical area.
- Improved service delivery, engagement and community satisfaction.

These themes provided the structure for the evaluation of the Closer to Communities portfolio to draw upon successes and challenges through the journey.

Section 5: Strategic Insights

Further learning was gathered through strategic insights from members of the Closer to Communities governance board which explored:

How members of the board drove this activity

- Identifying and including pilots into the portfolio where appropriate.
- Keeping Closer to Communities at the forefront of all activity in their directorate or service area and providing opportunities to engage.
- Holding accountability to drive this work within their services.
- Sharing learning and best practice across services.
- Setting the tone and approach to drive this style of working.

Accomplishments of working Closer to Communities

- **Place-based working:** Place-based forums and budgets were launched in each district and other pilots incorporated a focus on place, producing positive outcomes for the organisation and communities.
- **Validation:** The portfolio validified the methods and approaches by providing evidence for its learning and outcomes for communities.
- **Empowerment:** Enabled colleagues to feel empowered in progressive ways of working to solve challenges in a local government context.
- **Cross service collaboration:** Strengthened cross-directorate collaboration, resulting in a more integrated council and a more unified "one team" ethos.
- **Together is better:** Driving the narrative that together is better, recognising the diverse skill sets within the council, which have been broadened to allow for professional boundaries to be crossed around roles and responsibilities.
- **Driving ambitions**: Shaping the direction of the organisation by driving ambitions from within services which may not naturally align.
- **Mainstreaming success**: The ongoing process of shared learning across the organisation, along with consistent monitoring and evaluation, has been instrumental in refining the approach and ensuring its effectiveness in standardising approaches with successful outcomes.
- **Culture shift:** A culture shift has taken place as teams adapted and embraced new styles of working, driving freedom and autonomy in services to develop workstreams which align with motivations in their place and communities.
- **Workforce:** This work would not have been possible without the efforts of the colleagues and infrastructure of the Closer to Communities portfolio, particularly the Project Manager, who was instrumental in being the glue to the portfolio, driving efforts and energy within the timeframe and producing significant progress, development and outcomes in this journey.

- **Workforce development:** Has been enhanced through this approach by enabling colleagues to consider their professional development.
- **Enhanced community engagement:** As those involved in pilots and workstreams have listened, advocated and gathered community views to inform the work of the Council.

Challenges of working Closer to Communities

- **Shared ownership:** Ensuring ownership and drive of the portfolio does not fall back solely to one directorate or service area within the organisation.
- **Commitment to the approach:** Ensuring commitment from leaders and managers within the organisation to set the standard in embedding this approach. Examples of tangible actions taken by board members include incorporating aligned outcomes into employee Our Conversations and directing employees to attend carbon literacy training to drive forward our commitment to the council's ambitions.
- **Financial constraints:** Within this portfolio there was no dedicated budget and although this promotes creativity it did limit some possibilities.
- **Resource:** This approach requires greater effort in the early stages in driving new ways of working, which may not always be successful.
- **Communications:** Challenges of sharing success stories and learning with the wider organisation through internal communications.

Next Steps for the organisation in embedding the approach of working Closer to Communities

- **Embedding good practice:** Building on successful approaches and deploying the learnings across the organisation.
- **Flexibility:** Remaining flexible as the organisation deploys the learned approaches to identify opportunities for structural and process changes.
- **Further evaluation:** Continuing to evaluate and critically examine work within the organisation in relation to working Closer to Communities.
- **Refining budgets:** Clarifying the financial costs and implications of this way of working, ensuring the organisation can embed learnings.

Section 6: Future working for Cambridgeshire County Council

Our Future Council

From the work of the Closer to Communities portfolio, there are opportunities for the Council to mainstream, embed and continue this journey, building upon the successes and lessons learnt. These will be outlined as 'Considerations', see table below.

The main opportunity is through the council's Change Strategy 'Our Future Council' Document.ashx which was approved on 31 October 2024 by the Strategy, Resources and Performance committee. This sets out the organisation's high-level vision and approach to transforming the way it operates.

Our Future Council provides the future direction and the strategic alignment of all relevant change implementation programmes and projects across the organisation, allowing the council to:

- Embed a shared, organisation-wide vision for the future of the organisation to 2030.
- Establish a portfolio structure for change delivery so that programmes and projects are clearly organised and focussed on achieving cross-cutting financial and non-financial benefits that impact multiple directorates.
- Align change planning with the annual Business Plan and Budget cycle so there is an evolving pipeline of change programmes and projects year-on-year.
- Ensure accountability for the delivery of change through clear governance arrangements and standardised programme and project management standards.
- Support a culture change so that working cross-council, as we have seen in the Closer to Communities' pilots, can deliver productivity, efficiency and effectiveness become part of the organisation's 'DNA'.

The strategy includes two sets of principles. The Solid Foundation Principles, which are about getting the basics right across the organisation:

- Honest communication
- Trusting relationships
- Long term planning
- Strong scrutiny and audit
- Clear roles and accountability
- Appropriately skilled workforce
- Effective IT systems
- Evidence-based decision making

Secondly, there are four Innovation Principles which provide a framework for the council to use in transforming its services, so they are more:

- Preventative
- Place-based
- Digital

- Collaborative

At the heart of 'Our Future Council' are five change programme areas with high potential for realising the four 'Innovation Principles' and delivering financial and non-financial benefits for the council:

- Target Operating Model: Redesign how the council operates to deliver services Closer to our Communities in a 'place-based' way, breaking down professional silos and improving outcomes for residents.
- Assets: Maximise the use of our property assets to support efficient working and effective service provision, including in support of our place-based work.
- Commissioning and Commercial: Ensure the council gets the best value out of public money, takes an active role in the economic development of the area it is responsible for, and that our commercial and commissioning activity meets the needs of our residents, including being actively shaped by these residents where appropriate.
- Digital, Data and Technology: Build the required foundations to leverage the use of data and technology to improve customer experience and drive efficiencies in service delivery based on taking a digital by design approach where customers can be involved in this design.
- Customer Engagement/Experience: Review how we engage with our residents across the county to ensure that access is easy to use and designed around residents and their needs, achieving the right outcome without the need for repeat referrals or contacts ensuring we actively involve customers in this activity so we can understand the barriers they experience.

The Target Operating Model programme is centred on being Closer to Communities. It is the lead programme out of the five cross-cutting programmes. As it is designed, developed and implemented it will shape how we use our assets, what and how we commission services, how we deploy data and digital technology and how we can improve our customer and residents' experience of inter-acting with the organisation, from initial contact through to the receipt of a service.

Considerations

The table below outlines the 'considerations', gleaned from the learnings of the pilots and work of Closer to Communities. Identifying the consideration, rationale, links to the themes, the principles, and to wider work across Cambridgeshire County Council.

This page has been left intentionally blank. Please see next page.

Consideration:	Rationale:	Links to Closer to Communities four themes (Devolved decision-making, Devolved power and funding, Co-designed and co-produced, Place-based and targeted approaches)	Links to the Our Future Council principles (Solid Foundations and Innovation principles)	Links to Our Future Council cross cutting programmes and other county council work
1. Cambridgeshire County Council should **continue to actively strengthen partnerships through collaboration** with existing and potential stakeholders.	Evidence from many pilots included references to the effectiveness of developing partnerships and collaborative approaches across organisations. This is because it provided a powerful foundation for pooling resources, leveraging	Co-design and co-production: drawing on the strengths of all and creating more adaptable and innovative services through regular communication and collaboration, ensuring alignment with ever evolving community	Honest communication Trusting relationships Long term planning Clear roles and accountability Place-based	The Target Operating Model. Potential opportunities for coordinated training through Learning and Development. Alignment with the Consultation and Engagement strategy. Work to review partnerships is

	expertise, and the delivery of services that are truly responsive to community needs.	needs.	Collaborative	currently being carried out through a self-assessment process. The next steps will include looking for further opportunities with our partners.
2. Cambridgeshire County Council should continue to **adopt a "One Team" approach**.	Bringing project leads together as part of the Closer to Communities pilots revealed that work with our communities can be delivered in service specific silos. Bringing together a governance board from across the organisation highlighted the usefulness of sharing the learning from one pilot with other services and drive a shared vision.	Co-design and co-production: this collaboration paves the way for the development of cohesive teams across services, enabling a more responsive and agile organisation to thrive in meeting community need.	Trusting relationships Clear roles and accountability Appropriately skilled workforce Collaborative	The cross-cutting approach through Our Future Council will provide opportunities for officers to work across services. Target Operating Model.

3. Cambridgeshire County Council **engaging in more localised planning and delivery.**	Pilots highlighted the importance of responding to local need in the design of service delivery. For example, engaging with local groups to consider relevant activities and solutions for residents. Understanding that local communities are not homogeneous. Pilots identified how this enabled tailored services to meet the specific needs and priorities of communities, enhancing trust as community voice informed future work.	Place-based and targeted: drove delivery in alignment with local challenges, and resource where it is needed most.	Evidence-based decision making Preventative Place-based Collaborative	The Target Operating Model.
4. Cambridgeshire County Council should **continue**	This work is still in early stages	Place-based and	Honest	These findings should be

Place-based forums and expand to invite appropriate officers from across the organisation.	of encouraging internal organisation join up. The forums have allowed for the alignment of priorities and cross cutting insights into specific communities which can vary greatly across the County. These forums are already showing indications that this is increasing knowledge of communities, decreasing duplication between services and enhancing connections for officers within the council.	targeted: this approach allowed flexibility to address issues quickly and efficiently, as they arise in communities as forums can adapt to changing needs of a place.	communication Trusting relationships Appropriately skilled workforce Preventative Place-based Collaborative	considered alongside the implementation of Our Future Council and the move to place-based working within the Target Operating Model.
5. Cambridgeshire County Council should continue to **explore place-based budgets alongside the place-based forums.**	Through the learning gathered from the place-based budgets, it is clear they are a useful contribution to place-based working; however, further	Place-based and targeted: ensuring funding is used effectively, so work is designed and delivered in alignment	Collaborative	The Target Operating Model.

	exploration is needed. This ensures the forums encourage innovation and tailored solutions, alongside the flexibility of new ideas and approaches to community need which may not emerge from a top-down approach or silo working. This approach will also reduce bureaucracy and governance by allowing decision making at a local level.	with community motivation and need.		
6. Cambridgeshire County Council should **enhance officer/ member engagement** by reviewing and developing the guidance and exploring awareness and training opportunities for officers.	Feedback from pilots has highlighted gaps in communication in relation to place based activity across service areas and Members. Ensuring officers and Members are well informed will ensure opportunities for join up are	Co-design and co-production encourage the alignment of knowledge, context and meaningful interactions between officers and members.	Honest communication Trusting relationships Strong scrutiny and audit Clear roles and	The Target Operating Model. Possibilities to develop further training with democratic services.

	not missed.		accountability	
			Appropriately skilled workforce	
	Further training for officers will ensure there is consistency across the organisation around elected member engagement and communication, in line with the constitution.			
7. Cambridgeshire County Council should **explore opportunities to test the development and delivery of Place based teams** and priorities, based on community input and needs assessments.	The pilots provided a wealth of evidence for place-based working, the council can use this existing evidence for future development.	Place-based and targeted: providing a roadmap of activity aligning priorities and enabling collective responsibility for a place.	Long term planning Strong scrutiny and audit Clear roles and accountability Effective IT systems Evidence-based decision making Place-based	The Target Operating Model programme to receive a full debrief to feed learning from Closer to Communities into future work.

8. Cambridgeshire County Council should **enhance the use of their assets in ways that support communities**.	This is a key driver of delivering services Closer to Communities, through the pilots it was highlighted that the use of our estate to deliver aligned services, provide integration opportunities and for teams to improve collaboration was essential. Pilots gave evidence to support the learning using child and family centres and libraries as assets to deliver work Closer to Communities.	Place-based and targeted: this lays the foundations for the development of flexible, multi-purpose approaches to asset usage, ensuring that assets can be adapted over time.	Long term planning Preventative Place-based Collaborative	The Assets cross cutting programme in Our Future Council, specifically through the Accommodation Improvement Programme.
9. Cambridgeshire County Council should **ensure that where appropriate local**	To enhance the efficiency and impact of commissioned services for communities,	Devolved power and funding and devolved decision-making: this	Trusting relationships	Commissioning and Commercial cross cutting programme in Our

commissioning takes place.	where appropriate decisions should be made at a local level.	localised approach will drive tailored services to the unique characteristics of a place, foster stronger partnerships, and enable more responsive, effective service delivery.	Long term planning Clear roles and accountability Evidence-based decision making Preventative Place-based Collaborative	Future Council
10. Cambridgeshire County Council should work across the organisation to **ensure officers have access to relevant timely data and insight through a range of means.**	Cambridgeshire County Council is a data rich organisation with expertise in analysing and providing evidence for decision making. An observation from the pilots is that there was an inconsistent understanding of data and insight across the	Place-based and targeted: driving a focus on place is central as service delivery is led by local data and is evidence based.	Long term planning Appropriately skilled workforce Effective IT systems Evidence-based decision making Preventative Place-based	Digital, Data and Technology cross cutting theme in Our Future Council.

			Digital	
	By maturing the organisation in data and insight there are opportunities to embed evidence-based decision making at all levels.			
11. Cambridgeshire County Council should **weave the narrative of Closer to Communities throughout the organisation,** moving the activity of Closer to Communities into an approach for the whole organisation.	Communication in a large organisation can be challenging, this was evident during the programme. As the programme tested a range of approaches, the pilots evidenced this challenge.	Codesign and co-production: empowering the organisation to engage in culture change and reinforcing the one team approach.	Honest communication	Digital, Data and Technology cross cutting programme in Our Future Council. Working with the communications service to drive the Closer to Communities narrative through future work.

12. Cambridgeshire County Council should **ensure the community voice shapes decision making**. The council has a range of tools to carry out engagement, but there are opportunities for the organisation to enhance these.	Evidence from pilots demonstrated that when communities were engaged with, they felt heard and that their contributions were valued in informing the delivery of services.	Co-design and co-production: empowering communities to play an active role in shaping service deliver and decisions which impact them.	Honest communication Long term planning Strong scrutiny and audit Evidence-based decision making Preventative Place-based Digital Collaborative	Customer Engagement/Experience cross cutting programme in Our Future Council. The Council's Strategic Framework. Quality of life survey. Business planning. Consultation and Engagement strategy.

13. Cambridgeshire County Council should **drive a coordinated effort towards engagement.**	Observations from the governance board identified lack of co-ordination of engagement across the organisation. It is essential to ensure best practice is being used, duplication is reduced, and engagement results are used across the council.	Co-design and co-production: empowering officers to make decisions on engagement and actively participating in it.	Long term planning Appropriately skilled workforce	Customer Engagement/Experience cross cutting programme in Our Future Council.
14. Cambridgeshire County Council should implement **a consistent process of measuring impact,** ensuring the organisation is evidence led.	Learning from the pilots identified that there was an inconsistent approach to evaluation and how to draw together meaningful impact from work.	Codesign and co-production: this approach will increase transparency, improve resource allocation, and measurable, positive change.	Clear roles and accountability Appropriately skilled workforce Evidence-based decision making	Customer Engagement/Experience cross cutting programme in Our Future Council.

This page has been intentionally left blank. Please see next page.

Section 7: Conclusion

This paper evaluated the Closer to Communities' pilots and gathered learning to inform the strategic direction and the operational changes the County Council can employ as it looks to its future programme of organisational change.

Understanding and committing to work Closer to Communities, as articulated in 'Our Future Council' represents a transformative shift for the whole organisation. Providing the context to embed the learnings and considerations from the work of Closer to Communities through the Our Future Council change strategy and employing the solid foundation and innovation principles will drive alignment in the transformation of services council-wide.

This transformation will support the delivery of our shared vision, the alignment of change implementation with business planning, improved accountability and a changing culture based on our CARE values – to Collaborate, be Accountable, Respectful and working towards Excellence. By embracing this change, the Council has laid the foundations for its role in helping to foster empowered, inclusive and flourishing communities both now and in the future.

cambridgeshire.gov.uk

References:

Great Collaboration. 2024. Local actions for a healthy planet.
https://greatcollaboration.uk/

Local Government Association. 2023. Learning from 20 years of place pilots. Learning from 20 years of place pilots | Local Government Association

Section 8: Closer to Communities Pilots

This section of the report outlines the pilot projects that tested aspects of how to bring council services Closer to Communities. Each pilot is looked at from a Closer to Communities perspective, exploring the approach, methodologies and ways of working to uncover learnings for the Council.

The pilots will also be explored around the themes of:

- Devolved Decision-making approach
- Devolved power and funding approach
- Co-designed and co-produced approaches
- Place-based and targeted approaches

1. **Detached Youth Work**

District: Cambridge and South Cambridgeshire

Directorate: Strategy and Partnerships

Themes:
- Devolved decision-making
- Devolved power and funding
- Place-based and targeted

Outline:

This pilot explored the commissioning of detached youth work, on behalf of the Office of the Police and Crime Commissioner (OPCC), targeting hot spot areas in Cambridge City and South Cambridgeshire, as part of the Serious Violence Duty (SVD). In September 2023, Cambridgeshire County Council awarded Romsey Mill, a local trusted youth charity serving the target areas for over 30 years, a contract, to deliver detached youth work and an outreach programme to primary schools for 18 months. The targeted focus was on Cambourne in South Cambridgeshire, the Abbey ward in Cambridge City, and an agreed area that combines both districts with Orchard Park and North City where young people and the community identify as one area. Cambridgeshire County Council are the lead statutory partner for youth work under the Youth Offer (Education Act 507b1996) and shared duty holders of the Serious Violence Duty (Section 17 of the 1998 crime and disorder act) which was amended to make preventing and reducing Serious Violence, a statutory requirement from January

2023. As a result of the shared duty the work was led by the Communities Service, with funding secured through the Home Office Serious Violence Duty Funding administered by Cambridgeshire's Office of Police Crime Commissioner to support the Counties Youth Offer and address growing risks of Serious Violence.

Learning:

Cambridgeshire County Council commissioned a provider with local knowledge and connections, embedded in the community and who were known to be enable better outcomes and learning for young people in themes around anti-social behaviour and criminal behaviours. This ensured all stakeholders benefitted from the established and existing trusted relationships, which streamlined communication and collaboration through existing multi agency partnerships when addressing community safety issues, enhancing overall outcomes, and fostering a proactive approach to community safety. The commissioning of a local provider with established relationships improved the speed of mobilisation, recognising the importance of leveraging existing connections for effective service delivery.

Youth and Community engagement was strong which enabled significant learning outcomes, personal development and connection to youth workers for those deemed to be at risk of SVD. To sustain this relationship with service users and to support long term contextual safeguarding, access to safe spaces, trusted adults and support, Romsey Mill used their existing provision and enabled additional community-based services through partnerships to transition young people from the project to community-based provision. This approach offers a long-term connection to valuable support and specialist services for participants, reducing the need for higher tiered more costly statutory intervention from Cambridgeshire County Council.

To further highlight the success of this project, it is important to note the holistic support provided by Romsey Mill which encompasses:

- Addressing underlying issues such as behavioural concerns and adverse childhood experiences (ACES) by leveraging positive development and resilience among participants.
- The expansion of their social networks and sense of belonging within the community.
- A reactive response, for example, the adjustment of detached youth work schedules to coincide with problematic behaviour patterns and engaging in local spaces. Evidence of this can be seen in an example of young people on a reduced timetable at North Cambridge Academy who had been participating in anti-social behaviour in Arbury Court Library. Due to existing relationships Romsey Mill were able to change their support time to coincide with the time

that these young people were negatively impacting upon the library and wider community. The direct benefits that can be seen from this, include the young people recognising this as a safe space to use and library staff are building relationships and better engaging with young people. Romsey Mill have advocated this space for safe and positive use by young people, and subsequently the library is no longer planning to employ a security guard but a librarian who can specialise in working with young people.

Within the evaluation of this pilot, it felt key to consider the difference this work has made through feedback from partners and communities.
Mrs Hubbard, Designated Safeguarding Lead, Inclusion and Family support Lead, Jeavons Wood Primary school: *"Our Year 5/6 children who accessed the support offered by Romsey Mill outreach benefitted hugely from this support. They are now really looking forward to being old enough to access Cambourne Soul as they know more about what is offered. They have built positive relationships with the team who came out and have been able to use the knowledge and skills they learnt within their sessions and apply that to their everyday lives".*

Parent of a young person supported through 1:1 work: *"Romsey Mill was amazing and willing to work with my son. I reached out to Romsey Mill as I felt that my son needed some good positive male role model. Gareth has been mentoring my son for 3 months. He has one hour a week with him and do a range of activities like pool, basketball, darts, and boxing. My son loves going to see Gareth it is a 1 to 1 time to burn of energy and if needed a male confident. We have noticed a positive change in his behaviour since he has started".* This young person is currently closing their 1-2-1 engagement but because the provider of the commissioned contract is local to him, they are being transitioned into a community sports project, resulting in regular support with his youth worker, where cost is absorbed through the Romsey Mill programme at no cost to Cambridgeshire County Council.

Conclusion:

This pilot offers Cambridgeshire County Council a valuable insight into potential opportunities in promoting community safety and well-being, highlighting the importance of devolved power and decision making, enabling holistic support, community driven solutions and collaborative partnerships in addressing serious violence. This is evidenced by local expertise, trusted relationships, and tailored interventions, creating lasting positive impacts and sustainability. Overall, extending the impact of this work far beyond the initial 18-month project duration, leaving a legacy of empowerment, trust, and resilience among the young people and communities.

2. **Commissioned Contracts**

District: Countywide

Directorate: Strategy and Partnerships

Themes:
- Devolved decision-making
- Devolved power and funding
- Co-designed and co-produced
- Place-based and targeted

Outline:

Through the revised Community Reference Group (CRG) for Cambridgeshire County Council, and alongside district council colleagues and Citizens Advice Bureau, this pilot explored options to review commissioning arrangements for poverty related contracts, with the aim of reducing gaps in provision and duplication. The baseline of this pilot, began from a place of confusion between partners around procurement and commissioning across organisations, with plans focussing on the development of a tool that supports devolved budgets and place-based decision making.

Learning:

One of the achievements of the work was the involvement of partners in the mapping process, where it was highlighted that funding decisions do not always optimise resource. As this work was starting, the ICB initiated a system-wide conversation around addressing this very issue. Rather than duplicate through this pilot, the work has continued under the "Aligning Support to the VCSE sector". Work is underway to refresh the Cambridgeshire Compact agreement, and to align contracts and reporting requirements.

Conclusion:

This project only scratched the surface of this approach, which is now part of a bigger piece of system wide work led by the ICB. As the project progresses, the potential for clarity for communities regarding available support systems may emerge.

3. **Simplifying Referrals**

District: Countywide

Directorate: Strategy and Partnerships

Themes:
- Co-designed and co-produced

Outline:

This pilot explored a collaboration between Cambridgeshire County Council and district councils to develop a portal, offering residents a comprehensive way to access support services, eliminating the need for redirection across various agencies within the system. The motivation behind this from partners in the system, was the recognition of a lack of a centralised support platform for communities, drawing inspiration from a successful model implemented by Kent County Council. It was hoped that learnings from Kent, would support partners to co-design the simplification of access to support services in Cambridgeshire, identifying barriers, conducting a systematic review to determine the suitability of a tool, and mapping pathway.

Learning:

Upon investigation, colleagues were able to understand that this workstream could be a helpful way that the County could support the development of place-based working and service delivery by holding the mechanics of a referral system. Despite recognising the value of the initiative, there was insufficient capacity and prioritisation across the system to drive this work forward and given the wealth of directories within the local government system, further exploration was required.

Conclusion:

Although the work was not progressed, there may be possibilities for development, with consideration given to investment, coordinating efforts and buy in across the system.

4. **Huntingdon Council Tax**

District: Huntingdonshire

Directorate: Strategy and Partnerships

Themes:

- Devolved decision-making
- Devolved power and funding
- Co-designed and co-produced
- Place-based and targeted

Outline:

This pilot explored the devolution of funding held by Cambridgeshire County Council, to Huntingdon District Council, who identified a target group of residents experiencing council tax arears and entrenched debt, providing them with a holistic package of support including:
- Ensuring they are digitally connected with the best tariffs.
- Money health checks and action plans with Citizen's Advice Bureau.
- Skills MOT with a skills and employment advisor.
- Support with stop smoking services.
- One Leisure (gym) offers.
- Referral for health checks for weight management and/or alcohol reduction.
- Activities to support good mental health.

If residents engaged with this offer of support, there was potential for them to receive repayment of their accumulated debt using the funding from the Household Support Fund, which was devolved to Huntingdonshire District Council to allow them to test out a case worker model, as well as a financial incentive to encourage engagement.

Learning:

This collaborative design enabled Huntingdonshire District Council to utilise a devolved budget in a way most aligned to community need in a place, to a targeted cohort. This is also highlighted in local decision making, at a district level which allowed support to be tailored in a way that was most suited to the targeted group's needs. This pilot experienced minimal governance associated with the devolved budget, which allowed for maximum flexibility and creativity as the grant nature of the funding, through the Household Support Fund, meant there were few restrictions. Consequently, there were fewer requirements from finance and audit departments, which simplified fund transfers.

Cambridgeshire County Council colleagues attributed the success of the pilot to the willingness of Huntingdonshire District Council to engage in progressive approaches and the strong, trusted relationship between the two authorities. It is key to consider how when engaging in this way of working, there will be varied readiness from districts and it's crucial to ensure fairness across all districts when responding to future opportunities. A further consideration is that of the communication and political risks in

this work due to the subject matter.

Feedback from Huntingdonshire District Council identified how the project would not have formed without the devolved funding, as this approach was the driver behind the development of expertise, highlighting that they would explore similar future workstreams if the opportunities arose, as this approach sets a clear direction and supports other work. It was highlighted that the role of the Closer to Communities programme allowed Huntingdonshire to concentrate and refine their efforts in this space, demonstrating a willingness to embrace change, with emphasis given to the role of the Antipoverty lead at Cambridgeshire County Council, who had been instrumental, leveraging their knowledge and experience to collaboratively drive the project. This change was further enhanced by the governance which felt relative, allowing the project's scope to extend beyond initial objectives, addressing wider determinants of health such as smoking and mental health.

Conclusion:

This method of devolution was unusual in its nature; however, the success of the pilot was significantly attributed to collaborative working relationships between the district and the County, which fostered trust and professional challenge throughout the development of the targeted work. This work successfully demonstrated the impact of devolved funding, allowing for a tailored, holistic support package for residents and a willingness to work flexibly and adapt to change, paving the way for ongoing innovation at a local government level between County and districts.

5. **Youth Survey**

District: Fenland

Directorate: Children, Education and Families and Strategy and Partnerships

Themes:
- Devolved decision-making
- Devolved power and funding
- Co-designed and co-produced
- Place-based and targeted

Outline:

This pilot explored a collaboration between Cambridgeshire County Council and voluntary sector (VCS) organisations to deliver a Youth Survey, aiming to gather

insights directly from young people in the target areas March, Chatteris, Whittlesey and the surrounding villages, to inform practice and service provision. This work was initially led by Targeted Support Services and the Communities Service, ensuring that the work intrinsically linked to the Communities Service role to undertake a County wider consultation with young people, as part of the statutory duty, updated in November 2023, highlighting the need for youth voice.

Learning:

A key accomplishment of this work was the successful collaboration between Cambridgeshire County Council and the 15 VCS organisations which completed the survey set up, delivery and analysis within a two-month period. The survey gained a high response rate of 980 detailed and high-quality responses from young people, allowing for a fruitful insight into young people's needs and the alignment of activity. Partners were involved in the work from the beginning, ensuring genuine and authentic engagement took place by listening to them through the planning process. This work has strengthened relationships and provided opportunities to co-produce between Cambridgeshire County Council, and its partners within the VCS, Police and education partners. Each partner played to their strengths, bringing their expertise to the collaboration. The Communities Service provided connections and drove the VCS involvement, working out in the community to promote the work. The VCS were able to respond quickly using their staff and resource to deliver against the priorities, recognising how the work was driven by community efforts in the VCS and not held by Cambridgeshire County Council. Targeted Support utilisied their relationships by connecting with schools, utilising data and providing access to funding. Without the individual contributions this work would not have been possible.

Youths of Fenland C.I.C reported positive experiences with this collaborative process of developing and delivering the Youth Survey, identifying how *"It was well-planned and organised, with everyone's opinions and ideas considered. Young people felt valued and appreciated, with sufficient time to provide feedback on the questions"*. Here it is also key to note the impact on capacity and resource at Cambridgeshire County Council, as initially, this work required substantial coordination and reprioritisation, especially for data analysis, however over time it became more manageable. Challenges were also experienced in obtaining support from schools for data collection and ensuring engagement post survey to implement outcomes.

Conclusion:

This pilot demonstrates a collaborative effort between Cambridgeshire County Council and voluntary sector organisations to engage young people in a place, aligning local activity and outcomes. This work also highlights the contributions of partners in cross-

directorate working which would not have been possible without one another. This collaboration is ongoing and have together secured 50k for the area to deliver projects which meet identified needs, resulting in the model being rolled out across the County. Within the survey results, young people expressed a desire for more surveys like this in the future, highlighting the importance of continuing this approach.

6. **Locally Designed Family Learning**

District: Huntingdonshire

Directorate: Strategy and Partnerships

Themes:
- Co-designed and co-produced
- Place-based and targeted

Outline:

Through the work of Cambridgeshire Skills, this pilot explored the development and delivery of family learning opportunities, designed in collaboration with local partners, targeting parents who typically do not engage with education and training services. This pilot was informed by the needs of the community to foster greater participation and the development of more aligned learning opportunities.

Learning:

This pilot created clear pathways to inspire individuals to thrive within their communities, most notably due to the personalised approach, meeting the unique needs of individuals in the Oxmoor area. These learners often experienced low confidence, but became engaged in education or training settings, supported by the aspirations of case workers, resulting in a strong environment of trust and motivation, collaboration and alignment of priorities. A crucial element for encouraging enquiry and engagement from potential learners, was the established trust between Cambridgeshire County Council and the stakeholders of nurseries, case workers, and learners which was maintained through communication and gathering feedback. A significant learning from this pilot, was where the learning took place, as opportunities were delivered in nurseries, making the environment familiar, accessible, and supportive for parents with children. Partnering with nurseries provided childcare for learners, benefiting both the nurseries and the learners, leading to positive outcomes and surfacing a potential to break generational cycles through continuous learning opportunities, highlighting the importance in identifying and acting upon

barriers faced by communities using local intelligence. This learning can be illustrated in feedback from a learner:

"The experience of stepping back into a classroom after so long was very scary. After a week or so everything relaxed for me. To know you could arrive to class after having had a bad start to the day and be supported through this to learn was amazing. They bring you out of it and you feel like you've been listened to. Everyone on the course has said the same thing."

Challenges faced in the development and delivery of this work, include sourcing qualified staff in this sector, and capacity to meet growing demand, particularly where there is a need for increased staff presence, to help support with pastoral challenges such as confidence building, and complex learner needs.

Conclusion:

This work required a creative, learner-led approach to meet the demands of the community which paves the way for a roll out of the approach across the organisation. Consideration must be given for the funding of this work, which is by the combined authority, who set the parameters for what can be delivered.

This pilot, co-designed with key local partners, has demonstrated significant success in engaging parents who are typically disengaged with education and training opportunities. By tailoring the design of the delivery, to community need, the pilot was able to increase participation and learning, setting a strong foundation for future family learning possibilities. Finally, demonstrating the power of community-informed and collaborative approaches in transforming educational engagement and outcomes when working Closer to Communities.

7. **Smoking Cessation:**

District: Fenland

Directorate: Public Health

Themes:
- Devolved power and funding
- Place-based and targeted

Outline:

The aim of this pilot is to develop a bespoke service to target vulnerable groups such as the homeless community and migrant workers, who are at increased risk of smoking-related health issues. A service specification was agreed upon with a local homeless organisation, the Ferry Project, to deliver tailored smoking cessation support, appointing a dedicated Stop Smoking Advisor. Additionally, a smoking cessation model was agreed with the Integrated Neighbourhood Manager to ensure alignment with wider health service frameworks. Alongside this work, behavioural science research is being undertaken, which will inform work in this space.

The existing model for stop smoking services is for smokers to receive support from their GP practice or the Behaviour Change Service Healthy You. This challenge is that population groups that have rates of smoking such as the homeless do not have any contact with or do not access these services. This new model is devolving the power to deliver the stop smoking services to services that work closely with these groups as a place-based approach to delivery and working Closer to Communities.

Learning:

A bespoke service has been developed to increase access for the target population, for example. the offer of a vape quit kit with a longer battery life, as part of the 12-week program, recognising the needs of the homeless community in experiencing limited access to charging facilities.

The co-design process has been a core element of this pilot, as The Ferry Project have actively engaged with service users, attending existing services such as art groups, cookery school sessions, and migrant worker drop-ins. This engagement has provided valuable insights into the barriers faced by this unique demographic in accessing stop smoking services and illustrating efforts of working Closer to Communities to address these.

Conclusion:

This pilot project is in the process of creating a targeted and bespoke smoking cessation service that addresses the specific needs of communities in Fenland. By focusing on engagement, unique barriers, and tailored interventions, this project aims to improve smoking cessation outcomes in this high-risk population.

8. **CJAC (Cambridge Joint Area Committee):**

District: Cambridge City

Directorate: Place and Sustainability

Themes:
- Co-designed and co-produced
- Place-based and targeted

Outline:

This pilot explores Cambridge Joint Area Committee (CJAC) which was reintroduced, with endorsement of the full council, as part of efforts to bring decision-making Closer to Communities. Fostering a collaborative environment where authorities work together on local issues, addressing the specific place needs of Cambridge communities.

CJAC represents a joint effort between Cambridgeshire County Council and Cambridge City Council, to focus on matters including transport. The CJAC had functioned historically but had been disbanded in 2019/2020. The CJAC has been revisited and reinstated, playing a key advisory role, supporting the Highways and Transport decision-making process, and ensuring that the Council is closer to the community. The first meeting took place in June 2024, during which a Chair and Vice Chair were elected, terms of reference were drafted, and meetings have been regular with co-designed agendas.

Learning:

Learnings demonstrate how the committee's terms of reference may need to evolve over time, offering flexibility and adapting to the growing need for devolved decision-making. To maximise impact of CJAC meetings, resource is required to drive preparation and ensure follow-up decisions are made and as committee members hold varied expectations regarding the scope of issues the CJAC would address, clarity is required to ensure expectations are aligned. This alignment and collaboration are also driven through providing Cambridge City Councillors with greater visibility and influence in decisions regarding County Highways and Transport. This collaboration drove success due to the development of joint ownership and strong, trusted working relationships.

Conclusion:

To conclude, it is evident that the reintroduction of the Cambridge Joint Area Committee (CJAC) has successfully enhanced local participation and engagement by tailoring to communities. The committee marks a step towards a path to evolving the organisation's role in working Closer to Communities.

9. **Care Leavers:**

District: Huntingdonshire

Directorate: Children's Service and Strategy and Partnerships

Themes:
- Co-designed and co-produced

Outline:

This project worked to establish a joint and targeted offer for Care Leavers between the Leaving Care Service and Cambridgeshire Libraries, aimed at connecting them with broader support networks. Exploring access to digital devices, safe spaces, and resources that assist young people in connecting with their family history through the library and archive resources. Huntingdon Library was chosen as the initial hub based on a review of homes of Care Leavers as a significant number of young people lived in or could easily commute to Huntingdon. Additionally, Huntingdon Library is one of the main hub libraries in the region, providing a wide range of services, making it an appropriate place to launch the hubs to young people.

Learning:

The project successfully established a Care Leavers Hub at Huntingdon Library which led to the formation of drop-in sessions with Personal Advisors, a skills and employability officer, and the introduction of the first Tenancy Ready course in partnership with a District Council Housing Officer. This use of library spaces will allow Care Leavers to gain a better understanding of the resources available to them and an improved the understanding among Children's Services staff regarding the resources available for Care Leavers. This also increased awareness within libraries about the needs of children in care and Care Leavers, whilst also potentially reducing costs for the Leaving Care Service by eliminating the need for sourcing support. Further support for this understanding, comes from the wider organisation and the five district councils who all passed motions to consider care leavers as a protected characteristic, supporting the multiple disadvantages they face and bringing a focus in knowledge and understanding.

Within the learning from this pilot, it is also important to note the multiple leadership changes within Children's Services, and how this impacted the continuity of the project. High staff turnover in the Leaving Care team required the initial training to be revisited before the project could fully launch and the engagement of front-line staff to

encourage their engagement, all led to further delays to the project development. To minimise challenge, regular monthly board meetings played a crucial role in relationship-building, goal setting, and accountability, allowing for clear actions and timelines to be established, ensuring that momentum was maintained.

The development of the Hub took longer than anticipated, with the number of young people engaging with the Hub being lower than expected, though through services are confident that this will increase as the project embeds within the Leaving Care Service. It is important to note here, as the pilot was not co-designed with Care Leavers during the setup phase due to time requirements, plans are in place to gather feedback from young people who attend the Hub and use their insights to guide the rollout of future hubs in other libraries across the County.

Conclusion:

This project has been a positive step for the Leaving Care Service, which had not previously undertaken this approach, as it encouraged reflection and evaluation of what services are offered and where. Furthermore, demonstrating the efficient use of existing resources through reallocation and redistribution without the need for additional funding to drive decentralised opportunities. The project has led to a significant improvement in understanding between the two services, who are both recognising the opportunities in collaboration, whilst feeling optimistic to roll out the model in other libraries across the county. Continuing to enhance the relationship between Cambridgeshire County Council and Care Leavers in their journey of working Closer to Communities.

10. **Community Environment Project:**

District: East Cambridgeshire

Directorate: Strategy and Partnerships

Themes:
- Co-designed and co-produced
- Place-based and targeted

Outline:

In May 2024, the Communities Service team at Cambridgeshire County Council, co-produced the Greener Together event to showcase community-led green initiatives. This event was co-hosted by Cambridgeshire County Council, Burwell Parish Council,

East Cambridgeshire District Council, East Cambs Climate Action Network and Cambridge Carbon Footprint. The aim of this collaboration was to reduce fossil fuel dependence, restore wildlife spaces, and accelerate the transition to net-zero carbon emissions, exploring the role Cambridgeshire County Council can play in enabling and supporting communities around a theme, work alongside them to inspire action.

Learning:

The event was successfully co-hosted, attracting over 50 attendees and involving five partners. Internally, collaboration took place between Communities, Libraries and the Learning and Development teams, and the Climate Change and Energy Service. This successful collaboration saw significant engagement, leading to various follow-up activities and opportunities, such as the Imaginarium pop-up events, which encouraged the communities to envision and discuss a better future for green outcomes. This work also sparked a Community Reach Fund bid by Cambridge Carbon Footprint to teach communities how to run an Imaginarium, a follow-on activity from Greener Together, which engaged approximately 100 residents at the Burwell Carnival, capturing community voices and encouraging active participation. Demonstrating how the events success was attributed to the time and energy invested in building relationships based on shared values and listening, alongside authentic co-production, in ensuring that communities are heard.

Attendees gained knowledge and confidence, which can be seen in the results from using a Mentimeter, a self-reflective tool which showed that residents felt more informed and motivated to set up green initiatives, more connected and hopeful for positive action.

Further feedback was gathered from partners who worked alongside the Communities Service on the development of the event:

"Initiatives like Greener Together help connect active people in the district, we get to know both know more about how we might be able to support those individuals/groups to reach net zero whilst simultaneously building community and CCF gets to learn about and maybe replicate good work that's already happening"

"The Greener Together Event was a fantastic example of how communities can come together to share stories, learning and build connections, all for the benefit of creating a more healthy, equitable and sustainable world. The talks at the start were informative and the various workshops fostered collaboration and creativity from participants"
"As a co-host of the project, I found the overall experience inspiring and worthwhile. The Greener Together event created the ripple effect of further events and actions that

I hoped it would."

Acknowledgement must also be given to the resource and capacity required to drive efforts in this space, as the event required significant capacity from the Communities Service team and community partners, with increased meeting frequency, and resource intensive visions, which produces strong collaborative relationships.

Furthermore, establishing equal partnerships took time, as the Communities Service team was initially seen as the lead but emphasised a co-hosting approach to foster equality and reach the desired power dynamic between stakeholders.

Conclusion:

It is important to note here that the nature of this work is at the core of the work of the Communities Service and is their natural state and approach when working with and alongside communities across Cambridgeshire.

The legacy of the event led to collaboration among co-hosting partners, including follow-up activities in Burwell, co-hosting a stall at Ely Cathedral Eco-Fair, and strengthening of the East Cambs Climate and Nature Partnership and the Library Green Network. Demonstrating the power of building strong and trusted partnerships through collaborative efforts. Pathways for further collaboration have emerged as partners are exploring local ideas and suggestions that were made at the Burwell Imaginarium, with further place-based Imaginariums planned. Additionally, the Communities team at Cambridgeshire County Council are collaborating with Libraries and Learning and Development colleagues to explore potential to support the Great Collaboration with a Regional Pilot to grow local community action.

This event showcased the power of community-led green efforts and the importance of collaborative approaches when working alongside communities. The event's success highlights the potential for continued community engagement and environmental action, supported by strong partnerships and responsive planning.

11. **Community Wealth Building:**

District: Cambridge City

Directorate: Strategy and Partnerships

Themes:
- Co-designed and co-produced

- Place-based and targeted

Outline:

This pilot explored the commitment from Cambridgeshire County Council to support and play an active role in a system-wide partnership alongside Cambridge City Council as they embarked on a community wealth building project, Focus on Abbey. The overall aims of this work were to bring people together from across the community, voluntary, charitable, public, and private sectors, to identify opportunities to work together to improve quality of life in the targeted area and address entrenched inequalities. The Abbey ward has been neglected for a long time in terms regeneration but also in terms of supporting the local community to thrive.

Learning:

Accomplishments in this pilot highlight the work of the Cambridgeshire County Councils Communities Service team in supporting the development of funding, which was allocated to community projects from Cambridge City Council, aiming to address key issues identified by the local community, such as food poverty, social mobility, and the development of community champions. The Communities team played a role in assessing the applicants for the Focus on Abbey funding and participated in the selection process.

The Communities team also found ways to contribute mindfully such as representing on the steering group for the Action in Abbey Project, in collaboration with Together Culture and facilitating group work at the first two public engagement events.

Additionally, the direct engagement by the Communities Service, with individual Focus on Abbey projects allowed the team to offer their knowledge and expertise particularly to those projects aimed at building community capacity. This approach ensured that their contributions align with the needs of the community. Furthermore, the County team helped to unlock access to a range of wider county council services, including education, skills development, school partnerships, and funding opportunities. The Communities Service also supported wider work in this space through the Shaping Abbey work, which involved engaging with the community on the development of the area and Focus on Abbey projects, driving collaborative efforts. This united approach has been especially valuable in building trust, as when the community and key stakeholders see public services working together toward a shared vision, it reinforces trust, a key concern in Abbey Ward.

Conclusion:

The Focus on Abbey pilot demonstrates the value of a collaborative, system-wide partnerships in addressing long-standing inequalities in a place, reflecting the importance of taking tangible steps to address deep-rooted issues in the Abbey ward and foster long-term community resilience. Concluding how appropriate contributions from Cambridgeshire County Council in terms of resource and energy, can drive wider system efforts in working Closer to Communities.

12. **ICS Data Integration**

District: Huntingdonshire

Directorate: Strategy and Partnerships

Themes:
- Place-based and targeted

Outline:

With Oxmoor in Huntingdonshire as a key area of focus, this pilot proposal explored how Cambridgeshire County Council could contribute data to support the delivery of the ICS public service data integration. The strategic aim was to understand communities better through data, enabling a more localised approach to support through services. The vision was that as the pilot evolved, the possibility to drill down to Local Super Output Areas (LSOA) and target resource accordingly would arise, concluding possibilities for what might be possible in terms of data integration.

Conclusion:

The decision was made for this work to no longer continue as part of the Closer to Communities portfolio, due to initial workshops and staffing changes.

13. **Utilising Our Estate**

District: Huntingdonshire

Directorate: Strategy and Partnerships and Finance and Resources

Themes:

- Place- based and targeted

Outline:

Working with communities and partners, this pilot proposal aimed to review how and where Cambridgeshire County Council delivers services from across Huntingdonshire to best meet local need. whilst utilising libraries as a point of access to support.

Conclusion:

The decision was made for this work to no longer continue as part of the Closer to Communities portfolio, with business planning agreeing to incorporate it within the Accommodation Improvement Programme work at Cambridgeshire County Council.

14. **Integrated Neighbourhood:**

District: Cambridge City

Directorate: Strategy and Partnerships

Themes:
- Co-designed and co-produced
- Place-based and targeted

Outline:

This pilot explored the work of Cambridgeshire County Council in supporting the development and efforts of a "One Team" in the Northeast Integrated Neighbourhood, alongside Integrated Care System (ICS) colleagues. The focus was to identify shared priorities, utilise population health management data and engage communities to uncover local solutions to local priorities. The development of the Integrated Neighbourhood is in its early stages, introducing new ways of working to the system.

Learning:

The Communities Services' main contribution to this work, was the facilitation of connections between the community and the Integrated Neighbourhood board, cultivating spaces for collaboration to take place. The Communities Service also provided guidance and support in ensuring that communities are represented at a decision-making level and are informing the development of the work. Highlighting the importance of addressing health needs through place-based and collaborative approaches, often slow in their progress as the system is shifting to a systematic way

of working. The role in this project was mostly advisory, driving the representation of community voice, ensuring priorities shaped the development of the Integrated Neighbourhood. Another vital learning, focusses on the maturity between partners, reflected in their ability to embrace actions driven by the priorities of others, functioning as an extended member of the team. Cambridgeshire County Council played a key role in supporting partner priorities by working collaboratively in a place-based approach, with fluid engagement and trust.

Conclusion:

This pilot at time of evaluation was still in its early stages of development, however the vision will provide better health outcomes for communities by working in a place-based way to address local health needs through collaborative working and engagement with communities. Furthermore, highlighting Cambridgeshire County Council resource, operating at a local neighbourhood level and integral to driving the one team approach across organisational boundaries.

15. **Local Community Climate Campaigns:**

District: Fenland and Cambridge City

Directorate: Children, Education and Families

Themes:
- Devolved funding
- Co-designed and co-produced
- Place-based and targeted

Outline:

This work explores the devolution and distribution of centrally held funding to place-based teams to co-design projects that meet the needs of communities. The pilot explored in this evaluation explores the Child and Family Centres (Family Hubs) in Wisbech and Cambridge City and their work in supporting local families around climate and the cost-of-living crisis, with the aim of co-production, providing them with the opportunity to 'Reconnect' with Nature, 'Repurpose' what they no longer need and 'Reuse' to mend things that are broken or old.

Learning:

A main accomplishment of this project was the co-design of services based on local

needs, identified through a community survey, where need was addressed by acknowledging high levels of deprivation and responding with financial management and personal well-being opportunities. Positive feedback came from participating families and the ripple effect of these efforts has been significant, as families shared the lessons learned with their children, promoting sustainable practice. The collaboration between partners in the delivery of services was another notable achievement, as localised planning and reduced bureaucracy allowed services to be delivered more efficiently. This approach demonstrated the benefits of working together to tailor support to community demand and how a more environmentally friendly service was developed to support families to make changes in their lives.

It is also key to identify success in terms of service delivery:
- Let's Get Growing Course: Two cohorts of this 4-week course taught parents and children how to grow their own food, care for the environment, and develop a connection with nature. A total of 13 adults and 16 children completed the course in Wisbech, in partnership with adult learning providers.
- Ready, Steady, Recycle Sessions: Five recycling sessions were conducted, where families had 60 minutes to create items from recycled materials. Across these sessions, 42 adults and 57 children participated (Wisbech), also in collaboration with adult learning providers.
- Forest School Sessions: All eight Children and Family Centre Workers (CFCWs) were trained since July 2024, forest school-themed sessions have been offered in various outdoor spaces in Wisbech and Cambridge, in partnership with the district council and local charities. Over 200 people have attended these sessions.
- Sewing Skills Workshops: Links with community groups have helped 10 families learn sewing skills, with additional sessions planned in the city.

In addition, there have been impacts which include:
- Partnerships with local groups, district councils and the Greater Cambridgeshire Partnership encouraged families to use safe walking routes rather than drive, supported through face-to-face engagement and social media publicity - Cambridge City.
- Links made with local schools and through social media to organise redistribution of preloved school uniform during the summer holidays - Wisbech and Cambridge City.
- Work on child and family centre spaces to include planters to grow fruit and vegetables, bug hotels and pollinator areas - Wisbech and Cambridge City.
- Festival of Stories events are planned for all centres during February 2025, covering all 3 key areas of project - Wisbech and Cambridge City.
- All group activities use recycled materials for crafts - Wisbech and Cambridge

City.
- No meat products are used for any group activities - Cambridge City.
- All families requesting food and fuel vouchers are signposted to additional services (including DWP SO officer) to promote financial recovery, accessibility to employment and training and or correct benefits - Cambridge City.
-

Challenges identified through this work, include how there was strong engagement from staff at 82 responses, but only 12 from communities, highlighting the difficulty of engaging with parents on the theme of climate change, and the need for further action. Additionally, sourcing local and eco-friendly resources to the budget constraints, as they often did not align.

Conclusion:

It is important to note here that the nature of this work is at the core of the work of how Child and Family Centres are delivered at Cambridgeshire County Council and is their approach when working with and alongside communities.

This work demonstrates significant learning from the distribution of centrally held funding to place-based teams to co-design projects that meet the needs of communities, which has had significant and rippling benefits for residents. Creating an environmentally conscious service that supports families in making sustainable lifestyle changes.

16. **Local Projects Targeted Support: NEET Project**

District: Huntingdon - St Neots, Ramsey, Sawtry and Yaxley

Directorate: Children, Education and Families

Themes:
- Devolved decision-making
- Co-designed and co-produced
- Place-based and targeted

Outline:

The aim of this pilot was to drive equal opportunities for young people aged 16 -24 in Paines Mill supported housing, aligning their opportunities with peers who live at home and may pay minimal or no rent. Utilising funding from the Communities team and from Huntingdon District Council's Prosperity Fund, the hypothesis was that by

removing this financial barrier, young people will be more likely to seek employment sooner, maintain their role and transition to independent living more effectively. Whilst also teaching budgeting skills and preparing young people for rental responsibilities that they will experience after leaving supported accommodation. This support was tailored through a collaboration with Paine's Mill, St. Neots Town Council, CCC Targeted Support, and CCC Communities Service.

Learning:

As the work developed, the steering group was instrumental in driving efforts and guiding the projects vision, managing expectations, roles and responsibilities across the place and local context. The place-based approach was effective in engaging a target group of young residents at Paines Mill, addressing the specific barriers they faced and creating a comfortable and welcoming space. Engagement with the young people took place to capture their voice, understand barriers, and identify motivations related to education, employment, and training, using group sessions and Microsoft Forms. This collaborative approach meant engagement was most successful as it was authentic, built trust and aligned priorities, leading young people to engage in activities like a plate smashing session (focused on mental well-being), cooking sessions and interview panels. Feedback from young people engaged with the project highlighted a positive impact on their mental health, with some residents noting visible improvements in their peers. This work also demonstrates opportunity, as a core group of young people regularly attend sessions, trust has been established, which is infiltrating other residents who are becoming more aware and engaged in the efforts of this work.

It is also important to recognise the challenges faced within this pilot, with consideration to the complex barriers these young people face, affecting their ability to sustain employment, education or training. Recognising the need for preventative support in addressing challenges which may arise before employment can be achieved. It was identified that these barriers can be overcome through collaboration a collaboration of stakeholders including CCC colleagues (social care, targeted support, communities' services) and external organisations (HDC, St Neots Town Council, Job Centre Plus. To ensure success, alignment and communication are key in understanding priorities, expectations and governance structures.

Conclusion:

As a result of this work, one young person has gone into employment and is accessing the fund to support the rent payment, this is having a positive impact on the group and helping to motivate them further. Progress is visible, and notes how achieving desired

outcomes for young people requires patience in establishing strong partnerships, clear communication, and the sharing of resources, funding, and expertise. The continued engagement with residents is planned to take place, exploring how this work can develop and continue to deliver aligned priorities, with the steering group meeting to drive the work and next step possibilities.

In conclusion, this pilot has demonstrated the effectiveness of a place-based, co-designed approach in addressing the unique challenges faced by young people in supported accommodation, creating a pathway for long-term success in supporting these the transition to employment and housing and working Closer to Communities.

17. **Street Lighting**

District: Countywide

Directorate: Place and Sustainability

Themes:
- Co-designed and co-produced

Outline:

This pilot explored the provision of Street lighting at Cambridgeshire County Council and how the organisation can inform and empower communities on the topic. In Cambridgeshire, Street lighting is provided by a mix of County, parish and town councils, district councils, National Highways, and private owners, therefore, issues arise when communities report faults, as ownership and responsibility is not always clear. A request from Girton Parish Council was raised to the organisation, highlighting how there was not a central register or mapping of streetlights and their ownership, stressing the challenges for clerks to identify and report faults. Cambridgeshire County Council came Closer to Communities by listening, engaging and taking action. In response, and in collaboration with communities, Cambridgeshire County Council embarked on an action plan to provide information on street lighting and energy procurement for parish and town councils to be published on Cambridgeshire County Councils website.

Learning:

Major accomplishments of this work include the provision of information available for communities and parish and town Councils, which included detail on operational requirements for streetlights, maintenance and guidance on required timescales and

industry standards. The development of this information was co-designed through the relationship between the street lighting team and parish and town Councils. This was to ensure the information aligned with the request from communities, by collaborating on what information would be most useful.

Collaboration took place with the Information Services Team, ensuring the information added to the street lighting webpage was correctly worded and presented for all users that may access the information. Cross service working also took place when working with the Councils Energy team who advised on the possible energy procurement routes for parish and town Councils and agreed they could be signposted as a contact for further advice on energy procurement if required.

Feedback was positive from the Parish Clerks, and this work has highlighted the importance of ensuring information is shared with communities, so they feel informed, empowered and supported on local authority delivery.

Conclusion:

Next steps for this work, includes the potential rollout of new customer reporting and data base. Although the work began in Girton Parish Council and the Orchard Park Community Council, Cambridge, the information was added for all districts across Cambridgeshire.
This this work has demonstrated how engaging and listening alongside sharing information and knowledge with parish and town Councils wherever possible supports the organisation to work Closer to Communities. Demonstrating how successful collaboration supports the empowerment of communities, and the alignment of priorities between Cambridgeshire County Council and its residents.

18. **Supporting Families Fund**

District: Countywide

Directorate: Children, Education and Families

Themes:
- Devolved decision-making

Outline:

Building on the success of personalised budgets for families in the national Supporting Families programme, this pilot drove collaboration by extending access to the fund,

enabling families to receive funding from partner organisations, including schools, nurseries and the voluntary sector. This was due to consistent communication to partners about the available funding and how they could access it on behalf of the families they support. By widening the scope of the funding process, more families were able to access the fund, as it was not restricted to those already allocated a local authority worker at Cambridgeshire County Council. This approach allowed families to receive financial support to achieve co-designed desired outcomes in their family plans, within the framework of the national programme.

Learning:

A key learning from this work was the need for consistent communication with partners, identifying how they could access the fund and empowering them to work in this new way. This led to receiving external applications, meeting the needs of individual families, and opening access for partner organisations to request funding on a family's behalf.

Another significant learning highlights how partners within educational settings considered the needs of the families they support through their Early Help offer (open Early Help Assessment), applying for items that support families in making positive changes to their identified needs. For example, the purchase of a dehumidifier improved a child's mental and physical health by reducing allergies and asthma symptoms caused by mold and dust in the home. Additionally, the purchase of a dining table booster seat and play mat helped a family eat together and provided a safe, easy-to-clean area for the child to play, supporting a mother's challenges from an Osteoporosis condition. Identifying how this person-centered approach enables better alignment with community need.

Conclusion:

When exploring future work, consideration could be given to the possibility of allocating general purchase cards rather than sharing with social care, due to challenges of disseminating funding. And, redefining the restrictions on the fund to make it easier for the local authority to purchase goods, such as bikes, which currently must be new and sourced from certain providers. Consideration could also be given to allocating funds directly to educational settings, a key stakeholder in the work, allowing them more autonomy in the utilisation the funding.
This pilot successfully extended funding access to families through a collaboration of Cambridgeshire County Council and partner organisations, highlighting the importance of consistent communication with partners and the involvement of educational settings in addressing the needs of families in Cambridgeshire. As the current funding

concludes in March 2025, adopting the proposed considerations could foster a more community focussed and efficient support system for the dissemination of potential funds.

Refining the approach

In April 2024, during a time of cross directorate and strategic reflection, an addition to the portfolio was made which included the workstreams of Place-based forums, Place-based working and facilitating and empowering communities in the highways space. These additions provided further investigation and evidence in the learning of how Cambridgeshire County Council can work Closer to Communities.

19. Place-based Forums

District: Countywide

Directorate: Strategy and Partnerships

Themes:
- Devolved decision-making
- Devolved power and funding
- Co-designed and co-produced
- Place-based and targeted

Outline:

This work explores the development of place-based forums, led by the Communities Service to bring together internal staff working in a district from across different service areas. The forums operate in a place-based way, coming together to identify local priorities and solutions, with the over-arching aim being for the organisation to provide a better and more aligned service to local communities. The approach focuses on working collaboratively around a place, using existing resource to meet need and to take advantage of opportunities using a small ringfenced budget.

Learning:

Although it is still early to draw definitive conclusions, there has been an elevated level of connection, knowledge and awareness across services, leading to more effective collaboration. By working together across different teams, possibilities arose to share capacity and resources, allowing a blended response that drew on differing skill sets and positively impacted outcomes. This system-wide approach paves the way for the

delivery of joint projects that directly respond to local need, with this alignment supporting the overarching organisational objectives. Project planning and decision-making processes were conducted democratically, allowing officers to find solutions creatively and collaboratively, identifying the potential for this approach in preventing the unnecessary procurement of skills, services, or resources that already exist within the council.

The availability and flexibility of the ringfenced budget, enabled faster decision-making, unlike traditional funding, which often comes with strict criteria and lengthy approval processes, or sometimes no budget at all. It is also key to identify the limited governance around spending the budget, which allowed an informal nature of spending to take place, which was tailored to need and more efficient in its ability to support developing ideas and projects.

Here it felt important to explore feedback from members of the forums:

"Our connection and learning with the libraries have been great. They are such a proactive team. We have managed to book Milton Road library and Cambridge City library for some of our NCS sessions. We also have bookings with Huntingdon library in the works too. We can book these for free, which is a massive help to our budget. For every NCS session we do, we book a youth space/venue, at the very minimum this is £15 per hour. With so many programmes across the county, this soon adds up. By getting venues for free, this allows us to use those funds to provide a better curriculum for our young people, which results in better outcomes. For example, we could then afford to get specialists in to deliver core themes, which we couldn't usually afford"

"We are doing a social action project in Ely, all designed and delivered by young people, to raise awareness and donations for a local/new charity in the area. Following us attending a placed based forum, we have been offered a band to play at this Community Fun day, for free! A proper band. How awesome"

"The chats in the forums have been so helpful with getting courses advertised and shared amongst professionals"

"Very enabling of the 'One Cambridgeshire – We Are Cambs' aspiration and ethos"
Furthermore, statistics from a survey shared with the forums identified how 77% of respondents felt better connected because of their participation in the Place-based Forum and 69% had developed a positive working relationship with a new colleague, team or service.

Conclusion:

It is expected the place-based forums will evolve differently over time, beginning with the services of Communities Service, Libraries and Cambridgeshire Skills (Strategy & Partnerships), Targeted Support and Family Hubs (Children, Families & Education) and Care Together (Adults, Health & Commissioning). Next steps for the development of this work, include the widening of the forums to invite more internal colleagues and opportunities to hold meetings in person, with a rotating chair, to allow a variety of services to lead and drive efforts. The forums present a clear development in place-based working at Cambridgeshire County Council, identifying the successes and opportunities of the approach in aligning priorities with communities, driving internal collaboration and strengthening efforts.

20. **Place-based Work (Wisbech)**

District: Fenland

Directorate: Strategy and Partnerships

Themes:
- Co-designed and co-produced
- Place-based and targeted

Outline:

The initial focus for this pilot, was to address the education, skills, and training domain, mobilising a cross-directorate workstream to develop targeted, place-based interventions that respond directly to the challenges identified through IMD (Indices of multiple deprivation) analysis. Wisbech was selected as the place of focus, based on the indicators from the IMD, which highlight significant need. This work aimed to improve access to adult education for individuals most in need, the NEET population of 16–18-year-olds, by aligning their personal goals with local opportunities, utilising a collaboration between the community, local stakeholders, and employers.

Learning:

A new collaborative approach has been established, forming a partnership between various stakeholders such as Children's Services, the Communities Service, as well as external partners like Fenland District and an evolving network of support to drive the project forward. The community has been actively involved, fostering a sense of ownership and empowerment as they influence the type and nature of provisions offered. This approach drives a community-led strategy, which has proven to be

effective, though it requires significant time and effort. A key component of this strategy is the development of Community Leaders, who act as advocates for the project, shaping and recruiting for the educational provisions. This focus on community voice has been critical in designing and delivering aligned provision to meet local need and provides the bridge between individuals and opportunities, leading to better and more sustainable outcomes.

The first course, developed in partnership with the Department for Work and Pensions (DWP) and Seetec (an independent training provider), was oversubscribed. Historically, ESOL (English for Speakers of Other Languages) courses have struggled with low enrolment numbers, making this a significant achievement.

To reduce NEET it will commission specialised provision, that is specific to the needs of the place and those young people where college or apprenticeships are not yet suitable for them. The idea is that this provision will kick start an unused funding stream, that is available to CCC from the Department for Education, so this becomes sustainable through grant funding in the long term

It is key to note that there have been several initiatives in Wisbech in recent years, leaving residents with a sense of "being done to" which can lead to a reluctance in engagement, posing a challenge to building trust and participation. Additionally, there is a shortage of post 16 teaching professionals therefore it will be vital to ensure sufficient teaching capacity.

Conclusion:

This work, although in its early stages has successfully adopted lessons from other Closer to Communities projects and similar initiatives across the organisation, highlighting the importance of investing time in engaging with communities, which delivers intended outcomes for them and the broader system. By building trust, fostering community leadership, and aligning educational offerings locally, the project has laid foundations for long-term, sustainable success in accessing adult education in Wisbech.

21. **Facilitating and Empowering Communities in Highways**

District: Countywide

Directorate: Place and Sustainability

Themes:

- Devolved decision-making
- Co-designed and co-produced

Outline:

This pilot explored process changes to how third parties commission and deliver changes to the public highway in their own areas via the counties PFHI (Privately Funded Highway Improvement) route. The motivation for this work, came from a request from a parish council in Fenland, who queried what options were available to third parties to deliver highway infrastructure improvements themselves. The ambition of this work is to allow as much decision making and autonomy at local level as possible to implement highway changes. Utilising co-design approaches to:

- Improve accessibility
- Streamline processes
- Improve community understanding
- Implement changes based on community feedback (where appropriate/possible)

Learning:

A scoping exercise was conducted with a small number of parish councils, with possible changes to the existing PFHI process discussed and taken away by officers to review, this focus on community voice, built trust with authentic conversation. Third parties were encouraged to trust that officers will provide informed, professional, and technical advice related to this process, which will combat mistrust around the cost of the work, addressing any concerns. The key benefit will be the possibility for a process where third parties can make changes to the public highway in their own areas, delivered in a way that they choose and are confident they can achieve best value through, whilst meeting the authorities' standards around quality, specification and health and safety. The proposed changes and approach of this work will mean consideration must be given for how third parties work on the public highway in a controlled way which does not present undue risk or liability to the authority. Additionally, consideration must be given to the reactive nature of this work, being completely third party funded and delivered, and the possibility of further resource being required depending on the volume of applications.

Conclusion:

These proposed changes to process, once realised will result in a countywide impact for third parties seeking to make highway improvements in their own areas, through

tested improved ways of working with local communities when identifying and implementing transport schemes. It is evident that this pilot has provided Cambridgeshire County Council with insights into how services within the highways and transport space can align and bring the organisation Closer to Communities.

Conclusion of the Closer to Communities Pilots

Through the exploration of these pilot projects the County Council gleaned knowledge and understanding in how to create a more responsive, effective, and community-focused model of working with, alongside and Closer to Communities.

This work provided valuable insights into the opportunities and challenges when experimenting with approaches of working Closer to Communities, identifying how this journey:

- **Empowers communities:** Giving them greater opportunities to shape their lives, fostering a sense of ownership and participation.
- **Encourages innovation**: In addressing challenges and opportunities within the community, as stakeholders are empowered to explore new approaches.
- **Strengthens social capital**: Within communities by fostering a culture of collaboration, trust, and engagement, leading to cohesion and resilience.
- **Enables communities to develop tailored solutions**: To address their unique needs, priorities and place contexts.
- **Leads to more responsive and efficient service delivery**: As the organisation is better positioned to understand and address the specific needs of their communities, resulting in improved access to essential services.
- **Promotes accountability and transparency**: When decision-making authority is shifted Closer to Communities, building and maintaining trust.

This evidence identifies pathways for the organisation to build upon existing efforts, adapt where it is appropriate, and understand the journey of Closer to Communities at Cambridgeshire County Council as it looks to its future of organisational change.

EQIA-01497

Action being taken

EQIA Directorate

EQIA Service

EQIA Team

Details of person undertaking assessment

Your name
Jessica Kennedy

Your job title
Project Manager

Your directorate
Strategy and Partnerships Directorate

Your service
Programme and Service Improvement

Your team
Projects and Programmes

Proposal being assessed
Closer to Communities

Business plan proposal number

Proposal details

What is the name and description of the policy being assessed?
In February 2022, the Full Council of Cambridgeshire County Council agreed a comprehensive vision and set of ambitions designed to create a greener, fairer, and more caring Cambridgeshire. This vision, and the associated seven ambitions, have shaped the Council's business plan and informed how the council has allocated its budget.

Being Closer to Communities is fundamental to the delivery of the Council's Strategic Framework, it is woven throughout: https://www.cambridgeshire.gov.uk/asset-library/Business-Plan-Section-1-Strategic-Framework-2023-to-2028-Refresh-for-2024-to-2025.pdf.pdf

In some cases, such as Ambition 4 (healthy, safe, and independent lives) being Closer to Communities is fundamental to the delivery of the ambition. In other areas, such as Ambition 2 (Safe, Sustainable Travel), there are significant opportunities to deliver better outcomes through enhanced partnerships with parish and town councils, resident groups, and communities to design and maintain travel networks. In all cases, working with communities strengthens the council's ability to achieve complex strategic ambitions in a way that is more relevant to our residents.

Being Closer to Communities is an approach that enables the Council to use its convening power to:

• Encourage active and engaged communities to enhance accountability and improve outcomes.

• Convene place-based working in partnership with the wider system of public and voluntary and community sector partners to tailor our services to meet local need.

• Integrate and simplify local services for the end user to improve access to these services.

• Make the best use of resources across the council and its partners to give confidence to residents that we are using public money effectively.

• Create opportunities for a stronger strategic alignment across public sector partners to work better together.

In July 2023, Cambridgeshire County Council took a significant step forward by driving the development of a range of pilot projects designed to test out aspects of how to bring council services Closer to Communities.

Through the exploration of these pilot projects the County Council aimed to better understand how to create a more responsive, effective, and community-focused model of working with, and alongside, communities. This work will also result in recommendations to the organisation, about how they can integrate and build on successful work of working Closer to Communities.

What type of policy is this?

Minor change

Is this EqIA supporting a committee paper/business case?

Yes

Identifying impact on affected groups

Is it foreseeable that people from any protected characteristic group(s) or people experiencing socio-economic inequalities will be impacted by the implementation of this proposal (including during the change management process)?

Yes

If no, provide an explanation as to why this proposal will not have an impact on each of the following characteristic/group of people

Affected groups and impact

Age

Positive impact

Disability

Neutral impact

Gender reassignment

Neutral impact

Marriage/Civil Partnership

Neutral impact

Pregnancy and maternity

Neutral impact

Race

Neutral impact

Religion/Belief

Neutral impact

Sex

Neutral impact

Sexual orientation

Neutral impact

Care experience

Positive impact

Other identified groups

Neutral impact

You identified positive/negative impacts – please explain each one and supporting evidence

There are pilots in all directorates, which will impact upon all communities.

The impact on service user groups depends on the individual pilot.

Notable groups that will be affected in parts of the county are people accessing youth services, communities with an interest in green energy, care leavers, those living in (or at risk of) poverty.

It is understood that where appropriate, all pilots will have completed an EQIA for their own work.

Evidence and analysis

State if any mitigating actions are required to alleviate negative impacts. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the

policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why. Briefly describe the actions then please insert actions to be taken on to the given action plan

Action plan

Identified Impact Protected Characteristic or non-legislative factor

This information was taken from engagement with the leads on the pilot projects.

In general, these projects are designed to tackle specific, localised inequalities by tailoring services to local circumstances, and therefore the equalities impact of a successful pilot will clearly be positive.

For the general portfolio we anticipate the following positive impacts as a result of individual pilots: Reduced levels of smoking Improved support for care leavers and young people Greater economic opportunity and improved health outcomes for people living in poorer areas of the county Targeted support for people affected by the cost of living crisis Wider access to cheaper, renewable energy. More broadly, this programme will support the county council to work more closely with communities to deliver targeted, co-designed support that meets the needs of their place.

The identified impact on the protected groups will have been identified through the EQIA per pilot.

Action

Expected outcomes

Officer

Completion date

Did you engage with an EqIA super-user when developing your EqIA?

Yes

Approval details

Head of service

Lisa Riddle

Head of service email

Lisa.Riddle@cambridgeshire.gov.uk

Status

Approved

Cambridgeshire Registration Service Annual Report

To:	Communities, Social Mobility, and Inclusion Committee
Meeting Date:	16 January 2025
From:	Executive Director of Place and Sustainability
Electoral division(s):	All
Key decision:	No
Executive Summary:	This report provides the Committee with an update on Registration service delivery over the last twelve months, focusing on ceremonies, appointments, performance, and technology.
	In addition, the report provides assurance around the delivery of the statutory duties and responsibilities of the service.
Recommendation:	The committee is recommended to:
	Note the contents of the report.

Officer contact:
Name: Peter Gell
Post: Service Director Regulatory Services
Email: peter.gell@cambridgeshire.gov.uk

1. Creating a greener, fairer, and more caring Cambridgeshire

1.1 This report details proposals that would impact on the following ambitions of the Council.

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

1.2 The service operates from multiple venues across Cambridgeshire, reducing the need for staff, and customers attending offices to travel unnecessary distances.

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

1.3 The service contributes to this Ambition in several ways. Registration statistical data provides a valuable public health insight in terms of numbers, trends, and trajectories, and is shared with a range of partners. The service is well placed due to its community-based settings and the high volume of interactions with the public to provide and/or signpost those in need to support groups and services, helping to keep people safe and health.

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

1.4 The importance of being an accessible service is reflected in the placement of Registration offices around Cambridgeshire. Many of the functions provided by the service are legally required to be delivered in person. Registration services also undertake ceremonies at private venues across the county and offer electronic and telephone services.

2. Background

2.1 This report is the annual update on registration service delivery for Cambridgeshire and provides assurance around the delivery of the statutory duties and responsibilities of the service.

2.2 The Cambridgeshire Registration service provides statutory services for the official recording of key events, including births, deaths, marriages, civil partnership ceremonies, and citizenship ceremonies. In addition, the service undertakes several non-statutory, income generating services, such as naming and renewal of vows ceremonies.

2.3 There are detailed legislative requirements in respect of the statutory functions delivered by Registration services, and these are supplemented with guidelines primarily issued by the General Register Office (GRO), which is part of the Home Office (within HM Passport Office). Proper Officers (designated post holders within the local authority) are required to provide annual assurance to the Registrar General at the GRO in relation to service delivery, performance, public protection, and counter fraud and with regards to the requirements set out in the Registration Acts.

2.4   The GRO provides governance and scrutiny of local authority Registration services through assessment of annual performance submissions and undertaking local authority audits, and field checks. The service is assessed to ensure compliance with over seventy measures relating to public protection and counter fraud.

2.5   The service maintains regular contact with the Regional GRO Compliance Officer to ensure the GRO remains assured as to service delivery arrangements in Cambridgeshire while also benefiting from the officer's experience and knowledge. The Compliance Officer has attended team workshops and provided partner feedback during key interviews.

2.6   The service operates from full time registration offices in Cambridge, Ely, and Huntingdon. There are part-time registration offices in March and Wisbech. In addition, there are 82 Approved Venues across Cambridgeshire, these being independent venues licenced to hold ceremonies. The service provides the officers to conduct ceremonies at these venues. Details of the venues themselves can be found on the [Cambridgeshire Ceremonies website](#).

3.   Main Issues

3.1   Ceremonies Update

3.1.1   Throughout the ceremonies update, there are examples where service provision has evolved to become more inclusive, providing greater variety for residents in line with the Council's Ambition 6.

3.1.2   Seven new ceremony venues have been licensed this year, giving couples more choice across the county. The service has welcomed back Minstrel Court after a change of ownership and extensive refurbishment, and the Gonville Hotel in the centre of Cambridge. Brampton Golf Club became an approved ceremony venue following a wedding fair on their premises and discussions with officers and couples on the day. All ceremony venues are assessed to ensure they meet specified criteria before they can become an Approved Venue, including accessibility considerations, such as parking provision, toilets, as well as movement in and around the venue.

3.1.3   Twenty-three venues now include the wholly outside option, which allows couples to have a ceremony anywhere in the grounds of the venue. This includes lake areas, two islands and the stunning Fellows Gardens in several colleges.

3.1.4   A new room has been added to the Roger Ascham office in Cambridge to give couples more choice in how and where they are married. The new room will be known as the Orchard Room and will suit couples seeking an intimate, no fuss ceremony.

3.1.5   Animals and pets have proved to be very popular with some couples; 22 ceremonies have been performed with dogs present, as demonstrated in the testimonials attached at Appendix 1, and one with an owl delivering the rings.

3.1.6   The service has begun giving couples a 'Congratulations Letter' at the end of the ceremony. Since the introduction of schedules in 2021, following legislative changes, marriage certificates are no longer issued on the day of the ceremony, and this has resulted in some couples commenting that they felt they were missing out on complimentary upgrades and gifts when travelling on their honeymoon. Having listened to the feedback, the service now

presents a letter that confirms the marriage or civil partnership took place and gives details of how to order more certificates and give customer feedback.

3.1.7 Bespoke ceremonies were introduced in January 2024 and are aimed at people wanting to have a ceremony in a venue that is not licensed, such as a garden or community centre. The couple have a short legal ceremony in one of the service's offices and then a completely bespoke ceremony written and delivered for them either later in the day or the following day. The bespoke ceremony was launched as a trial, and as of November 2024, 23 bookings have taken place to date generating £19,550. It is not common for local authorities to venture into the market of unlicenced ceremonies, this being an area where celebrants operate. This does, however, add competition to the market, it offers couples more choice, as the Council can provide a legal ceremony as well as part of the package, and it provides an alternative revenue stream for the Council.

Performance

3.1.8 In the last twelve months, the service has performed 1,011 ceremonies in Council rooms and 1,006 ceremonies in Approved Venues, which have been offering discounts and booking incentives to couples as the take up has been reduced.

3.1.9 The Cambridgeshire Quality of Life Survey findings for 2024 rated the satisfaction level for the Registration service as 85%, this being the joint highest rated Council service and 1% higher than 2023.

3.1.10 Customer surveys are sent to all couples following their ceremony to help inform service improvement and development. The service was rated 5 (out of 5) in response to "how were your registrars on the day" and 4.8 for overall experience with Cambridgeshire Ceremonies. The experience on the day of a ceremony for a couple is heavily influenced by the registrars attending. It is pleasing, therefore, to see the positive contribution they make, as evidenced by the examples of feedback received attached at Appendix 1.

3.1.11 Whereas customer feedback regarding staff has consistently been positive, feedback regarding venue outside areas, has occasionally been less favourable, with one customer commenting as follows:

> **"**The service itself and the room were absolutely fine, lovely setting inside and very cosy. But the photo opportunities were just awful... The only space currently is an extremely sad looking and fading area in the car park, which is also in full public view. It was very disappointing to say the least**."**

3.1.12 During October 2024, it became necessary to close off the decking photographic area at the Ely Register Office until it could be replaced, as it had become unsafe. The upkeep and presentation of outside areas for couples can affect the overall experience for couples at council venues. Though there are location limitations which will impact on the presentation of some sites more than others, a better experience could be provided subject to financial investment being possible. Discussions have taken place in respect of a forward plan for maintenance in future.

3.1.13 Group citizenship ceremonies have continued to take place in New Shire Hall since October 2022. Between that date and 8 November 2024, the service has welcomed 2,022 new citizens. Private citizenship ceremonies have also been successful, with 131 new citizens welcomed in this way.

Marketing

3.1.14 The team has attended wedding fairs and venue open days throughout Cambridgeshire, attracting significant interest from those attending. This provided couples with an opportunity to ask questions and receive guidance regarding the booking process. The service's presence also enabled bookings to be secured, as dates and times could be checked and confirmed, ensuring venue and Registration Officer availability align. Attendance has further provided opportunities for engagement with a wide range of businesses linked to the ceremony industry. Supporting these events is not only helping attract business for Approved Venues, but also Council ceremonies.

3.1.15 Open days in the Council's ceremony rooms also provide an opportunity for couples to look at the rooms and ask ceremony officers questions before deciding on their ceremony.

3.1.16 The use of social media is increasingly becoming important in promoting services on offer, and the service's social media posts continue to grow in popularity. The team now hands out business cards with contact details to photographers, so that they tag the service on social media to build engagement and awareness. This has resulted in increased collaboration with local suppliers and increased awareness of the flexible and modern approach to ceremonies that the team is taking.

3.1.17 The team has also produced leaflets that can be included in birth and death appointments to promote non-statutory services.

3.2 Appointments Update

3.2.1 The GRO has been undertaking significant improvements to its civil registration system, focusing on modernising its IT infrastructure, digitising records, and enhancing customer services. These works are ongoing.

3.2.2 In 2023, the GRO initiated a trial of a new information technology registration system for death registrations, known as the Digital Registration Service (DRS). This pilot aimed to streamline the process for deaths occurring at residential addresses and took place in North Lincolnshire and Westminster. In 2024, the DRS was expanded to additional locations, including Leicester, Surrey, Cardiff, Hertfordshire, Lancaster, Solihull, Sunderland, Bath and North East Somerset. However, there has been no update regarding the full rollout of this system.

3.2.3 It remains the Government's intention to enable remote death registration appointments through legislative change, as was the case due to temporary arrangements during the Covid-19 pandemic. This added flexibility for customers and is expected to decrease the number of appointments required at offices in the future, and will likely more than counter increased demand due to population growth.

3.2.4 The service continues to display and provide a variety of information resources and leaflets including those for Little Miracles, SANDS (Stillbirth and Neonatal Death Charity), Mind, Cruse Bereavement Support, Cambridgeshire Child and Family Centres and Me, to help people access support when needed, and is open to helping signpost to other support networks. This contributes towards the Council's Ambition 4 in helping people to enjoy healthy, safe, and independent lives.

3.2.5   The service works closely with the Coroners service to ensure, as far as possible, that the paperwork required to enable a faith death burial to take place according to the wishes of the family in a timely manner when the request is made outside of office hours, demonstrating a commitment to the councils Ambition 6 in terms of inclusivity.

3.2.6   On September 9 2024, the GRO implemented legislative changes in the form of Death Certification Reforms. These revised the timeline for registering a death by a qualified informant, extending the period from five days after the date of death to five days after the necessary documentation is completed. The reform also mandates that all related paperwork from medical facilities such as surgeries, hospitals, and hospices undergo scrutiny by a Medical Examiner before being submitted to registration services. The service has worked closely during the changes with the medical examiners and bereavement teams at the local hospitals and doctors to adapt a unified approach to ensure as smooth a transition as possible to provide good quality public services (Council Ambition 6).

Performance

3.2.7   Meeting the demand for registration appointments has been challenging this year, with software issues and staffing shortages. The software issue was resolved, and recruitment took place to address this, and though there was no quick solution, performance in terms of appointment availability improved month by month. As the Council's performance level in these areas is normally at the top end of local authority Registration service performance, the GRO remained assured through engagement that arrangements were in place to improve performance, and the trajectory was in the right direction. Currently 81% of deaths are registered within 5 days, 100% of still birth are registered with 42 days, and 83% of birth registrations are registered with 42 days, these being the national measures. The service is committed to improving performance further and is exploring whether, through workforce development, additional capacity can be obtained through better utilisation of staff across teams. Achieving this would provide best value by reducing the need to add to the staffing establishment, while also providing development opportunities for staff, and adding greater resilience.

3.2.8   Table 1 details the volume of registrations and notices since 2021/22. The data for 2023/24 is up to November 2024.

	2021-22	2022-23	2023-24
Births registered	7,760	7,454	7,331
Deaths registered	5,779	6,517	6,249
Stillbirths registered	41	32	16
Notices of marriage / civil partnership	5,417	5,288	5,148

Table 1: Service delivery 2021-2024

Accommodation

3.2.9   During August 2024, there was an outbreak of mould at Cambridgeshire Archives, the location of one of the Registration Offices but also where historical records for the service are held. The air conditioning was not working properly, and relative humidity had risen to a

point where visible mould had started to spread to some volumes. Owing to Health and Safety restrictions, staff were not permitted to access the archive until an inspection was carried out. This meant suspending the copy certificate process for any orders requiring access to a physical register until an investigation was completed. Access to archive material was subsequently resumed, subject to wearing the appropriate personal protective equipment, and there was minimal interruption to customers.

3.2.10 With the use of de-humidifiers provided by the Property service, the relative humidity is under control and mould spores will be dormant and not spread. The Archives service is undertaking work to remove mould from those records affected and working with the Property services to improve the efficiency of the air conditioning system.

3.3 Technology

3.3.1 The service has been using new corporate technologies such as Teams, AI Builder, Power Automate, OneDrive and MS Forms to improve workflow and efficiency. Among other things, it has:

- Enabled the service to deal with all ceremony enquiries in-house and reduce reliance on the Contact Centre as the first point of contact.

- Provided a means of enabling team leaders to share feedback with staff regarding the quality of their registrations.

- Enabled the service to track outstanding fee payments.

- Enabled the capturing of scanned supporting documents relating to registrations in SharePoint, along with metadata relating to those documents.

- Enabled the population of spreadsheets with citizen information from scanned cover sheets. These sheets are used to provide necessary upload information for the service's Zipporah software system.

3.3.2 The Camdex index of registrations from 1837-present day has been increasingly unreliable on the Heycentric payment solution. Consequently, the service is working to retire Camdex and migrate 2,000,000 index entries to Structured Query Language (SQL) and use the Granicus Platform.

3.3.3 The law requires notices of marriages and civil partnerships to be displayed in the Cambridgeshire Register Office for 29 days while the building is open to the public. The service has moved the display to a cloud-based solution called 'OptiSigns'. Using software to deliver this provides long-term benefits in terms of reliability and hardware maintenance / overheads, but since the hosting company is based in the United States, information governance arrangements were complex and took some time to secure.

3.3.4 Medical Examiners are now supplying death certificates to the service using Zipporah's upload method. This is a more secure way of supplying documentation and provides a better workflow than using Microsoft Outlook.

3.3.5 File Transfer Protocol (FTP) is now used to upload records to the Zipporah citizenship module, which saves significant staff time. Further, now that the Home Office supplies email addresses, Microsoft's Power Automate flow, which automates process flows, is used to

send each citizen an invitation asking them to book their ceremony, rather than passively waiting for them to book after receiving their notification from the Home Office.

3.4 Finance

3.4.1 The Registration service costs approximately £1.3m to deliver and brings in approximately £2m in revenue. Revenue from ceremonies at Approved Venues has, however, dropped during 2023/24 due to couples either deferring ceremonies or looking for more affordable alternatives, reflecting the challenging economic climate. Demand for Council venues has remained high, and the new bespoke ceremonies have provided a means to offset reduced Approved Venue revenue.

3.4.2 In order to provide added certainty to couples when booking ceremonies, fees have been set for three years. As couples often book a year or more before their ceremony, knowing what the cost is at the time is preferable. Should inflation exceed predictions then the terms and conditions do allow for the recovery of the shortfall.

3.4.3 Statutory fees were revised on 28 May 2024 for the first time for several years. The most significant and high-volume changes included:
- Certificates increasing from £11 to £12.50.
- Notice appointments increasing from £35 to £42.

3.4.4 In the 2024/25 financial year, the increases should accrue an additional £94k and the service expects to receive an additional £113k pro rata annually.

4. Significant Implications

4.1 There are no significant implications, as this report is for information purposes only.

5. Source Documents

5.1 None

Appendix 1 - Customer Testimonials

Maya with a bag around her neck containing the rings.

Bella waiting to walk down the aisle.

Ceremony Feedback
- We wanted to say a sincere thank you for running our legal and bespoke ceremonies in the Brooke Room and Sheene Mill on 12.09.24 and 15.09.24. It went really well, our parents kept mentioning how much they enjoyed it (both ceremonies) and especially how they liked your manner of holding it! So did several guests! We also felt very supported during the preparation process.

- I just wanted to send you a huge heartfelt thank you from Macaulay and I for such a beautiful ceremony on Saturday. It was perfect, with all of our kids involved and you did such an amazing job, we are so grateful and feel it couldn't have gone any better. Everyone commented on how emotional and personal they felt it was, so thank you again!

Our registrars were excellent and made the whole process stress free and easy. Elizabeth and Abi greeted both of us with a smile and instantly put us at ease They provided us a beautiful ceremony and we are very grateful.

- Our two registrars were brilliant. Put my partner & I both at ease on meeting privately. Lots of our family members also commented how are good they were. It was a wonderful ceremony, and we are extremely happy.

- Our registrars were lovely!! So friendly, and kind. They hosted the ceremony professionally and embraced our sense of humour and general atmosphere of the day. A huge thank you.

- The two ladies who conducted the ceremony were fantastic! They were open and friendly, and with a good sense of humour! They took us through the process and at no point did they appear to be in a rush or hurry, despite us being the last wedding of the day. They helped make the occasion great for us, despite the location.

- We wanted a simple signing only ceremony, low key, and this is exactly what the staff delivered in a good, humoured way. Hard to see how things could have been improved.

- Two wonderful registrars who made our day so very special. A great welcome, friendly, informative, and clearly explained everything and helped us. A very calming influence they helped us enjoy our day. As they said, it will go quickly, and it did, however made very special memories.

- The registrars that came to marry us were simply amazing, they were so kind and helpful. We could not have asked for 2 nicer people to be part of our big day.

- They were amazing and made the whole experience one that was enjoyable and will not be easily forgotten. We really appreciated how friendly, welcoming, and funny they were.

I cannot thank Laura and Jill enough. From the moment I first met them just before the ceremony, they put me at ease. Lots of our guests commented on how well Laura conducted the service. She was absolutely lovely, very personable and I honestly couldn't have asked for a more lovely lady to lead our wedding ceremony. Thank you so much, Laura!

- We absolutely loved our registrars. They were so friendly and personable. Even our family and friends said that if they were to pick registrars for us then they would have chosen the ones we had!

Our registrars were exceptional. I have been to ceremonies across the country and seen registrars conduct ceremonies, not great, however our registrars made our ceremony special for both of us and delivered the wording with passion and emotion which made the whole experience amazing - something we will be forever grateful for.

Citizenship Ceremony Feedback

Staff members were organised good and great welcome, I am pleased to bring positive energy for my field of work as a British citizen.

Trading Standards Annual Report

To:	Communities, Social Mobility, and Inclusion Committee
Meeting Date:	16 January 2025
From:	Executive Director of Place and Sustainability
Electoral division(s):	All
Key decision:	No
Executive Summary:	This report provides the committee with an update on Trading Standards service delivery over the last twelve months, focusing on the key areas of activity, performance, and outcomes.
	In addition, the report provides assurance around the delivery of the statutory duties and responsibilities of the service.
Recommendation:	The Committee is asked to:
	Note the contents of the report.
	.

Officer contact:
Name: Peter Gell
Post: Service Director, Regulatory Services
Email: peter.gell@peterborough.gov.uk

1. Creating a greener, fairer, and more caring Cambridgeshire

1.1   This report details proposals that would impact on the following ambitions of the Council.

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

1.2   Preventing and reducing environmental harm through the oversight of petrol tank installations and through vapour recovery inspection work at petrol forecourts.

Ambition 3 - Health inequalities are reduced.

1.3   Tackling the illegal sale of tobacco and alcohol products to children, helping to improve long-term health outcomes.

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

1.4   The Service supports this ambition through a range of activities including:
- Food standards inspections and sampling in respect of areas such as allergen labelling requirements.
- Removal of unsafe consumer products from sale
- Licensing of petroleum sites and explosives storage
- Raising awareness of current consumer safety issues
- Ensuring regulated sports grounds are inspected and certificated as safe.
- Intervening in rogue trading matters, helping to protect the independence of older and vulnerable residents in their own homes

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

1.5   Contributing to economic resilience through helping local businesses with their legal compliance through advice and guidance to enable them to have the confidence to grow and invest, whilst also tackling problem businesses and criminal entities to ensure a level playing field within the local economy. In addition, ensuring animal disease control measures are in place within the farming sector, helps protect the rural economy from the devastation of a major animal disease outbreak.

2. Background

2.1   This report is the annual update on Trading Standards service delivery and provides assurance around the delivery of the statutory duties and responsibilities of the service. There are no decisions required by the committee resulting from this report.

2.2   On 1 April 2017, Cambridgeshire County Council (CCC) entered a collaboration with Peterborough City Council (PCC) to form a shared Trading Standards service. As part of this arrangement, PCC hosts the delivery of the Trading Standards function. The Service Director for Regulatory Services oversees the delivery of this service.

2.3   in 2021, the Committee agreed to extend this collaboration arrangement, and for it to be moved to a rolling term now that arrangements are well embedded, with an option for either party to terminate, should they choose to, having given the requisite notice. With the decoupling of most collaborative arrangements between CCC and PCC, the future service delivery arrangements for Trading Standards remains more uncertain than it did previously.

2.4   The service remains rooted in Cambridgeshire's local communities, with most officers based in Cambourne and carrying out inspections, sampling, and business compliance work across the county daily. Partnerships with Cambridgeshire's district councils remain strong, with close working in respect of areas such as illicit tobacco sales, food law compliance, licensing, and intelligence sharing.

2.5   The trade sector areas in Cambridgeshire generating the most complaints in respect of Trading Standards criminal breaches are:
- Transport (car sales and servicing)
- Housing (home improvements and appliances)
- Personal goods and services

2.6   The legislative areas enforced by Trading Standards which feature most frequently linked to complaints about trading practices are:
- Fair trading
- Food Standards
- Animal welfare and disease control
- Age restricted sales
- Consumer Product Safety
- Doorstep crime (rogue trading)

3.   Main Issues

3.1   Local Service Delivery

Age Restricted Products

3.1.1   The impact of early consumption of alcohol and tobacco products on children's future health and educational attainment are well documented, and as such, Trading Standards is committed to disrupting the illegal trade of underage sales of age restricted products.

3.1.2   During 2024, there has been a greater focus on the prevention of the sale of vapes to underage persons given the prevalence of vapes and their child-appealing flavours and designs. This contributing to Ambitions 3 and 4, helping to keep people safe. Premises were targeted based on their legislative compliance history and intelligence in respect of suspected underage sales. Four multi-premise test purchasing operations have been

conducted to date, resulting in three underage sales. One of the premises visited had already been prosecuted for underage sales of alcohol. Sanctions for sales have included warnings, a licence suspension following a licence review and prosecution.

Animal Health

3.1.3 Trading Standards has a role in helping protect the rural community. Farm inspections are conducted each year to check registration and movement records to ensure traceability in the case of an outbreak, and when diseases do occur, the team plays a key role in supporting the Animal and Plant Health Agency (APHA) to contain and eradicate it. This year, a disease affecting cows, sheep, goats, alpacas, and llamas called Bluetongue has been in circulation, spread by midges. Trading Standards has been supporting APHA with local communications to ensure disease controls are adhered to. The service has also responded to four illegal dog importations – vital interventions to ensure Rabies do not enter the UK.

3.1.4 Trading Standards has responsibility for animal welfare standards on farms, tackling issues of neglect. Two welfare prosecutions have been brought by the Service this year, one resulting in a lifetime livestock ban for two animal keepers in Whittlesey for welfare and tuberculosis breaches, and one resulting in an 18-month conditional discharge following sixteen welfare offences.

Food Standards

3.1.5 Undeclared allergens pose a high risk to those with food allergies and intolerances, consequently improving legislative compliance in this area has been a priority for the service and contributes to Ambition 4. Recognising the risk to consumers with food allergies when they eat out, and the difficulties restaurants face with high turnover of staff, the service welcomes the profile raised by the Council's motion earlier this year. The motion encouraged restaurants and food counters to adhere to the principles of Owen's Law, which has not yet been enacted. This would require all such businesses to provide comprehensive allergen information on menus or as part of an allergen matrix on a food counter to avoid sole reliance on communication between serving staff and the kitchen. That does not negate the need for conversations with customers about allergies which remains important, and officers are now encouraging this dual approach when talking to businesses as part of the service's food inspections.

3.1.6 Two allergen complaints were received and investigated, one relating to almonds being present in a food described as 'nut free' and one relating to gluten being present in gluten-free sausages. As a result of this, a series of inspections took place at butchers, again checking the availability and accuracy of the information provided to customers. The team responded to a nationwide alert issued by the Food Standards Agency (FSA) relating to peanut contamination in a range of mustard products, contacting businesses and undertaking visits to ensure they are aware of product recalls and have removed affected products from sale.

3.1.7 Sampling of food has taken place from a variety of premises including restaurants, cafes, takeaways, butchers, and a baker to check for the presence of allergens. Of the sixteen samples taken, four were found to be unsatisfactory, in that they contained an allergen.

Where samples were found to be unsatisfactory, visits were conducted to inform businesses of the results and provide advice to ensure they are clear as to their legal obligations.

Illicit Sales

3.1.8 This year, the service has seized 8,500 illegal vapes from 14 Cambridgeshire businesses and 26,000 illicit cigarettes across the county. The team successfully prosecuted a premises in Fenland for the sale of non-compliant vapes and secured a Closure Order for a premises which had persisted in selling illicit tobacco despite three successive raids. The police were assisted to secure a Closure Order for a premises in Whittlesey. These operations are multi-agency, collaborating with the police, HM Revenue and Customs and district council teams. The relationships forged with these partner agencies by the service is recognised as best practice and as such the service was asked to present to a National Enforcement Team, which was keen to learn about developing this level of engagement with local partners. The collaboration has contributed towards Ambition 6, the provision of good quality public services, while supporting Ambitions 3 and 4 with regards to health.

Licensing Regimes

3.1.9 Trading Standards administers the explosives (fireworks) storage licensing regime, ensuring the grade of fireworks offered for sale are stored safely and legally for consumers to purchase. Two separate seizures of fireworks have taken place so far this year, with rockets seized from a licensed premises in Chatteris due to unsafe storage arrangements, and the second from a premise in Whittlesey due to it being unlicenced.

3.1.10 A further licensing regime is administered in respect of petroleum storage and site safety at petrol stations. The service is also involved when new petrol stations are being built or redeveloped. One of the duties is ensuring that the approach to construction prevents leakages of fuel into the ground to avoid resulting contamination and environmental damage. Two sites are currently under construction in Cambridgeshire and officers are involved at every stage of the process. The service delivers the vapour recovery function for three district councils while at forecourts in their areas contributing to Ambition 1, ensuring fuel vapours are being captured on site rather than released into the atmosphere. This is done on a chargeable basis.

Product Safety

3.1.11 A range of product safety warnings have been shared through the Council's media channels and school's newsletter on products posing a particular risk to young children. These have included water beads, magnetic balls, and a recall of cargo bikes. In respect of students, social media has been used to provide allergen advice when ordering fast food.

3.1.12 E-scooters and e-bikes, in particular their batteries and chargers, continue to pose a significant risk to consumers. The tragic house fire in Cambridge in 2023, which resulted in the loss of three lives, is a stark reminder of the risk that batteries can pose. A particular issue is the prevalence of unsafe/counterfeit chargers and replacement batteries being sold online, as well as the use of incompatible chargers. The Council has issued a range of communications to warn residents about these risks, some of which have been in

conjunction with Cambridgeshire Fire and Rescue. Fires caused by unsafe e-bike conversions are also a concern, and as a preventative measure supporting Ambition 4 officers have visited all businesses in Cambridgeshire that modify bikes to provide them with guidance on their legal responsibilities and safety requirements.

3.1.13 Lithium-Ion batteries are posing problems not just for e-scooters and bikes, but for other household appliances, such as cordless vacuums. The service participated in a regional test purchasing project sampling products from well-known online platforms. Every product tested by the Trading Standards authorities within the region failed. The Cambridgeshire product was a replacement battery and charger falsely branded with a well-known vacuum brand. The charger was found to be dangerous, and the battery was non-compliant. The charger was purchased via an online platform and the seller purported to be based in England, but further investigation revealed it was a direct import from China, with no UK importer. The web platform was required to withdraw the products from their website and contact all purchasers. Current legislation does not make online selling platforms responsible for goods fulfilled and distributed by them. Such is the scale of the problem, a Council motion recently called for a better regulatory framework for these products, backing a campaign being led by Lord Foster in the House of Lords.

3.1.14 Referrals in relation to local businesses importing or retailing consumer products continue to be received from the Office of Product Safety and Standards and Trading Standards located at ports where these goods enter the country. In the past year, the service has received referrals about cosmetic products, electrical items, toys, and nursery goods, all suspected of being non-compliant with legislative requirements. Among these was a referral concerning a baby bouncer that lacked paperwork demonstrating UK compliance and latterly it transpired had been tested against the wrong standard. The business received advice as to the corrective action required before they could be sold.

Primary Authority Business Advice

3.1.15 The Primary Authority Scheme is a national scheme whereby businesses can form partnerships with local authorities for chargeable business advice on legislative compliance. The service's Primary Authority business advice team provides advice to both major UK businesses and small local businesses, helping to support innovation through the interpretation of complex legislation.

3.1.16 The service has been supporting a new growth industry, insect protein for use as both animal and human food. This has involved extensive liaison with Government departments and led to a member of the team being invited to present at a trade conference held at the University of Cambridge on the current regulatory framework. The service has also become recognised for its expertise on age verification software, supporting the development of the latest Artificial Intelligence (AI) age verification software through liaison with Government departments on the current regulatory framework. The service currently has 137 Primary Authority business clients. This work supports the Council's Economic Development Strategy.

Rogue Trading

3.1.17 Following a criminal investigation, the service successfully prosecuted a plumber from Hardwick for fraudulent trading. He had taken thousands of pounds from customers and

then failed to do the work, leaving many vulnerable people without essential facilities. He was given a three-year custodial sentence and ordered to pay compensation to his victims. This contributes to Ambition 4.

Safety at Sports Grounds

3.1.18 The Service is responsible for issuing safety certificates for regulated sports grounds and stands, and for inspecting them to check compliance with safety requirements. There has been close working with Cambridge United Football Club on its forthcoming plans to redevelop the ground, including the rebuilding of two stands which would improve facilities and increase capacity by 50%. Similarly, officers have been involved in the early stages of Cambridge City Football Club's development of its new stadium in Sawston. The service has been collaborating with the Jockey Club regarding the July Racecourse in Newmarket and Huntingdon Racecourse, as each course requires a safety certificate for the stands.

Weights and Measures

3.1.19 Trading Standards has during the year checked the accuracy of bulk fuel lorries which deliver domestic heating oil and found compliance to be good. In respect of fuel dispensers on petrol forecourts, accuracy overall was good, though on one forecourt most of the dispensers were inaccurate, meaning that the equipment could not be used for trade purposes until retested and found to be within the legally allowed tolerances.

3.2   National Picture

Protect Duty

3.2.1   The Service has been tracking the development of the 'Protect Duty' or Martyn's' Law. The Bill, which is before parliament, is intended to ensure public premises and events are better prepared for terrorist attacks, requiring them to take reasonably practicable steps to mitigate the impact of a terrorist attack and reduce physical harm. Though there was the potential for the Government to give the responsibility for enforcement of the legislation to local authorities, it has been decided that it will be managed at a national level by the Security Industry Authority. It is anticipated that the legislation is unlikely to come into force for a couple of years and will be preceded by national guidance and training events.

Food Standards Delivery Model

3.2.2   The FSA is revising the delivery model for regulators in respect of food standards and food safety, with changes expected to be implemented in spring 2025. It is food standards that is relevant to Trading Standards. There is to be a focus on visiting those businesses deemed to present the highest level of risk and which have the lowest record of compliance, using intelligence received or generated, rather than basing annual inspection plans on the inspection frequencies detailed in the national Food Law Code of Practice. As a principle, this will align with how the service operates currently for non-food standards work. All new food businesses (several hundred register in Cambridgeshire each year) will also need to be contacted within a specified time to prioritise a visit or other intervention at the premises.

Single Use Vapes

3.2.3 The national ban on single use vapes comes into force in June 2025, followed by a Tobacco and Vapes Bill which restricts flavours, packaging, display, proxy sales and gradually increases the age to buy. Trading Standards work in this area will contribute towards Ambition 3 and 4.

Funeral Homes

3.2.4 There is expected to be a public consultation in respect of legislative controls to regulate the funeral sector, this being largely unregulated at present, and was the subject of a police investigation in Hull earlier in the year, following serious concerns in respect of dignity of the deceased, traceability, and the selling of funeral plans.

3.2.5 Trading Standards services nationally report impacts and outcomes data to the Association of Chief Trading Standards Officers to enable a national perspective in the ACTSO Report. During 2023, Trading Standards prevented over £905m of detriment to consumers, which equates to £8.39 saved for every £1 spent. Almost 72,000 compliance checks to ensure businesses meet their legal responsibilities were carried out, and over 1,500,000 illegal disposable vaping products were seized. Over 22,000 hours of advice to businesses were provided through Primary Authority partnerships and almost 2,900,000 unsafe or non-compliant products were seized or removed from the marketplace.

3.3 Performance and Resources

3.3.1 The service met all its 2023/24 annual national performance reporting requirements. Due to the breadth of the Trading Standards service's remit, the work of the service is overseen by several national bodies, each with the ability to raise performance concerns in respect of their areas should they not be satisfied with the performance of the service. No concerns have been raised. The oversight adds a level of reassurance to the Council. Key national partner agencies include:
- Animal Health
- Department for Environment, Food and Rural Affairs
- Food Standards Agency
- Office of Product Safety and Standards
- Sports Grounds Safety Authority

3.3.2 Performance in respect of business compliance levels for Q1 and Q2 is higher than last year, and above target. Chargeable services income through the Primary Authority Scheme has increased during 2024 compared to Q1 and Q2 of last year and is expected to exceed both the target and last year outturn at the end of the year.

3.3.3 Table 1 provides an outline of some of the outputs and outcomes of the service for 2023/24.

Incoming service demands	
Complaints of criminal conduct received from the public via Citizens Advice Consumer Service (each of which is assessed for criminality, evidential threshold, and prioritisation against a matrix)	2,278
Referrals from external agencies requiring action (e.g. police, HMRC, Licensing, OPSS, FSA)	431
Requests for chargeable business advice from small businesses	103
No. of Primary Authority Partnerships who have signed up to ongoing compliance advice from the team (tend to be larger national/international businesses)	125
Outputs and outcomes	
Hours of Primary Authority business advice provided	976
No. of inspections	641
No. of convictions	3
No. of months imprisonment (immediate and suspended)	134
No. of formal Cautions	4
No. of food written warnings	67
No. of feed written warnings	16
No. of animal keeper banning orders	1
No. of fair-trading written warning	63
No. of improvement notices (food standards and animal welfare)	4
No. of counterfeit products removed from sale	1,746
No. of vapes seized (units)	9,947
No. of illicit cigarettes seized (sticks)	86,540

Table 1 - Trading Standards outputs and outcomes 2023/24

3.3.4   The Cambridgeshire Quality of Life Survey findings for 2024 rated the satisfaction level for the Trading Standards service as 70%, which represented 3% down on 2023. The range of satisfaction levels for the Council's services resulting from the 2024 survey is 21% to 85%.

3.3.5   The CCC budget for Trading Standards service delivery in 2023/24 was £715,248, and the financial outturn at year end was within budget. The predicted outturn for 2024/25 is also predicted to be within budget. Gross service costs are offset by licensing revenue from petroleum and explosives (fireworks), weights and measures testing, Primary Authority chargeable business advice, chargeable vapour recovery services and recovered proceeds of crime income.

3.3.6   In respect of staffing, there are 14.48 full time equivalent posts servicing Cambridgeshire Trading Standards service delivery, including within which are 1.26 full time equivalent vacancies. This number includes trainees, back-office staff, and management. The service has a programme of trainee and apprentice recruitment in place to mitigate the risk presented by significant numbers of staff retirements in the coming years. Training and development of staff is supported by a regional training coordinator along with low-cost training developed for the needs of Trading Standards services across the region.

3.3.7   Procurement of a replacement database will be necessary in the next financial year as the

current database is being phased out by the supplier. PCC will be leading this procurement, and potential new suppliers are being explored.

4.   Conclusion and reasons for recommendations

4.1   The Trading Standards service continues to operate in an evolving regulatory landscape, where flexibility and adaption are necessary to meet future requirements. The regulatory remit of the service is wide, bringing with it both resourcing challenges but also opportunities for the service to positively contribute to a significant number of the Council's Ambitions.

4.2   Collaboration with partner agencies has been key to securing successful outcomes to many areas of the service's regulatory activity and will remain equally important in the future, especially in sectors where organised crime is prevalent.

5.   Significant Implications

There are no significant implications resulting from this information report.

6.   Source Documents

6.1   Reports on referenced cases:
  • Suspension of Alcohol License (Cambridge Independent)
  • Prosecution of Licenced Premises
  • Lifetime Livestock Ban
  • Prosecution of Plumber

6.5   Association of Chief Trading Standards Officers Impacts and Outcomes Report 2023-24

Library Service and Archives Service Annual Report

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	16 January 2025
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No

Executive Summary:	This report provides the Committee with an annual update on the activities and performance of the Library and Archives Service in 2024, highlighting achievements and initiatives as well as providing a narrative on the direction of travel of the services and the ways in which libraries and archives are supporting wider council priorities.
	Updates are provided on a number of programmes, projects and initiatives: Library Plus, Service Performance, EverySpace, Every Child A Member (ECAM), Know Your Neighbourhood (KYN), Green Libraries, The Europe Challenge, The Summer Reading Challenge (SRC), The Library Presents (TLP) and the Archives Service.
	The purpose of the report is to inform the Committee and seek feedback on the activities and direction of travel of services.
Recommendation:	The Committee is recommended to:
	Note the contents of the report.

Officer contact:
Name: Gary Porter
Post: Head of Libraries, Archives and Culture
Email: gary.porter@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

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

1.2   Section 3.6 (Green Libraries and Net Zero), as well as continued investment in the estate to install Air Source Heat Pumps and reduce the carbon emissions by libraries.

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

1.3   Sections 3.8 and 3.10 refer to Care Together and Know Your Neighbourhood activities supporting this ambition.

Helping People out of poverty and income inequality

1.4   Section 3.2.2 refers to LendIT and National Databank Schemes

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

1.5   Section 3.1 refers to Library Plus and Infrastructure Projects.

Children and young people have opportunities to thrive.

1.6   Sections 3.4 and 3.5 refer to Every Child a Member and Summer Reading Challenge.

2. Background

2.1   This report provides the committee with an update on the activities and performance of the Library and Archives Service in 2024, highlighting achievements and initiatives as well as providing a narrative on the direction of travel of the services and the ways in which libraries and archives are supporting wider Council priorities.

2.2   Library Plus is a new programme which commenced in 2024, and the component parts and future focus are outlined.

2.3   The Library service continues its strong proven track record of innovation, as well as success in securing external funding. Updates are provided on a number of projects and initiatives including Library Plus; Performance; EverySpace; Every Child A Member (ECAM); Know Your Neighbourhood (KYN); Green Libraries; The Europe Challenge; Summer Reading Challenge (SRC); The Library Presents (TLP).

3. Main Issues

3.1 Library Plus and Infrastructure Projects

3.1.1 Library Plus was approved by the Strategy, Resources and Performance Committee on Tuesday 30 January 2024 and Full Council on Tuesday 13 February 2024. The Library Plus project is wide-reaching, helping the Council to meet multiple ambitions. In particular, the project supports ambition 6 (places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised).

3.1.2 The Library Plus project has been split into three workstreams:
- Workstream 1: Improving libraries for residents - adaptations and improvements to library sites and services.
- Workstream 2: Library spaces for Council officers linked to the requirements of the Accommodation Improvement Programme.
- Workstream 3: Creating a long-term strategy for a sustainable library service.

3.1.3 Library Plus is funded by £1.32m investment to help redesign what is delivered through libraries. This investment will improve the Council's libraries' facilities and equipment, to create greater flexibility and more opportunities for these spaces to be used by the community and a wider range of Council and partner services.

3.1.4 The Library service continues to make strong use of developer funding and a good working relationship with Property services to fund ongoing works to improve the estate. 2025 will see works on:
- Expanding Cambourne Library and adding air source heat pumps to the whole building.
- Improving Rock Road Library roof, including insulation.
- Air source Heat pumps at Bar Hill Library.
- Partial Refurbishment of Huntingdon Library.
- Planning for works at Whittlesey Library.
- Planned opening of Cherry Hinton Library.

3.1.5 The service will also be tendering for new self-service machines, a re-procurement of its e-lending platforms and exploring the shift of mobile libraries to greener options, with a new vehicle scheduled for 2026. Details of planned Library Plus Investment and Section 106 developer funding projects are summarised in Appendix 1.

3.2 Library Service Performance

3.2.1 The Library service remains a mass participation service, with just under 100,000 residents making use of their library card in the last 12 months and over 1.5 million visits. The service is set to hit a target of 4% growth on last year's performance.

3.2.2 A new KPI was introduced capturing a wider range of activity linked back to the Council's corporate ambitions, to highlight the range of ways the Library service helps deliver on the Council's ambitions.

Highlights include: the growth of digital support through the LendIT Laptop Lending scheme and National Databank sim card scheme available from libraries, through to the growth of support for Under-5s and their parents in an expanding offer for Rhyme Times.

3.3   EverySpace

3.3.1   EverySpace is centred around adaptable, co-managed spaces that bring services closer to the community by enabling people to connect, create, discover and share at Cambridge Central and March libraries. Through EverySpace, people will be able to get hands-on with new technology, including green screens, video editing and sound recording equipment.

3.3.2   Accessible design has been at the heart of the project and the available facilities are equipped to serve a variety of audiences, with flexible layouts to hold workshops and events, encouraging more people to visit their library and discover the range of services on offer.

3.3.3   The service was awarded a grant of £260k by the Department for Culture, Media and Sport, delivered by Arts Council England. The grant is supplemented by £128,968 of Section 106 funding.

3.3.4   The official launch of March EverySpace took place on 20 September 2024, led by the Chair of the Council, and with representatives from Arts Council England and the Department for Media, Culture and Sport in attendance.

3.3.5   In November 2024, March EverySpace launched a partnership with 20Twenty Productions, an Arts Council England National Portfolio Organisation focused on improving the social mobility of children and young people in Fenland and Cambridgeshire. The partnership will deliver a range of ongoing programming to support young people in learning and developing digital skills, ranging from recording and editing music, to digital drawing and animation, to games development.

3.3.6   EverySpace at Cambridge Central Library is scheduled to be delivered in early 2025. This will see the reconfiguring of a third of the third floor at Cambridge Central adopting and adapting the same design principles used successfully at March Library.

3.4   Every Child a Member (ECAM)

3.4.1   Libraries have just completed the first year of their two-year ECAM pilot programme (April 2023 to August 2025). The aim of the pilot is to improve child literacy levels through sustained active library membership and increased reading for pleasure.

3.4.2   The recruitment of an ECAM Library Outreach Assistant has been essential to the success of the year 1 pilot. They have engaged with all sixteen schools, successfully building good working partnerships with ten. Headteachers nominated an ECAM contact, often from their senior team, to explore how the school and library could work together. School Heads reported that having a named contact from the library who can meet with school staff onsite has meant they were more likely to co-plan library visits and promote the library service with their children and parents.

3.4.3 Key outcomes:
- The ECAM Library Outreach Assistant's direct engagement with parents between February 2024 and June 2024 has encouraged over 260 children, plus carers/guardians, to join the library. This is a 170% rise on the number of new members for the same period in 2023 (97).
- Numbers of children taking part in the Summer Reading Challenge rose 22% compared to 2023, and 3% compared to 2019. Wisbech had the highest number of new library members in the county joining the Challenge: 149 - 161% more than in 2023, and 181% more than in 2019.

3.4.4 The key impact of the programme for Wisbech Library has been the proactive engagement from schools this Autumn term, such as an invitation to speak at a year 3 parent's evening and three schools requesting to bring their year 3 children to visit the library.

3.4.5 A year 2 ECAM Library Outreach Worker was recruited in September 2024. Currently they are gathering information about current engagement with local schools, co-designing promotional ideas with the Huntingdon staff and collating baseline statistics in preparation to reach out to the 14 Huntingdon Area schools.

3.5 The Summer Reading Challenge (SRC)

3.5.1 The SRC incentivises primary-age children (4 –11-year-olds) to continue reading over the summer holidays by collecting six specially designed stickers to add to a collector's folder. This year saw a slight (5%) reduction in the number of children taking part compared with 2023 – the new Cherry Hinton Library was not open and three of the Community Managed Libraries decided not to take part. A success to note this year was a greater emphasis on recruiting new library members alongside the Challenge and the programme of themed events. 1442 of the 6631 children participating were young people joining the library for the first time, 152% more than in 2023, and 92% more than in 2019.

3.5.2 A survey was conducted of families attending SRC events in the county's eight Hub Libraries over the holiday period to collect feedback on the programme. Feedback received underlines the value of this seasonal reading initiative. More than 96% of respondents rated the ease of participation and communication about the Challenge as Very Good (71.3%) or Good (26.3%). Over 80% of respondents rated the book selection Very Good (58.8%) or Good (38.8%).

3.6 Green Libraries and Net Zero

3.6.1 Cambridgeshire Libraries have participated in two national celebrations of green action in 2024: Great Big Green Week (10-18 June) and Green Libraries Week (7-13 October). Library programmes, including nature talks, eco-crafts and recycling activities, showcased the service's commitment to promoting environmental sustainability and nature restoration within communities.

3.6.2 Eco activities are ongoing in libraries throughout the year, highlighted with a leaf symbol in the What's On brochure. Repair cafes have been held at Ely, Clay Farm and Soham libraries. Then service continues to expand its climate and environment book collection. Ely Library has developed as an "eco hub", working closely with East Cambridgeshire District Council and East Cambs Climate Action Network to host regular public engagement events

with invited partners on environmental themes. St Neots Library has hosted an eco-fair with the town council, Huntingdonshire District Council and local groups. Cambridge Central Library partnered with the University of Cambridge's Cambridge Zero team to host an eco-fair, followed by a networking event bringing together members of local sustainability groups, a representative of the Council's climate team and academic climate researchers to explore potential collaborations.

3.6.3 Libraries, Communities and Cambridgeshire Skills have developed a climate and nature strategy, with action plans for each service. The service has reflected on all aspects of its environmental impact and introduced measures (subject to regular review) that should enable it to reduce its own carbon footprint and inspire the public to do the same.

3.7 The Europe Challenge: Meet, Eat, Art

3.7.1 The Europe Challenge is an initiative run by The European Cultural Foundation that brings together libraries and communities across Europe to address pressing challenges in their local areas. The programme offers a series of online and in-person workshops and mentoring sessions, up to €10,000 of funding and additional peer-to-peer exchange opportunities, networking, and travel.

3.7.2 Following a successful application, Cambridgeshire Libraries formed the "Meet. Eat. Art." project to promote social cohesion and wellbeing for families seeking sanctuary at Cambridge Bar Hill Hotel and the wider community. With limited funds and no access to cooking facilities or purpose-built communal spaces, new arrivals were disconnected from community, culture and opportunity.

3.7.3 The team delivered a monthly community kitchen and arts programme running from April 2024 to September 2024. Working closely with the community, as well as securing food donations from Cambridge Central Mosque, residents and new arrivals cooked for each other, with 40 people sharing a communal meal each month, before taking part in arts activities delivered by The Library Presents at Bar Hill Library. The food ranged across various cultures, such as Iranian, Tunisian and each was thoroughly enjoyed throughout the project.

3.7.4 The arts programme was chosen by new arrivals and residents, free and open to all. The programme spanned options such as music, theatre, arts, puppetry; all performances were inclusive, and barriers of language and age limits were removed.

3.7.5 The new arrivals that cooked reported a sense of restored pride and agency, sharing their culture and love of food. Intergenerational and inclusive, the team created a safe space that brought together a centenarian and a newborn baby, people in poverty, a wheelchair user (who took the time to teach English words to two girls), and a family with a child with Downs Syndrome, taking part in a community event for the first time.

3.7.6 The project team created an atmosphere of trust, belonging and joy, building friendships and community connections. As one resident remarked to the team, "Do you realise what a great thing you are doing?" The service has been heartened by the impact this project has had; having a wider and lasting impact on all corners of the community. The legacy of the project continues, as the community wishes to champion the work already done to move the project forward, with the guidance and support of Cambridgeshire Libraries.

3.8   Know Your Neighbourhood Fund

3.8.1   The Library service secured £88k of funding from the Government's Know Your
        Neighbourhood (KYN) Fund for work in Fenland. The purpose of the fund is to boost
        volunteering and help people connect with others in disadvantaged areas – 2024 has been
        the year of delivery which is due to complete in March 2025. Fenland is one of 27 pilot
        areas in the country. Pilots are tasked with exploring ways to promote social connectedness
        by experimenting with different approaches and assessing their impact.

3.8.2   Outcomes to date:
        • Community cafes, which saw 800 people visit Chatteris Library over 2 days, and 341 in
          March.
        • Surveys to find out what the communities would like to attend - from the feedback a
          wide variety of groups have been setup.
        • Dementia group, established in partnership with Fenland Dementia Working Group.
        • Library Special Educational Needs and Disability (SEND) hours - exclusive access to
          the library for families with SEND members.
        • Social activities - Gardening Friends, Chess Club, 4-week courses including wellbeing,
          Drama and Acting for Adults – this being such a success, the group is seeking grant
          funding to continue in the new year.
        • Successfully getting funding from MIND to start a retro gaming club that runs weekly for
          adults - in the first few weeks of this, new members are already using the Library spaces
          and especially men.
        • A video production of short clips to showcase Library events and Volunteering
          opportunities is underway for completion in December 2024.

3.8.3   Learnings from the KYN pilot include:
        • Difficulties of attracting volunteers who wish to commit and stay on long term.
        • Learning that short courses attract more people who then build on their connections and
          make the decision if they wish to continue. Using libraries as the jumping off point to
          make new connections and attend other events such as The Library Presents.
        • Accommodating people with extra needs or vulnerabilities by making sure people are
          welcomed and buddied into groups by volunteers or staff in the early stages.
        • Persisting in the early weeks with new activities to give them time to establish.
        • Responding to interest in volunteering should be quick and easy and adaptable to the
          individual (i.e. not leaving people waiting for an opportunity).
        • The value of leafleting every household in the local area, reaching people that were
          previously unreachable through online advertising of events.

3.9   The Library Presents

3.9.1   The service is now in the second year of this funded programme, enabling it to continue to
        bring great arts to local venues - 46 arts events featured in the Spring 2024 season, taking
        place in 19 different venues across the county. Ticket sales for the season were lower than
        usual at 72% ,so the service reviewed and altered the communications approach. Audience
        feedback indicates the most frequently cited means of communication is through libraries.
        Feedback also indicated that 43% of participants were attending for the first time.

3.9.2 The Autumn season is now underway, with a varied programme of 44 events between October and December 2024. Ticket sales were at 78% mid-way through the season (13 November), so there is an evident improvement. As always, the events are a mix of performances and workshops, appealing to participants of all ages.

3.9.3 Participant comments have been extremely positive, with the following samples in response to the Spring 2024 programme:
- Great to see the library used for such events and bringing communities together in their local area.
- Excellent production and performance. Interesting content.
- The tutor was amazing - approachable, patient, knowledgeable and brilliant with my children.
- Very welcoming and accepting of needs. Thank you.

3.9.4 16 of the 46 Spring Season events were badged with the Green Leaf logo, highlighting the activities with environmental themes.

3.9.5 Surveying attendees indicates a range of motivations including: 'to be entertained' and 'to spend time with friends and family'. 'To do something different / out of the ordinary' continues to grow as the primary motivation.

3.9.6 The Library Service has been invited to apply for funding for a further year of delivery, which would enable continued delivery until March 2027.

3.10 Care Together

3.10.1 Libraries are part of the Care Together programme. The Library Service has a great deal to offer older people, which will help them remain 'happy and healthier at home for longer' including digital inclusion, social connection, timely and accessible signposting and cultural opportunities.

3.10.2 The key Care Together commitments are:
- A membership drive for older people to make sure they have knowledge of the services and facilities the Council offers.
- Continuing to improve the service's social offer for older adults following a successful model at March Library.
- Expanding the Library@Home service by recruiting more volunteers.
- Networking through districts, including place-based forums to promote collaborations with other groups and agencies.
- Rolling out Dementia Support Groups in all districts following the model established in Huntingdonshire.

3.11 Archives Service

3.11.1 The service has been concentrating on delivering education sessions to students and schoolchildren as part of its objective to encourage and assist education providers to use archive sources for teaching.

3.11.2 The service has led archive resource sessions for schoolchildren from primary schools and have hosted training sessions for secondary school history teachers.

3.11.3 The service hosted a stall (for the first time ever) at Cambridge University's Student Dissertation and Research Fair, aimed at students who are mainly in their final year of their undergraduate degree and are planning their MA or PhD. A group of students studying the History component of the Access to Humanities qualification at Cambridge Regional College visited the Ely Archive Centre in October 2024 and the service also hosted visits for Ely U3A groups.

3.11.4 These education-themed activities have been held alongside more traditional local history-based events, such as hosting archive resource sessions for members of Huntingdon Dementia Community Group and various local history groups.

3.11.5 The service is making good progress on work to catalogue the papers of the Duke of Manchester's Kimbolton estate at Huntingdonshire Archives. This £23k project is entirely funded by grants from local community groups and individuals, including generous grants from the Cambridgeshire and Huntingdonshire Family History Society, the Goodliff Fund of the Huntingdonshire Local History Society and the Kimbolton Local History Society.

3.11.6 Members of these societies also provide the majority of the volunteers who index and transcribe the records, under the supervision of a professional archivist. By funding and participating in this project, the members of these community groups learn more about the history of the county, enhance their palaeographical and research skills, enjoy engagement with other volunteers and Council officers, and feel a sense of achievement with the quality of work they are contributing to. There are now 6,975 item or piece level entries for this collection on the Archives service's online catalogue.

3.11.7 On 20 May 2024, the NHS Infected Blood Statutory Inquiry published its final report. This ended a long engagement between the Archives service and the Inquiry's research team, which began in July 2019 when the Inquiry's team visited the service to consult the records of the East Anglian Regional Health Authority, which are held at the Archive Centre in Ely. From 2019 onwards, the team regularly contacted the service to inform of specific documents they were intending to share with victims as part of evidential release and asking permission to do so.

3.11.8 The service often provides information to Members and to other teams at the Council. To improve the speed and quality of responses, the service has over the past two years been cataloguing the surviving minutes and agenda paper bundles of the Council's committee and sub-committee meetings from 1974 onwards. To date, the service has catalogued the records of 275 such post-1974 meetings, comprising 2,809 volumes or bundles.

3.12 Looking Ahead 2025

3.12.1 The Library service will continue to deliver the programmes detailed in the report and proactively seek out opportunities which arise in 2025 for funding aligned to service and council priorities.

3.12.2 Library Plus will be a major focus. This capital investment will help the library service unlock the potential of buildings, adaptations and improvements which will enable increased

partnership and service delivery opportunities. This in turn will help the service meet local community needs and expand access to library facilities and services. This evolving approach will be articulated through a new strategy for the Library service in 2025.

4. Conclusion and reasons for recommendations

4.1 This annual highlight report demonstrates the many ways in which library and archive services are delivering for communities in Cambridgeshire. The service is outward looking, opportunistic, creative, able to seek out opportunities which align with council priorities and bring these to fruition. The service is also future oriented recognising the changing demography and needs of communities and the new ways the council will respond in terms of service delivery – these will be taken forward in the Library Strategy

5. Significant Implications

5.1 Finance Implications

There are no significant implications within this category.

5.2 Legal Implications

There are no significant implications within this category.

5.3 Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

The service routinely monitors its impact using the Council's Equality Impact Assessments. This helps it to consider implications for people in protected characteristics, and in addition to the protected characteristics defined in the Equality Act 2010, the Council has adopted additional characteristics to treat as 'protected' including care experience, rural isolation and poverty. An overarching assessment on the Library Plus project has been completed and the service is committed to revisiting further impact assessments, alongside changes that may come about because of the works.

7. Source Documents

7.1 None

Appendix 1 - Library Plus Investment

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
March EverySpace	Improve the community's use of the space, with a varied, flexible space created to accommodate a greater range of activities and partners. Engage young people through embracing support of digital technology.	Confirmed Opens 20 September 2024	Arts Council Grant	Making use of unused space in the library following partner services moving out. Helping the library engage with core (60+ social groups) and new audiences (young people). Linked to the Fenland Cultural Strategy and a target/focus area for the Arts Council.
Cambridge Central EverySpace	Better utilisation of the third floor at Cambridge Central Library. Accommodating our partner's new patterns of use and allowing flexible use of space	Scheduled for Autumn 2024 Open early 2025	S106 & Arts Council Grant	Partners have changed their habits which leads much of the third floor closed and underutilised, in what is some of the most expensive floorspace in any council building. This will result in better asset utilisation.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
	outside of this, increasing public space. Adding new technology and flexibility to enhance the use of the space.			
Cambridge Central Third Floor Improvements	Enhancing the third floor alongside EverySpace. Ensuring the whole space is updated and accessible to embrace a new layout and ways of working for CCC staff and the public.	Scheduled for Autumn 2024 Open early 2025	Library Plus Investment Fund	Utilising existing work on the third floor to minimise disruption to all library users, save costs with a single supplier, and ensure a more modern, flexible workspace is created that embraces work/study space.
Cambourne Expansion	Increase in library size to reflect growing population. A more modern and adaptable layout to accommodate changing use and additional opening hours through Open Plus.	Scheduled for late Autumn 2024	S106	S106 funded, raising Cambourne from a smaller 'branch library' towards a larger 'hub' library to match local population growth.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
Yaxley Accessibility Works	Improved accessibility with a new public toilet and redefined layout that makes the space flexible and accommodating to different groups. Improving use of the space.	Scheduled for December 2024	Library Plus Investment Fund	Yaxley library has missed out on developer funding as much of the local development falls over the Peterborough border. It was due extensive maintenance work. It is possible to remove the likelihood of overall closure and reduce costs by combining work listed.
Ely Accommodation Improvement	Addition of council office space to accommodate needs identified in the Accommodation Improvement Programme.	Scheduled for early 2025	TBC Accommodation Improvement Fund	Expand existing office space to minimise impact and ensure drop in facility available in heart of East Cambridgeshire.
Ely - Accessibility Update	Improved layout and accessibility of library space to help mitigate changes from additional office space and adapt to needs of the community. New work from home space and meeting pod.	Scheduled for early 2025	Library Plus Investment Fund	Links with work on improving/changing office spaces to reduce impact and achieve savings through combined work. Better utilisation of the library space to accommodate new working requirements.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
Rock Road Maintenance And Update	Improved layout with a work from home space. Improved flow/navigation through library, including access to the garden and an enhanced/engaging children's space.	Scheduled before March 2025	Facilities Management & S106 & Friends Funding	Link with planned Facilities Management maintenance to improve furniture and accessibility of the library space. Working with community to fund enhancements of unique features as part of project.
NHS Pods To Support Mental Health Support Access	Creation of private spaces for one to one or Teams meetings to take place in libraries to support access to mental health services.	Scheduled November 2024-March 2025	NHS Grant funded	Delivery of two-person and solo pods in all larger libraries to improve access to private spaces for clients wanting to meet one to one with support outside of the home or clinical spaces. Pods will also be accessible if unused by NHS.
Whittlesey - Accommodation Improvement	Temporary 12-month support for Learning & Development while their permanent base is built.	Scheduled Before March 2025	TBC Accommodation Improvement Fund	Support the move of staff out of Stanton House by providing accommodation and training suite for L&D team.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
Air Source Heat Pumps ('ASHP') in Libraries	De-carbonisation of the estate.

Working from sites with highest bills first. | Ongoing | Green Team Funding | Complete - Cottenham, Cambridge Central, Wisbech, Huntingdon, Ramsey, St Neots, March. |
Whittlesey ASHP	Switching over to Carbon neutral heating source - Air source Heat pumps.	Scheduled Jan-March 2025	Green Team Funding	To support the council's corporate ambitions: ambition one, 'net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes'.
Littleport ASHP	Switching over to Carbon neutral heating source - Air source Heat pumps	Scheduled Jan-March 2025	Green Team Funding	To support the council's corporate ambitions: ambition one, 'net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes'.
Bar Hill ASHP	Switching over to Carbon neutral heating source - Air source Heat pumps	Scheduled March - July 2025	Green Team Funding	To support the council's corporate ambitions: ambition one, 'net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes'.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
Replacement of Library Self-Service Machines	Maintain staff savings through efficient use of technology, including allowing for staff less access.	Summer 2025	TBC	As Windows 10 is phased out, the older generation of machines (pre-2018) need replacing.
Huntingdon Update	Enhanced ground floor space to accommodate growing engagement with children. Re-worked first floor to accommodate work from home/drop in spaces.	Scheduled for 2025/26	S106 & Library Plus Investment Fund TBC.	Links up different projects to deliver greater impact and value for money than running each piece on its own. Offers a modernised layout for Huntingdon library.
Library Strategy Implementation	Funds available to work with partners and commissioners to develop a sustainable funding model for libraries	Scheduled for 2025/26	Library Plus Investment Fund	Resources dedicated to helping accommodate and work towards council priorities to support ongoing funding of service.
Whittlesey - Redesign	Redevelop the library site to accommodate partners and develop a new library offer that more closely matches the user base and creates flexible community space in demand.	Scheduled for 2026/27	S106	Link the S106 opportunity with the accommodation improvement process to better utilise assets and ensure the best value is generated by the building.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
Mobile Library - Replacement	Replace the ageing mobile library and begin the decarbonisation of the fleet with a unique vehicle developed.	Scheduled for 2026/27	S106 & Library Plus Investment Fund & Green grants	The ageing vehicle has become unreliable. This is coupled with opportunities for funding available.
Barnwell Road New Replacement Library as Part of East Barnwell Development	Replacement of ageing library building with a new linked community building alongside Abbey People. Deliver modern flexible library space for the community.	Scheduled for late 2026/27	S106/ Development	Link with redevelopment of the site by Cambridge City Council as part of a wider reshaping Abbey process.
Signage and Branding	Improved visibility of library buildings and understanding of the library offer.	Planned	Library Plus Investment Fund	Link with Communications and with Property to develop a plan and review actions on a site-by-site basis to create consistent road marking and building signage.
Wisbech Redesign	Re-work the library space to modernise our offer and meet community needs.	Planned	Library Plus Investment Fund	Wisbech engagement group has improved library use and identified limitations in the current layout.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
	Open the ground floor to ensure it is more welcoming and create a flexible first floor to accommodate classes, study, IT and partners.			Look to open the ground floor to make it more accommodating and improve the offer for children.

Make the second floor more flexible for partner and event activity. |
| Bar Hill Redesign | Re-work the library space around the latest developments with post office, which is in the library.

Improve visibility of building and explore options for extended opening.

Potential to add a public toilet. | Planned | Library Plus Investment Fund | Link with ongoing work to establish new a Post Office lease and planned property work. |
| Chatteris - Redesign and Decoration | Re-work space when Fenland District Council vacate to open up the library and create more space for community activity following Know Your Neighbourhood project. | Planned | Library Plus Investment Fund, some S106 | Link with Facilities Management work and outcomes from Know Your Neighbourhood project. |

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
Central Library Accommodation Improvement Works	To be determined. The site is being considered as a staff base following rationalisation of Cambridge City office sites.	Planned	TBC Accommodation Improvement Fund	Large site in central Cambridge that could accommodate teams, particularly where the need to be in the city is a requirement.
St Neots Redesign	Redevelop the library site to accommodate growth in demand due to the development of the local area, with a focus on improving access and flexibility of the space. Creating more community space, as well as defining study/work from home offer.	Planned	S106 and Library Plus Investment Fund	Linking opportunities presented by S106 to overall project delivery.
All Sites - Best Practice Roll Out	Look to learn from larger projects to roll out best practice furnishing for study/work from home spaces in libraries, flexible furniture for community activity, storage and floor plans.	Planned	Library Plus Investment Fund, some S106	Site by site review for smaller sums of money to improve core features that work during delivery of key projects. Using cumulative purchasing power to leverage savings on mass.

Library & Project	Outcomes expected	Status Aspiration/ Scheduled /Confirmed date	Funding Source	Justification
				Study/work from home, meeting room equipment, signage, desks etc.

Equality, Diversity and Inclusion Strategy Action Plan Update

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	16 January 2025
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Executive Summary:	The report provides an update on the progress of the Equality, Diversity and Inclusion Strategy Action Plan.
Recommendation:	The Committee is recommended to:
	Note the status of the actions in the Equality, Diversity and Inclusion Strategy Action Plan.

Officer contact:
Name: Janet Atkin
Post: Service Director: HR Services
Email: Janet.Atkin@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

1.1 The Council's Equality, Diversity and Inclusion (EDI) Strategy is a key enabling strategy which will help the Council to achieve its vision and ambitions for Cambridgeshire to become greener, fairer, and more caring in the ways that are most suitable to the variety of people, and diverse communities it serves.

2. Background

2.1 The EDI Strategy (2023-2027) was approved by Full Council on 18 July 2023, following a recommendation from the Communities, Social Mobility and Inclusion Committee on 6 July 2023 and the Strategy and Resources Committee (now Strategy, Resources and Performance Committee) on 11 July 2023. The supporting EDI Strategy action plan was approved on 11 January 2024 by the Communities, Social Mobility and Inclusion Committee.

2.2 The strategy sets out twelve equality objectives. Preparing and publishing the Council's equality objectives at least every four years is one of its specific requirements under the Equality Act 2010 to comply with the public sector equality duty. The comprehensive plan details actions that underpin each of the twelve equality objectives, which will enable the Council to measure progress against each one.

2.3 Action plan progress is monitored by the EDI Leadership Forum, chaired by the Executive Director of Strategy and Partnerships. The forum meets quarterly and reports to the Communities, Social Mobility and Inclusion Committee biannually. Action plan progress will also be included in the annual workforce update to the Staffing and Appeals Committee.

3. Main Issues

3.1 The strategy and action plan are split into three themes:

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

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

   c) Our services: Ensure people who use the Council's services and residents have good quality public services that meet the diverse needs of communities.

3.2 Every action has a responsible person or team, start and end dates, and a success measure. Each action has been RAG-rated to provide an update on progress. The action plan spans four years. As a result, there are some actions that are not due to start until 2025 or 2026, and these have been identified in blue (planned, not started).

3.3 The progress of each action has been rated using the keys set out in Table 1.

Colour rating	Definition of colour rating
Red	Not started or behind schedule
Blue	Planned, not started
Amber	In progress
Green	Completed

Table 1 – RAG rating colour key

3.4 Table 2 (Workforce), Table 3 (Communities) and Table 4 (Services) show progress on each theme. The full action plan and progress is attached at Appendix 1. It is recognized that the action plan is focused primarily on Theme A (Workforce), which reflects the need to improve the Council's processes and information for staff as a foundation for refreshing EDI in its service work.

Colour rating	Definition of colour rating	Number of actions	Change from last update
Red	Not started or behind schedule	0	0
Blue	Planned, not started	15	-9
Amber	In progress	27	+5
Green	Completed	14	+4
Total		56	

Table 2 – Workforce actions

Colour rating	Definition of colour rating	Number of actions	Change from last update
Red	Not started or behind schedule	0	-1
Blue	Planned, not started	0	0
Amber	In progress	11	0
Green	Completed	2	+1
Total		13	

Table 3 – Communities actions

Colour rating	Definition of colour rating	Number of actions	Change from last update
Red	Not started or behind schedule	0	-1
Blue	Planned, not started	3	0
Amber	In progress	9	-1
Green	Completed	3	+2
Total		15	

Table 4 – Services actions

3.5 The current status of each action is included in the full action plan attached at Appendix 1.

4. Alternative Options Considered

4.1 As detailed in Paragraph 1.3 of the report, preparing and publishing the Council's equality objectives at least every four years is one of its specific requirements under the Equality Act 2010.

5. Conclusion and reasons for recommendations

5.1 The EDI Strategy demonstrates the Council's commitment to equality, diversity and inclusion as an employer and service provider, as well as its compliance with the Public sector equality duty. The role of the committee is to regularly review the progress of the EDI strategy action plan.

6. Significant Implications

6.1 Finance Implications
There are no foreseeable implications in this category.

6.2 Legal Implications
There are no significant implications within this category. The action plan aligns to existing HR and legislative requirements, including the Equality Act 2010 and associated public sector equality duty

6.3 Risk Implications
There are no foreseeable implications in this category.

6.4 Equality and Diversity Implications
The action plan champions equality, diversity and inclusion within the Council's existing workforce. No direct or adverse equality implications are expected. Equality Impact Assessments are being carried out for all projects and programmes of work.

7. Source Documents

7.1 None

Appendix 1 – EDI Strategy Action Plan

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

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
**Objective 1: Attract, retain, and develop a diverse workforce with different experiences, skills, and backgrounds, including a close reflection of the communities we serve.**
1.1	**Recruitment & Selection:** Develop guidance to support hiring managers in writing job descriptions and person specifications.	Recruitment Team and EDI Team	Jan-25	Jun-25	Improve diversity of applications and success rates for roles. See appendix for baseline data. Key output: guidance for hiring managers to write job descriptions and person specifications.	Blue	
	Provide guidance and examples of reasonable adjustments and support available during the recruitment process for neurodivergent applicants, disabled applicants and applicants with a long-term health condition.	Recruitment Team and EDI Team	Jan-25	May-25	Improve diversity of applications and success rates for roles. Key output: Guidance and examples of reasonable adjustments.	Blue	Reasonable adjustment eLearning released November 2024, includes a section on reasonable adjustments in recruitment.
	Review the existing recruitment training and provide updates related to inclusion.	Recruitment Team and EDI Team	Jan-25	May-25	Improve diversity of applications and success rates for roles. Key output: Recruitment training reviewed and revised.	Blue	
	Develop an eLearning package for recruitment and ensure EDI is woven throughout.	Recruitment Team and EDI Team	Jul-25	Dec-25	Improve diversity of applications and success rates for roles. Key output: Recruitment eLearning package launched.	Blue	

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
	Consider how we can further support care experienced individuals during the recruitment process.	Care Experience Working Group	Jan-24	Dec-25	Increased support for care experienced applicants provided.	Amber	The Care Experience Working Group has identified a dedicated contact in HR who is able to support care experience individuals to navigate our recruitment process and answer any queries. Care Experience has been added to the recruitment system too.
	Continue to publicise our roles on diversity jobs pages.	Recruitment Team	Jan-23	Ongoing	Improve diversity of applications and success rates for roles. Key output: jobs continue to be advertised through diversity jobs.	Amber	Jobs are being advertised on Diversity Jobs - ongoing commitment.
	Develop and include a revised positive action statement in our job descriptions.	Recruitment Team and EDI Team	Aug-23	Dec-23	Improve diversity of applications and success rates for roles. Key output: revised statement produced and included in job descriptions.	Green	Statement reviewed and published.
	Review our external EDI webpage for applicants to include our support for staff.	Recruitment Team and EDI Team	Jan-24	Feb-24	External webpage reviewed and updated.	Green	External webpage reviewed and updated.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
1.2	Disclosure: Continue to raise awareness of disclosing diversity data for employees and be clear why this information is required.	EDI Team, HR and Communications	Jan-23	Review quarterly	Increase in disclosure rates recorded: Disability not completed: 78.9%, Ethnicity not completed: 34%, sexual orientation not complete: 46.4%, Religion: 46% (baseline August 2023).	Amber	Ongoing - CLT colleagues receive a quarterly update on disclosure rates. Question included in Ratings conversation (Jan 2024). November 2024 data: disability completed: 38.10%, ethnicity completed: 70.68%, nationality completed: 62.52%, religion completed: 63.62% and sexual orientation completed: 62.72%.
	Produce a briefing document to support managers to share with teams to highlight the importance of diversity data during key touch points e.g. Our Conversations	EDI Team, HR and Communications	Sep-24	May-25	Key outputs: Diversity data briefing document produced to support managers.	Amber	The EDI data page has been updated on Camweb (EDI Hub). The EDI Team are exploring key touchpoints where managers can remind their direct reports about reviewing and updating their diversity data. A targeted campaign to improve disclosure rates will be launched early 2025.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
	Develop our ERP diversity data collection to include gender identity and sexual orientation (see appendix 2) to be more inclusive and care experience. Produce targeted communications and raise awareness of these fields when agreed.	EDI Team, HR and Communications	Mar-24	Mar-25	ERP diversity fields to include 'care experience' and provide revised options for 'sexual orientation' and 'gender identity'.	Green	Following engagement with the Care Experience Working Group and LGBTQIA+ Peer Support Group, revised options for sexual orientation were added in April 2024. Gender identity field included and care experience question added May 2024.
1.3	Establish the most appropriate accreditation schemes for CCC	EDI Team and Workforce Policy and Wellbeing Team	Mar-24	Review annually	CCC understands the existing accreditation schemes available related to EDI and wellbeing and has developed a plan to engage in the most appropriate ones which align with our Equality objectives, People strategy and strategic framework.	Amber	Workforce Policy and Wellbeing Team have started to map out all the requests for accreditations. We are committed to Disability Confident and an agreement at the Anti-racism Steering Group in August 2024 was made to commit to the Social Care Workforce Race Equality Standard. New page on EDI hub being created to showcase our accreditations and commitments.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
	Review the NGDP "Pride Checklist" (Appendix 2).	EDI Team	Jan-25	Dec-24	NGDP "Pride Checklist" completed.	Blue	
1.4	Through the Care Experience Working Group, identify ways to ensure care experienced individuals are encouraged to apply, guided throughout the recruitment process and supported during their employment.	EDI Team through Care Experience Working Group (monthly)	Dec-23	Review every May	Care experienced individuals can disclosure this information during the recruitment process and managers are aware of how to support care experienced individuals.	Amber	The Care Experience Working Group has identified a dedicated contact in HR who is able to support care experience individuals to navigate our recruitment process and answer any queries. A Steering Group is going to be formed.
	Capture care experience in our recruitment system.	Recruitment Team and EDI Team through Care Experience Working Group	Jan-25	May-25	Care experience captured as a question in recruitment system.	Green	Added to recruitment system.
1.5	Explore options for supported employment schemes to create opportunities to close the learning disability employment gap. Consider barriers to work, understanding learning profiles and ensuring that the individuals are supported at work in the long-term.	HR Services: Recruitment Team, HR team, Workforce Strategy, Policy and Wellbeing and EDI Team.	Nov-24	Jun-25	Once options are explored, success will be measured through understanding the profile of our workforce more and identifying next steps to close the learning disability employment gap.	Amber	This work is being explored by EDI & Learning and Development colleagues.
1.6	Analyse and monitor nominations and awardees of our employee awards by protected	Workforce Policy and	Mar-24	Aug-24	Nominations and awardees are	Green	Spotlight awards analysis complete and report produced.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
	characteristic and compare to our workforce data.	Wellbeing Team			representative of our workforce.		Actions in place for 2024/25 round to increase diversity of nominations and awards. 2024/25 awards to be analysed.
Objective 2: Enhance the way we recruit, develop, and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups.							
2.1	Embed the analysis of data by protected characteristics into all HR processes: Collect, analyse and report employee lifecycle data from recruitment to exit by protected characteristic. Where there is evidence of disproportionality, identify barriers and action to address, including: - Recruitment data – including surveys Recruitment – explore recruitment survey responses to identify key barriers in the process by protected characteristic. Progression data: rewards, recognition, acting up. Analyse data on respect at work cases, discipline, grievance and capability procedures by protected characteristic and directorate. Exit data – including interviews	EDI Team with support from PIP and HR	Jun-24	Annually	Each year, a full employee lifecycle data report is produced which identifies underrepresentation in recruitment, progression/recognition, leavers and disciplinaries'/Resolving Workplace Concerns	Amber	New role in Business Intelligence supporting HR data analysis. Score cards have been created through Power BI by Directorate which includes diversity fields throughout. In addition, a separate diversity scorecard is being created which pulls through from ERP. Equality Information Report produced annually in June.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
2.2	Analyse the full 2023 to identify staff views and perceptions in the workplace. Identify significant differences and explore actions to address. Reports discussed at EDI Working Group and EDI Leadership Forum	Employee survey provider reports with support from PIP (Engagement)	Dec-23	Feb-24	Employee survey analysis complete and reported to EDI Working group and EDI leadership forum for discussion.	Green	Employee survey analysed. Significant findings related to underrepresented groups identified and reporting into EDI Working Group, Leadership Forum and Anti-racism Steering group.
2.3	Career development: Evaluate the mutual mentoring pilot scheme and relaunch a revised mentoring scheme following feedback.	Learning & Development	May-24	Dec-24	Baseline data (2023): **Q:** 'I am often recognised when I do a good job' - 66% positive, 20% neutral, 25% negative. Q: 'I feel I am fairly rewarded considering my duties and responsibilities at the council' - 44% positive, 25% neutral, 31% negative. Q: 'The council provides opportunities for people from diverse backgrounds to succeed and celebrates success' - 62% positive, 32% neutral, 6% negative. Most colleagues believe the council treats everyone with fairness (60%) and that there are opportunities for people from diverse backgrounds to succeed (62%). However, Mixed /	Amber	Evaluation paper presented to EDI Leadership Forum in May 2024. EDI Leadership Forum agreed that the programme was valuable and to consider next steps. Paper is being drafted about next steps to go to CLT.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
					other and Black colleagues are markedly less positive.		
	Review the existing women of colour in leadership feedback and relaunch another cohort of the programme.	Learning & Development	Jan-24	Dec-24	Women of colour in leadership programme evaluated and relaunched. Feedback and impact monitored.	Amber	10 attendees went on cohort 1: Feedback was overwhelmingly positive - themes included increased confidence, power to speak up and be heard, empowered and motivated for more. We know of at least one who has been successful in applying for a new role and others spoke positively of being able to plan for their own development. Cohort 2 of this programme will take

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
							place at the end of 2024, programme is full.
	Publicise current career development offers including targeting underrepresented staff groups – monitor existing career development by protected characteristic. Make career development a regular part of the Our Conversations discussion.	Learning & Development	Jan-25	Jan-27	Q: 'The council provides opportunities for people from diverse backgrounds to succeed and celebrates success' - 62% positive, 32% neutral, 6% negative.	Blue	
	Apprenticeships – continue to monitor the diversity of our apprenticeships. Continue to publicise Apprenticeship opportunities. Showcase diverse profiles of completed apprenticeships.	Learning & Development	Jun-23	Annually	Diversity of apprentices analysed and monitored annually. Ongoing publicising of opportunities for all staff. Case studies/profiles of apprenticeships put on CamWeb.	Amber	We monitor the diversity of apprentices annually in June as this aligns with the workforce EDI data dashboard and our submission to the 5% club. 2023 Data: 81.5% female, Of the 62% who responded, 57.22% were white, 1.15% Black, Black British, Caribbean or African, 1.15% Asian or Asian British, 1.15% Other ethnic group and 0.57% prefer not to say. The average age of an apprentice was

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
							34. 2024 Data: 75.1% female, 62.7% were white, 2.1% Black, Black British, Caribbean or African, 2.6% Asian or Asian British and 30.1% did not disclose. 4.1% of apprentices are disabled, 31.1% are not disabled, 2.1% prefer not to say and 62.7% did not disclose. Case studies have been published for existing apprentices: https://cccandpcc.sharepoint.com/sites/CCCLearningandDevelopment/Apprenticeships/SitePages/Meet-our-apprentices.aspx#jacob-hobbs
2.4	Review the update the equality, diversity and inclusion policy to ensure it reflects our position on EDI.	EDI Team and Workforce Policy and Wellbeing Team	Oct-24	Every 3 years	Revised EDI policy developed with engagement from IDEAL network and other groups/committees	Amber	Good practice examples have been collated from other organisations. Evaluation of the policy is in progress.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
2.5	Enhance our support for disabled colleagues, neurodivergent colleagues and colleagues with a long-term health condition by: Launch a revised SARA process (Health passport) to support neurodivergent, disabled employees and employees with a long-term health condition.	Workforce Policy and Wellbeing Team	Jun-23	Dec-23	A revised Health Passport process is created and launched. Managers and colleagues are aware of the new process and it is incorporated into online learning. Increased knowledge and awareness of Access to Work.	Green	New Wellbeing Passport launched end of 2023, feedback from Neurodivergent Peer Support Group received and acted upon. Reasonable adjustment eLearning currently being developed (May 2024).
	Produce a guidance document for managers with examples of reasonable adjustments and support for disabled colleagues, neurodivergent colleagues and colleagues with health conditions.	Workforce Policy and Wellbeing Team	Jun-23	Dec-23	Barriers and Adjustment document launched.	Green	Reasonable adjustment guidance launched.
	Review and revise the Reasonable Adjustment eLearning to incorporate changes.	Learning & Development	Mar-24	Sep-24	Launch new eLearning. Reduction in absence.	Green	New Reasonable Adjustments in the Workplace learning has been launched (October 2024).
2.6	Revise the Access to Work document to provide clarity and consistency on the process across the organisation.	EDI Team and Health & Safety Team	Jan-24	Mar-24	Revised document launched and increased awareness of Access to Work.	Green	Access to Work factsheet revised and relaunched.
2.7	Continue to publish our gender pay gap and ethnicity pay gap. Review our approach to ethnicity pay gap reporting (2025).	Workforce Policy and Strategy Team and EDI Team	Mar-23	Annually	Publication and monitoring of pay gaps.	Amber	Gender Pay Gap report created and agreed by CLT for 2023/24. Annual report. 2024 report is currently in draft.

Objective 3: Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
3.1	Alongside training (objective 5), publish a commitment to anti-racism which includes what it means at CCC to be anti-racist, examples of racism, how to report incidents and support available to all colleagues.	EDI Team through Anti-racism Steering Group	Jun-24	Dec-24	Commitment to anti-racism published internally.	Amber	Anti-racism Steering Group formed February 2024, Group are exploring the CCC journey to becoming anti-racist and what that looks like. Communications will be launched to all colleagues about the role of the group and our progress. Listening sessions are being scoped out and dates planned for Jan 2025. We have committed to the SC-WRES (Childrens and adults) and data has been submitted, we are now working on analysis of data and report writing.
3.2	**Staff knowledge:** Develop and publish toolkits and guidance documents to help staff and managers discuss sensitive issues such as race, gender identity and religion. Inclusive language document, supporting trans and non-binary staff (see Appendix 2).	EDI Team	Jul-24	Dec-26	Improve managers confidence in managing diverse teams and having conversations related to EDI. Key outputs: toolkits and guidance published.	Amber	Microaggression Toolkit - being launched in February 2025. Other documents in progress include: supporting trans and non-binary service users, collecting and monitoring diversity data, inclusive language document

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
							and disability fact sheet. Development of Neurodiversity awareness training is in progress.
	Publish educational resources and encourage personal responsibility for self-education to develop staff knowledge on race equality.	EDI Team	Dec-24	Dec-26	Improve managers confidence in managing diverse teams and having conversations related to EDI. Key outputs: educational resources published.	Blue	
	Embed inclusion throughout the Managers Hub toolkit that is being created	HR Advisory Team	Nov-23	Apr-24	Managers Hub launched - feedback to be monitored.	Green	Managers Hub created and being rolled out March 2024 - EDI embedded throughout the Hub.
3.3	Develop a business case for a reporting system to support staff experiencing any form of unacceptable behaviour at work.	EDI Team & HR Advisory Team	Jan-24	Dec-24	Reporting system developed and disclosures analysed quarterly, reported back to the EDI LF.	Green	Respect at Work disclosure tool launched 23/09/2024. Reporting quarterly to EDI LF.
3.4	Seek to increase the diversity profile of our Respect at Work Contact role by working with IDEAL Network collaboratively.	EDI Team and HR Advisory	Jul-24	Review every 2 years	More Respect at Work contacts are recruited and trained. Diverse representation in applications and contacts.	Amber	Advert to recruit more Respect at Work Contacts has been drafted. A drop-in session to find out more about the role is being planned.
3.5	Working with IDEAL and support groups: Develop a clear set of expectations for staff and managers that recognises the importance of staff networks,	EDI Team and IDEAL	Sep-24	Dec-24	Clear set of expectations developed to recognise the time commitment of contributing to IDEAL etc.	Amber	HR/EDI/IDEAL colleagues met in September 2024. Next steps are to review IDEAL Terms

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
	mentors and champions. This will include recognising the time commitments that come with these roles and that staff taking on these additional responsibilities should be supported by their line mangers to do so.						of Reference. Training sessions for PSG leads will take place in November and December 2024.
3.6	Continue our Accessibility audit of all our buildings (including toilet facilities) considering the protected characteristics, including disability, gender identity, sex and gender reassignment. This includes evacuations and a review of meeting rooms (see Appendix 2).	Property Team	2024	2024	Access Audit completed and report presented.	Amber	
3.7	Similar to New Shire Hall, explore providing space for: reflection, quiet spaces, prayer, infant feeding, etc, at offices to support neurodivergent colleagues in particular.	Health and Safety Team, EDI Team and Policy and Wellbeing Team	2024	2027	Spaces considered throughout all our buildings.	Amber	Part of the property rationalisation project.
3.8	Develop and publish a trans equality commitment statement in collaboration with our LGBTQIA+ Working Group (see Appendix 2).	EDI Team and LGBTQIA+ Working Group	Jan-26	May-26		Blue	

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
3.9	Gather feedback on the existing mental health and racism page and identify next steps to improve our wellbeing hub resources and support about mental health and racism.	Wellbeing Group	Jan-25	May-25	Employee survey measures: 'I believe the council genuinely cares about my health and wellbeing' - 58% positive, 26% neutral and 16% negative. 'At the council, I am supported to balance my work and my personal life in a way that works for me' – 69% positive, 20% neutral and 11% negative. Identify any significant differences by ethnicity.	Blue	
3.1	Provide guidance for colleagues to explore how local Teams can consider inclusivity in their Team Charter e.g. Inclusive ways of working.	EDI Team and Workforce Policy and Wellbeing Team	Jan-25	Jun-25	Guidance produced for colleagues.	Blue	
3.11	Increase awareness of Aggression and Violence Guidance.	EDI Leadership Forum, ELT and Team	May-25	Dec-26	Positive feedback received on the guidance and use of the template letters recorded.	Blue	
3.12	Introduce a name pronunciation tool for employees.	EDI Team and IT	Jan-25	Jul-25	Employee survey measure: I feel a strong sense of belonging to the council: 51% positive, 35% neutral and 14% negative.	Amber	Being investigated, MyNameIs campaign is being explored.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
3.13	Continue to use our EDI governance structure to work closely with the IDEAL staff Network and the associated peer support groups, seeking feedback on policies, strategies and initiatives and hearing about any challenges identified by the Network and/or Peer Support Group.	EDI Team and IDEAL Network Committee	Jan-23	ongoing	Continued effective working relationship between corporate teams and IDEAL staff network. Colleagues feel their voices are heard.	Amber	EDI Team and IDEAL work closely together, IDEAL provide feedback and comments on documents and projects through the EDI Working Group and EDI Leadership Forum.
3.14	Support Members to consider how to work to diversify the pool of councillors in the future through increasing visibility of role models, outreach and support structures.	EDI Team and Members	Jan-25	Dec-25	Monitoring of the make-up of Members diversity profile and committee membership.	Blue	
Objective 4: Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.							
4.1	Equality Impact Assessments – see objective 12						
4.2	Staff knowledge: Develop and publish toolkits and guidance documents to support colleagues who are providing services to our diverse communities e.g. Supporting trans and non-binary service users (see Appendix 2).	EDI Team	Jul-24	Dec-26	Increased engagement with EDI communications measured through engagement data. Employee survey measure: 'I trust this organisation to treat all employees with fairness' - 60% positive, 22% neutral and 18% negative. Outputs: toolkits and guidance developed to support colleagues providing services to diverse communities.	Amber	Microaggression Toolkit - being launched in February 2025. Other documents in progress include: supporting trans and non-binary service users, collecting and monitoring diversity data, inclusive language document and disability fact sheet. Development of Neurodiversity

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
							awareness training is in progress.
4.3	Create a 'one-stop' shop of all EDI-related resources and education for colleagues to tap into whenever they would like.	EDI Team	Jan-24	Jul-24	One stop shop' developed and publishes, feedback collated.	Green	New EDI Hub launched April 2024 which includes pages for resources and training. All future guidance and resources will be added to the Hub. EDI library, split by protected characteristics and key priorities, added to EDI hub.
Objective 5: Empower all colleagues and services to use their influence to advance and promote equality, diversity, and inclusion across CCC and work together to make organisation-wide impact to progress our equality objectives.							
5.1	Produce an annual EDI communications plan which includes monthly EDI conversations and weekly blogs. Monitor the reach of these.	EDI Team	Jan-24	Annually	Increased uptake of EDI Conversations, specifically attracting those not usually desk based, by 15%	Green	2024 Communications plan complete. EDI Calendar 2024 launched and Teams backgrounds. 2025 communications plan, calendar, and Teams items, currently underway.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
5.2	EDI eLearning: Monitor uptake of existing eLearning modules by directorate. Report quarterly to directorates.	Learning & Development and EDI Team	Jan-24	Quarterly	Increase completion percentage of EDI eLearning to 60%. % completion as of August 2023: 25.88%. Evidence of impact from training demonstrated.	Amber	Completion rates December 2023: 40%. Checks included in Ratings form and ERP March 2024 update: 60% completion. August 2024: 70% completion. November 2025: 71% completion.
	EDI eLearning: Review and update content of eLearning annually - Consideration for e-learning units about EDI topics of socio-economic, care experience and unpaid carers (a protected characteristic by association under the Equality Act 2010).	Learning & Development and EDI Team	Jan-24	Dec-26	EDI eLearning regularly reviewed and updated.	Amber	Updates recently included: care experience information and EDI strategy. Last updated May 2024. Updates TBC around 'belief' protection under Equality Act. .
5.3	Deliver 4 Ps of Inclusion modules and monitor uptake by directorate, review evaluation data every 6 months. Promote upcoming cohorts to increase uptake.	Learning & Development	Jan-24	Ongoing	Increase in completion: 300 colleagues to complete by 2026. 96 colleagues have completed by March 2024.	Amber	Four Pillars of Inclusion – 109 attendees to date in total (since July 2023)
5.4	Identify new and bespoke learning opportunities for colleagues, specifically: Provide anti-racism training, Provide trans awareness training, Provide disability awareness training, cultural awareness, hate crime.	Learning & Development and EDI Team	Jan-24	Ongoing	Increased awareness of EDI-related topics as measured through uptake of training courses.	Amber	EDI Training proposal presented at EDI leadership Forum in May 2024 - EDI Leadership Forum members agreed the plan. EDI Team met with the Neurodivergent Peer Support Group Leads

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress update
							to map out a plan for Neurodiversity training and the listening sessions from the Anti-racism steering group will feed into the plans for anti-racism training.
5.6	Write and publicise case studies from members of ELT who attended the compassionate and inclusive leadership programme to share learning to all managers.	Learning & Development and EDI Team	Jan-25	Dec-25	Case studies published by ELT members.	Blue	Will form part of the 2025 communications plan.
5.7	Re launch our EDI Contact role and increase the number of individuals signed up to the role across the organisation	EDI Team	Jul-24	Review every 2 years	EDI Contact role redesigned and communicated to all colleagues. Monitor feedback on the role.	Amber	EDI Contact role has been evaluated and re-designed (EDI Champion), this will be relaunched in January 2025.
5.8	Identify a way to weave EDI into the Our Conversations form and regular meetings.	Workforce Policy and Wellbeing Team and EDI Team	Sep-24	Apr-25	Guidance created and Employee survey measured reflect changes.	Blue	
5.9	Publish guidance for managers to identify ways for embedding EDI into teamwork including in team meetings etc.	EDI Team	Dec-24	Feb-25	Guidance created.	Blue	

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

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
**Objective 6: Create greater connection with Cambridgeshire's communities, to ensure that our services are accessible and appropriate for all of our residents and visitors.**
6.1	Empower communities to help themselves, for example, by working with local organisations to support members of the community to become trustees, or become involved in the governance of community assets.	Communities **Service**	2024	2027	Quality of Life survey results to provide a baseline measure.	Amber	Working in close partnership with Support Cambridgeshire to promote the use of the Volunteer Cambs portal, alongside local campaigns for example in East Cambs.
6.2	To embed an EDI Action plan across our Library services including: To reduce inequality of access to library services. To continue the Library Presents Programme	Cambridgeshire Libraries	Apr-23	Mar-27	Feedback from Libraries service.	Amber	EDI Action Plan approved by Library Leadership team; libraries EDI Working Group met in July 2024 and scheduled to meet again in October to check progress. Spring 2024 season of The Library Presents successfully delivered with accessible events at its heart. Public menu voting for Autumn 2024/Spring 2025 took place over the summer. New season being delivered with sold out events.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
6.3	Continue to use local data from EELGA, Home Office, ICS and Cambridgeshire Insight – Communities to inform our work and develop a "Community Toolkit" to include quick links to the data local communities are most likely to find helpful. Share good practice examples of how this data has informed out work.	Policy Insight and Change	2023	2025	Community Toolkit produces and data used to inform EqIAs and the design and development of services.	Amber	New ACORN community profiles have been published on Cambridgeshire Insight https://cambridgeshireinsight.org.uk/population/socio-demographic-segmentation/acorn-community-profiles/ A larger more complex piece of work is on-going around producing a Cambridgeshire Context dashboard which will be informed by CCC own data about Place.
Objective 7: Promote participation within our communities, focusing on equality and equity of opportunity where underrepresentation occurs.							
7.1	Ensure our Migrant policy and partnership officer works with stakeholders and partners to support access to core service provision for migrant and refugee communities and become a	Communities Service	2024	2027	Increased support for migrant and refugee communities	Amber	Engagement work with partners and stakeholders continues, including work with people with lived experience. Working in cross-directorate partnership and with partners including the voluntary and community sector, recent activity includes engagement events with Hong Kongers.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
	Council/County of Sanctuary.						
	To continue to embed the principles of Libraries of Sanctuary into our offer, and to work towards renewal of our sanctuary award in 2026. We will proactively engage with local migrant, asylum-seeking and refugee communities by:- Hosting regular library inductions/welcome sessions where we work to reduce barriers to access, including language barriers.	Cambridgeshire Libraries	2024	2027	Embedded principle of Libraries of Sanctuary into our offer. Renewal of Sanctuary award in 2026.	Amber	Successful Welcome Session (library induction) for new arrivals from Hong Kong held in January. Half-term arts event with Fitzwilliam museum held at Bar Hill library, with participation from families undergoing the asylum process. Programme of events for Refugee Week 2024 across the county. Continued engagement with Hong Kong families, working with Communities colleagues. Successful board games events held at Milton Road and Cambourne libraries. Europe Challenge delivered successfully at Bar Hill library with legacy of community meal taken up by local Residents Association.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
	Promote how our resources and programming can support formal ESOL learning;- Continuing our outreach work with the hotels in Cambridgeshire housing people undergoing the asylum process and other relevant communities;- Continuing to build internal and external partnerships to ensure we're working closely with others who support these communities	Cambridgeshire Libraries	2024	2027		Green	Funding obtained for the Europe Challenge project at Bar Hill library, supporting residents of the nearby hotel. "Improve Your English with Cambridgeshire Libraries" resource sheet being rolled out. Europe Challenge underway with very successful sessions involving a community meal followed by an arts event at Bar Hill Library. Partnership work with Bilingual Cambridge underway.
7.2	Join up our existing work which supports the Gypsy, Roma and Traveller community.	Communities Service	2024	2024	Improved understanding of and support for our Gypsy, Roma and Traveller community.	Amber	Service Manager Integration & Cohesion has been appointed, due to start in post in June. Following a period of consultation, the small Traveller Health Team will move across from Public Health into the Communities Service in July.
	Anti-poverty: Develop an Anti-poverty strategy	Policy, Insight and Programmes	2024	2025	Anti-poverty strategy created to	Amber	Poverty Commission launched with a "Call for Advice". Work underway to engage with all communities.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
					include engagement with residents and communities.		
	Anti-poverty: Review of our operating model of grant funding ensuring we engage with residents and communities to ensure whatever is introduced does not disproportionately impact certain groups.	Communities Service (Household Advice and Support Team)	2024	Apr-24		Green	Following a review, targeted funds set up to reach key disadvantaged groups including Care Leavers, chronically excluded adults and those most affected by furniture poverty.
	Anti-poverty: Continue to review our Trusted Partner Network to ensure is reflective of our communities, working collaboratively with District councils.	Communities Service (Household Advice and Support Team)	2023	Ongoing		Amber	With the extension of the Household Support Fund, the Trusted Partner Network is continuing to grow, helping to deliver support quickly and locally.
Objective 8: Enhance our communication and engagement to create opportunities for improved exposure, awareness, and understanding for all communities in Cambridgeshire to contribute to a culture of respect and cohesion across communities.							
8.1	Review how we communicate, consult and engage with	Communication and engagement working group	2025	2027		Amber	Review of accessible information and communications policy ongoing.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
	communities, looking at how this may need to adapt for different localities, diversities, interests and needs. This will include the need to report back to communities on outcomes as well as listening to needs, vulnerabilities and aspirations.						
8.2	IT & Digital strategy (Inclusion): We will enhance our processes to ensure that the relevant accessibility guidance is incorporated in all IT and Digital procurements. Systems that we buy and introduce meet the necessary standards to ensure they are accessible to all.	ITDS and Health and Safety	2023	2024	Digital accessibility is considered in all that we do, and service users are able to access our information.	Amber	

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
	We will ensure that there is a 'non-digital safety valve' which leads to face-to-face contact where required in digital service models.	Part of customer contract – Authority wide	2023	Ongoing	Digital accessibility is considered in all that we do, and service users are able to access our information.	Amber	Through IT and Digital strategy.

Theme C: Our services – as a provider and a commissioner: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

No.	Action	Team responsible	Start	End	Success measure and key outputs	Status	Progress log
Objective 9: Co-produce, commission, and provide inclusive and accessible services that improve outcomes for our diverse local population, particularly for marginalised and under-represented groups.							
9.1	Ensure all our internal and external communications consider accessibility and inclusive in messaging and imagery. Being mindful when generating, selecting and using imagery and literature. Seeking to ensure our examples, posters, etc are inclusive of our diverse communities.	Communications and All	2023	2027	Information across the county is produced and delivered in an accessible format.	Amber	An Accessible Information and Communications Policy review Working Group was formed in February 2024 to review the existing policy and update it. External engagement will inform the review.
9.2	Highlight the use of Accessible Information Standards.	ITDS and EDI Team	Feb-24	Jan-25	Accessible Information and Communication policy reviewed and published.	Amber	An Accessible Information and Communications Policy review Working Group was formed in February 2024 to review the existing policy and update it. External engagement will inform the review.

9.3	Develop good practice guidance for colleagues to collect diversity monitoring data in their service areas data collection. This data should then inform the service.	EDI Team	Aug-24	Dec-24	Increased collection of diversity information where services do not currently record this data yet.	Amber	Guidance has been drafted, to be reviewed by legal next.
Objective 10: Support and promote inclusive behaviour with residents and service users by setting and maintaining clear expectations ensuring that we role model this behaviour ourselves in all interactions with our community.							
10.1	Develop an external webpage to signpost information about how service users can raise a concern about a member of staff– signposting to the relevant policies and systems in different areas.	EDI Team and Communications	Jan-25	Aug-25	Webpage created and service users are aware of the mechanisms to report issues.	Amber	Customer feedback and complaints work is underway, feed into this work. Reasonable adjustment guidance for customers/service users is being developed.
10.2	Continue to promote a shared set of mutual expectations amongst service users and employees, signposting to the Violence and aggression toolkit. Publish our respectful behaviour posters	Communications	Jan-25	May-25	Monitor usage and feedback of the Violence and aggression toolkit.	Blue	

	in clear, visible spaces.						

Objective 11: Collaborate with our partners to reduce inequality, promote inclusion and recognise and celebrate diversity for all our communities.

	Undertake a review of EDI guidance on procurement and contract monitoring.	EDI Team and Procurement Team	Jan-25	Jan-25	Procurement processes have EDI throughout.	Blue	Documents have been sent to EDI Team for reviewing and updating, including Procurement plan and equalities questions - to review in Jan 2025.
11.1	Embed elements of our EDI strategy into our procurement processes in order to use our supply chain to become advocates of our EDI approach.	EDI Team and Procurement Team	Jan-25	Jan-25	Procurement processes have EDI throughout.	Blue	Documents have been sent to EDI Team for reviewing and updating, including Procurement plan and equalities questions - to review in Jan 2025.
11.2	Establish stronger partnership work with the ICS and other partners.	HR & ICS	2024	2027	Continued partnership with ICS and regional connections.	Amber	HR colleagues attend ICS meetings to share good practice.
11.3	Continue to utilise our networks to share good practice e.g. Regional EDI Network, ICS EDI group.	EDI Team, ICS, regional EDI Network	2023	Ongoing	Ongoing relationships with the EDI Regional Network and ICS groups, sharing good practice	Amber	The EDI Team continue to manage the Regional EDI Network, meeting quarterly to share good practice.

11.4	Continue to work with partners to tackle racism and hate language, including tackling the root causes, as part of delivering our commitments made in the Anti-Racism Charter.	EDI Team & ICS	2023	Ongoing	Evidence of good practice sharing.	Amber	Anti-racism Steering Group formed and exploring good practice, including good practice from our partners. Signed up to the SC-WRES and listening sessions with ethnic minority colleagues will take place in January 2025 to inform actions.
Objective 12: To assess, consult, and evaluate the equality impact of our policies, processes and decisions and to make changes where reasonably possible if it creates inequality							
12.1	Continue to develop our EqIA guidance and resources, including providing good practice examples and tips on consulting with diverse communities. Seek feedback on our existing EqIA processes.	EDI Team and Communities Team	Jan-24	Aug-24	Increased level of confidence in completing EqIAs as measured by staff feedback. Outputs: EqIA guidance reviewed and developed, EqIA training package launched for all colleagues, completion rated monitored, Increased number of trained super-users. Feedback collated on the role.	Green	New EqIA Hub launched 24/09/2024 with new tool and eLearning. eLearning uptake will be monitored.

12.2	Develop and launch EqIA training package.	EDI Team	Jan-24	Aug-24	EqIA training package produced and communicated to all colleagues. Uptake monitored.	Green	New EqIA Hub launched 24/09/2024 with new tool and eLearning. eLearning uptake will be monitored.
12.3	Produce guidance for colleagues to understand how to incorporate care experience into their EqIAs.	EDI Team and the Care Experience Working Group	May-24	May-24	Incorporating care experience into EqIAs guidance produced for colleagues.	Green	Care experience was added as a protected characteristic to both the online form and all EqIA guidance documents. Guidance published in collaboration with Care Leaver Local Offer.
12.4	Publicise our EqIA Super Users and continue to provide continued professional development for the role.	EDI Team	Jan-24	Annually	Increased number of trained super-users. Feedback collated on the role.	Amber	In 2024 we have introduced 6 new trained Super Users.
12.5	Produce a checklist document for colleagues creating or reviewing documents which do not need a full EqIA to identify equality considerations e.g. accessibility of documents, diverse imagery. Consider how the	EDI Team	Aug-24	May-25	Checklist created and feedback monitored.	Amber	Document in progress.

	EDI Contact role could embed this process throughout their service.					

Cambridgeshire County Council

Communities, Social Mobility and Inclusion Committee Agenda Plan

Notes

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
16/01/25	Business Plan and Budget 2025/26 – 2029/30	S Grace	Not applicable	06/01/25	08/01/25
	Closer to Communities – Final Considerations	J Kennedy	Not applicable		
	Cambridgeshire Registration Service Annual Report	P Gell	Not applicable		
	Trading Standards Annual Report	P Gell	Not applicable		
	Library Service and Archives Service Annual Report	G Porter / A Akeroyd	Not applicable		
	Equality, Diversity and Inclusion Strategy Action Plan Update	J Atkin	Not applicable		
27/02/25	Domestic Abuse Target Hardening Service Procurement	J Cullum	2025/021	17/02/25	19/02/25
	Library Management System Consortium Procurement	G Porter	2025/027		
	Benefits of Play	J Buckingham	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Corporate Performance Report – Quarter 3 2024/25	R Springbett	Not applicable		
	Finance Monitoring Report – January 2025	C Andrews	Not applicable		
05/06/25	Notification of Chair and Vice-Chair	N Mills	Not applicable	23/05/25	28/05/25
	Corporate Performance Report – Quarter 4 2024/25	R Springbett	Not applicable		
	Finance Monitoring Report - Outturn 2024-25	C Andrews	Not applicable		
11/09/25	Finance Monitoring Report – August 2025	C Andrews	Not applicable	01/09/25	03/09/25
16/10/25	Corporate Performance Report – Quarter 1 2025/26	R Springbett	Not applicable	06/10/25	08/10/25
04/12/25	Corporate Performance Report – Quarter 2 2025/26	R Springbett	Not applicable	24/11/25	26/11/25
	Finance Monitoring Report – October 2025	C Andrews	Not applicable		
15/01/26				05/01/26	07/01/26
26/02/26	Corporate Performance Report – Quarter 3 2025/26	R Springbett	Not applicable	16/02/26	18/02/26
	Finance Monitoring Report – January 2026	C Andrews	Not applicable		
04/06/26	Corporate Performance Report – Quarter 4 2025/26	R Springbett	Not applicable	22/05/26	27/05/26
	Finance Monitoring Report - Outturn 2025-26	C Andrews	Not applicable		

Please contact Democratic Services (democraticservices365@cambridgeshire.gov.uk) if you require this information in a more accessible format.