

**Thursday, 02 September 2021**

**Democratic and Members' Services**  
Fiona McMillan  
Monitoring Officer

**14:00**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Storey's Field Centre, Cambridge**  
**[Venue Address]**

## **AGENDA**

**Open to Public and Press by appointment only**

### **CONSTITUTIONAL MATTERS**

**1 Apologies for absence and declarations of interest**

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

**2 Minutes - 8th July 2021**

**4 - 27**

**3 Petitions and Public Questions**

### **KEY DECISIONS**

**4 Voluntary and Community Sector Support and Development  
Services in Cambridgeshire Contract**

**28 - 39**

### **OTHER DECISIONS**

<b>5</b>	<b>Service Director Report</b>	<b>40 - 53</b>
<b>6</b>	<b>Decentralisation of Services and Decision Making</b>	<b>54 - 62</b>
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<b>9</b>	<b>Innovate and Cultivate Fund - Endorsement of Recommendations</b>	<b>88 - 98</b>
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The Communities, Social Mobility and Inclusion comprises the following members:

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

**COVID-19**

The legal provision for virtual meetings no longer exists and meetings of the Council therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further.

Councillor Tom Sanderson (Chair) Councillor Hilary Cox Condron (Vice-Chair) Councillor Henry Batchelor Councillor Ken Billington Councillor Adela Costello Councillor Steve Criswell Councillor Douglas Dew Councillor Janet French Councillor Bryony Goodliffe Councillor Ros Hathorn Councillor Lucy Nethsingha Councillor Keith Prentice Councillor Dan Schumann Councillor Philippa Slatter and Councillor Firouz Thompson

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



## Communities, Social Mobility and Inclusion Committee: Minutes

Date: Thursday 8<sup>th</sup> July 2021

Time: 10:00am – 1:30pm

Venue: Fenland Hall, March

Present: Councillors Tom Sanderson (Chair), Hilary Cox Condron (Vice-Chair), Adela Costello, Piers Coutts (substituting for Councillor Alex Beckett), Steve Criswell, Douglas Dew, Claire Daunton (substituting for Councillor Henry Batchelor), Jan French, Mark Goldsack (substituting for Councillor Ken Billington), Bryony Goodliffe, Ros Hathorn, Keith Prentice, Dan Schumann, Philippa Slatter, Firouz Thompson

### 1. Notification of the Chair and Vice Chair

The Committee noted that Councillor Tom Sanderson had been appointed Chair of the Communities, Social Mobility and Inclusion Committee, and Councillor Hilary Cox Condron appointed Vice-Chair, by the Full Council on 18th May 2021 for the municipal year 2021/22.

### 2. Apologies for Absence and Declarations of Interest

Apologies were received from Councillors Batchelor, Beckett and Billington.

There were no declarations of interest.

### 3. Minutes (Communities and Partnership Committee – 1<sup>st</sup> April 2021)

The minutes of the Communities and Partnership meeting held on 1 April 2021 were agreed and signed as a correct record.

### 4. Petitions and Public Questions

The Chair informed the Committee that one public question had been received, which related to agenda item 5 (Report of the Service Director for Communities and Partnerships) and would be taken at the start of that item.

### 5. Report of the Service Director for Communities and Partnerships

The Committee received a report from the Service Director for Communities and Partnerships which summarised information, opportunities and challenges relating to the cross-cutting work within the remit of the Committee and its service directorate. Attention was drawn to the five proposed work priorities detailed in section 2.2.6 of the report, which included the development of a Social Mobility Strategy, a review of the Libraries service, the decentralisation of Council services, the identification and addressing of inequalities in communities, and the delivery of the youth service framework. The Service Director noted that the Covid-19 Coordination Hub continued to provide information, help and guidance to residents, and would continue to do so indefinitely, given how helpful it had proven in capturing the needs of people of which the Council had previously been unaware. This was currently particularly the case in supporting the vaccination programme to overcome issues of hesitancy and lack of confidence in some demographics and communities. The backlog of cases faced by the Coroners service was highlighted as a concern and Members were informed that capacity was being increased to help overcome this workload.

Mr Richard Robertson, Chair of Friends of Milton Road Library, was invited by the Chair to speak on his concerns related to Milton Road Library. Noting the role of libraries in supporting communities, social mobility and inclusion, Mr Robertson asked the Committee whether it considered libraries as one of its key priorities. He welcomed that Milton Road Library had reopened in 2019 after being demolished and rebuilt, but expressed concern that the current 25-year lease was insufficient, given the potential sale of the building, and sought assurances that the Council would work to extend the lease to 125 years, arguing that this would increase the value of the building as it would provide the buyer with a long-term tenant.

Paying tribute to Mr Robertson's work for the community, the Service Director emphasised the central role of libraries in the work of the Committee and wider Council. Noting that the report discussed a review of the Libraries service, he explained that this was to ensure each individual library was providing the unique services that were required, given the differing needs of each community. He committed to engage with all the Friends groups as part of the review, given their knowledge and experience of the libraries and what was required from them. Clarifying that the current lease for Milton Road Library expired in 2024, with an option to extend the lease beyond that point largely benefitting from legal protections, he undertook to discuss such legal issues further with colleagues and provide Members with a briefing. **Actions required**

While discussing the public question, Members confirmed the Council's commitment to libraries, noting that none of the County's libraries had closed over at least the past four years, and acknowledging that it would be beneficial for the community to secure a longer lease for Milton Road Library. They reiterated the Service Director's observation that the proposed review of the Libraries services was not intended to reduce the service but rather identify where it needed to be improved.

While discussing the report, Members:

- Queried whether Think Communities was limited to providing additional human resources to work with partner authorities through the place-based teams, or whether it also provided monetary value. Emphasising how relationships between

the different levels of local government and community organisations had become stronger and deeper as a result of working together to overcome the impacts of the pandemic, the Service Director noted that this added value required increased capacity on the ground, although he acknowledged that there was also financial value, including financial assistance, support for funding applications, and through the commissioning of services.

- Expressed concern over potential duplication or overlap of work between different local authorities and organisations as a result of Think Communities, and sought clarification on how it was avoided. Acknowledging that duplication was wasteful and confusing for residents, the Service Director assured Members that the place-based teams looked to avoid such matters through continuous conversations with partner authorities and organisations. It was suggested that the decentralisation of services would lead to a shared plan through partnership arrangements and governance that would further help avoid overlaps.
- Highlighted the importance of the revenue stream provided by community centres to local councils and expressed concern about such venues being asked to provide space without financial recompense from the Council. Recognising the fundamental role of community assets in the Think Communities and decentralisation agenda, the Service Director confirmed that there was not currently a budget for providing such financial support, although he acknowledged that it would be difficult for Think Communities to function if it was not provided somehow, be it through direct financial support, assisting with funding bids or commissioning of services.
- Acknowledged the role of Councillors as signposts in helping residents establish how to obtain any help they may need from the Council, and also in providing officers with a means of connecting to local communities. It was noted that the place-based teams would build relationships with the Councillors in their districts, enabling them to provide the necessary information relevant to their division. The Service Director undertook to circulate to Members a report written by the Cambridge University Science and Policy Exchange on the effect of Council decision-making on community-led initiatives, which had been presented to the Communities and Partnership Committee in December 2020. **Action required**
- Paid tribute to the work previously carried out by the Communities and Partnership Committee, as well as the officers that supported the Committee and directorate, and it was acknowledged that much of the Communities, Social Mobility and Inclusion Committee’s agenda would be building on that earlier work.
- Recognised that the Council had always placed great importance on developing and expanding the Libraries service, and argued that requiring a building containing a library to be in public ownership would represent an unnecessary barrier to provision of the service.
- Expressed support for the proposed work priorities listed in the report.
- Acknowledged that Cambridgeshire Local had been launched and embraced by partner authorities and organisations, and while Think Communities was a

descriptive and helpful term for internal purposes, it had failed to resonate with the wider community, leading to the development of Cambridgeshire Local as a title that was easier to understand in terms of its objectives.

- Paid tribute to the work carried out by place-based coordinators.
- Welcomed the youth service framework and noted that much of the work had previously been funded through the Innovate and Cultivate Fund. It was suggested that such confirmation of available resources would provide welcome reassurance to community groups and parish councils that had previously been reticent about undertaking the challenging work, and it was requested that a report be presented to the Committee providing further details on the service.

**Action required**

- Recognised the importance of partnership working and its central role in the Think Communities approach and overall work of the Committee, and it was suggested that the word “partnership” be added to the Committee’s title to emphasise this.
- Considered whether, in light of the climate emergency, the Committee could support community activities involving green spaces and biodiversity. Some Members argued that this was the responsibility of the Environment and Green Investment Committee, while other Members suggested that the committees could work together, with the Communities, Social Mobility and Inclusion Committee focussing on inclusion, social justice and equality of access to nature, as well as the interaction between communities.
- Suggested that it would be beneficial for future proposed additional recommendations to be circulated in advance of the meeting, although it was acknowledged that this was not a requirement of the Constitution.

The following additional recommendation was proposed by Councillor Criswell, seconded by Councillor Goldsack and agreed unanimously:

- c) Bring a paper back to the Committee on the youth services framework with a detailed delivery plan that identifies the financial resources required to expand and sustain the service, thus enabling the funding to be allocated in the Committee’s budget for 2022-23; and

The following additional recommendation was proposed by Councillor Criswell, seconded by Councillor Goldsack and agreed:

- d) Request Full Council to approve the addition of the word ‘Partnership’ to the Committee’s title.

The following additional recommendation was proposed by Councillor Hathorn, seconded by Councillor Cox Condron and agreed:

- e) In light of the climate emergency, support community activities involving green spaces and biodiversity.

It was resolved to:

- a) Note and comment on the key themes discussed in this report;
- b) Comment on and approve the key priority areas of focus described in the report, identifying additional priorities if relevant;
- c) Bring a paper back to the Committee on the youth services framework with a detailed delivery plan that identifies the financial resources required to expand and sustain the service, thus enabling the funding to be allocated in the Committee's budget for 2022-23;
- d) Request Full Council to approve the addition of the word 'Partnership' to the Committee's title; and
- e) In light of the climate emergency, support community activities involving green spaces and biodiversity.

## 6. Think Communities Approach to Social Mobility, Anti-Poverty and Inequalities

The Committee received a report which outlined the Council's work on social mobility and the proposed approach moving forwards. The differing levels of deprivation and inequalities across both the County as a whole and also within each individual district, along with the multiple types of deprivation and inequality, represented the set of conditions that determined social mobility, as demonstrated in Figure 1 of the report. The Social Mobility Project Manager emphasised the necessity to look at this whole set of conditions in order to drive social mobility, and attention was drawn to the framework for action that had been developed, as set out in section 2.5 of the report, and the ongoing development of a Social Mobility Strategy, as set out in section 2.6, to establish a process by which the wider spectrum of relevant individual strategies may be best coordinated and delivered.

While discussing the report, Members:

- Suggested that while it was reasonable to promote upward social mobility and work to prevent downward social mobility, there were also people who might not be concerned about being socially mobile.
- Acknowledged the benefits of having access to a smartphone in accessing services and finding information, highlighting the importance of providing assistance to families with lower incomes through the provision of phone vouchers.
- Observed that place-based teams were key sources of knowledge for the Council in identifying people, streets and wider areas with particular needs, and noted that Councillors and officers already carried out much of their work on a street-by-street level, rather than a County-wide or district level. Members also welcomed

the maps in Appendix 1 of the report, which identified specific areas of income deprivation across the districts.

- Expressed support for the framework for action and Social Mobility Strategy, noting that it represented a Council-wide approach to tackling the issue of social mobility. Members welcomed the appointment of the Social Mobility Project Manager to lead on this work and acknowledged that the focus had been initiated by the Communities and Partnership Committee.
- Highlighted the fundamental role of access to education in providing opportunities and enhancing social mobility, and suggested that it could be given greater emphasis in the strategy.
- Noted the difficulties and limitations by use of the terms ‘poverty’ and ‘anti-poverty’.
- Argued that the phasing out of the £20-per-week boost to Universal Credit would be detrimental to the strategy’s objectives, although Members welcomed that free school meals would be extended throughout the summer holidays.

It was resolved unanimously/ to:

- a) Endorse the approach set out in this report;
- b) Comment specifically on and endorse the suggested approach to the development of a Social Mobility Strategy for Cambridgeshire, and
- c) Agree for that strategy to be presented to Committee for approval in September.

## 7. Cambridgeshire Skills Six-Month Review

The Committee received a report which provided an update on the work of Cambridgeshire Skills over the last six months and the way in which it would continue to improve and enhance its offer to those furthest from learning and employment. Despite the majority of courses continuing to be delivered online due to the pandemic, 96% of the 3,012 enrolled learners had been retained, with 82% achieving their programme and 67% progressing into employment, self-employment or volunteer positions. Cambridgeshire Skills continued to provide support to the 33% who had not yet progressed and would continue to do so for six months after they left the course. Noting that the Government’s furlough scheme would be ending in October, the Head of Adult Learning and Skills highlighted that the 2021/22 delivery plan was focussed on social and economic recovery following the pandemic, while the service was looking to reinstate place-based learning where possible, with an aim of reopening 95 venues over the next year.

The Committee was informed that there had been a 10% drop in female enrolments, and it had been concluded that this was mainly due to digital exclusion, home schooling and the lack of creches over the past year. Efforts were also being made

to increase the number of enrolments and achievement levels of different ethnic groups across the County. Members were asked to support the skills agenda by acting as a conduit between their communities and Cambridgeshire Skills, in order to assist in setting up bespoke offers in their divisions. It was also noted that the Committee would be appointing a new representative to the Cambridgeshire Skills Governing Board as part of agenda item 11 (Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the Appointment of Member Champions).

While discussing the report, Members:

- Welcomed the achievements and support provided by Cambridgeshire Skills, particularly noting the success of helping learners find employment.
- Suggested that the prospectus could be made easier to navigate and more user-friendly. While emphasising that the prospectus only represented approximately one third of the work provided by the service due to the high level of bespoke provision, the Head of Adult Learning and Skills undertook to consider whether improvements could be made to the prospectus and website. **Action required**
- Requested that future update reports include district-level data in order to identify gaps in provision and take up, as well as providing a further resource for work on improving social mobility. The Head of Adult Learning and Skills informed Members that such information was available and would be included in the future.
- Expressed concern about barriers to enrolment, such as transport difficulties and childcare concerns, and sought clarification on how such barriers were being addressed by the service. Members were informed that level one learners were unlikely to travel more than one mile for courses and therefore venues were selected for easy walking access. It was also noted that the service operated a creche system in many of the communities in which it worked.
- Acknowledged that while it was better to provide an online service instead of no service during the pandemic, some sectors would be unable to participate due to digital exclusion. Recognising that digital provision had led to enrolment from new sectors, the Head of Adult Learning and Skills acknowledged the concern and noted that face-to-face learning was the best format for level one learning and below. She noted that there had been over 350 applications for the 50 IT devices that had been donated by the Good Things Foundation, and further work was being undertaken to distribute more devices when they became available.

It was resolved unanimously to:

- a) Comment on the six-month progress of the service operating as Cambridgeshire Skills; and
- b) Identify other priority areas of focus to support the council's overall priorities.

## 8. Domestic Abuse and Sexual Violence Partnership

The Committee received a report which included information on the statutory duty for local authorities to support victims of sexual violence and domestic abuse, while providing an update on funding from the Government and White Ribbon reaccreditation. The Council was carrying out a needs assessment across the County in order to develop a strategy that would allow it to fulfil the duties required by the Domestic Abuse Act 2021, as set out in section 2.1 of the report. Members were also asked to approve the joint recommissioning of refuge provision for victims of domestic abuse across Cambridgeshire and Peterborough, with the current contract due to expire in 2022.

While discussing the report, Members:

- Queried whether any changes to the current Domestic Abuse and Sexual Violence Partnership Board would be necessary for it qualify as the required multi-agency Local Partnership Board. The Domestic Abuse and Sexual Violence Partnership Manager confirmed that most of the partners were already involved, but representatives for housing, with a focus on safe accommodation for victims, had since been brought in. She noted there was also a requirement for input from victims and their children, and she informed the Committee that an independent organisation had been commissioned to seek feedback and encourage participation.
- Clarified that both small and large organisations could bid for the recommissioning of the contract to provide refuge provision across the County.
- Acknowledged the importance of providing support to victims through libraries and pharmacies, and suggested the provision of a pop-up shop that moved around the County to offer support.
- Considered whether it would be appropriate for the Council to endorse and communicate emergency signals for people to use when in need of urgent assistance. It was acknowledged that such signals changed regularly, and it was argued that promoting them could prove counter-productive and make them less safe or effective. Members were informed that officers worked with victims to establish unique signals that they could give in such circumstances and the Domestic Abuse and Sexual Violence Partnership Manager undertook to provide Members with information and training on dealing with domestic abuse and sexual violence. **Action required**
- Expressed concern about the short-term nature of the Government funding and sought clarification on what would happen if the funding was reduced in the future. Acknowledging that it was difficult to operate when continuously reliant on short-term funding, the Domestic Abuse and Sexual Violence Partnership Manager confirmed that there was only a guarantee of funding for one year, and while the expectation was that the funding would continue, it was not possible to say whether funding levels would decrease, remain the same or increase.

The following additional recommendation was proposed by Councillor Dew, seconded by Councillor French and agreed unanimously:

- c) Request that in the event of government funding being reduced, the Council consider underwriting the grant from the Ministry of Housing, Communities and Local Government, to provide security moving forwards.

It was resolved unanimously to:

- a) Note and comment on the funding investment proposals;
- b) Approve the joint recommissioning of refuge provision for victims of domestic abuse across Cambridgeshire and Peterborough from 2022/23; and
- c) Request that in the event of government funding being reduced, the council consider underwriting the grant from the Ministry of Housing, Communities and Local Government, to provide security moving forwards.

## 9. Innovate and Cultivate Fund – Process Updates

The Committee received a report which provided an update on the application process for the Innovate and Cultivate Fund (ICF) and proposed changes to the membership of the ICF Recommendation Panel, along with an update to the fund's guidance in order to better align to the Council's revised priorities. The Head of Think Communities informed Members that the final recommendations being made to the Committee differed to those that had been published in the agenda, with the final two recommendations changed to the following:

- c) Increase the number of councillors on the Recommendation Panel from five to seven, to be appointed in accordance with political proportionality; and
- d) Maintain the current process of recommendations from the Panel being presented to the next available Committee meeting for approval.

While discussing the report, Members:

- Established that the steering group maintaining operational oversight of the ICF consisted of Adults Commissioners, the Chief Financial Officer, representatives of the Cambridge Community Foundation (the organisation that administers the fund), the Chair of the Communities, Social Mobility and Inclusion Committee, the Think Communities Manager, the Youth and Communities Manager and an administrative officer.
- Confirmed that there was an annual evaluation of the applications and projects which identified why bids were unsuccessful and which communities had not been represented in the applications, in order to increase or decrease focus in a certain area. It was requested that the evaluation break the applications down into themes, such as sustainability, youth and social mobility.

- Suggested that it would be beneficial to organise a training workshop on the ICF and other funds with which the Committee was involved. **Action required**
- Welcomed the changes that had been made to the recommendations.
- Confirmed that the Council worked with partner authorities to ensure that there were no overlaps or duplication of work as a result of the projects, noting that place coordinators were consulted regularly to ensure this was the case.
- Noted that Members that had supported a bid in their division were required to declare an interest and abstain from voting on the approval or rejection of that particular project by the Committee. It was suggested that Members should be able to support initiatives in their area, although it was acknowledged that they could do this by supporting throughout the development of the application, rather than through the vote itself.

It was resolved to:

- a) Update Fund information and guidance to better align to the priorities of the Joint Administration;
- b) Maintain the current pause on Innovate applications;
- c) Increase the number of councillors on the Recommendation Panel from five to seven, to be appointed in accordance with political proportionality; and
- d) Maintain the current process of recommendations from the Panel being presented to the next available Committee meeting for approval.

## 10. Communities Capital Fund – Progress Report

The Committee received a report providing an update on the thirty-five projects that the Communities and Partnership Committee had allocated funding to from the £5m Communities Capital Fund (CCF) in 2020. Ten of the projects had been completed, with twelve due to be completed by September 2021, and the remaining thirteen by September 2022, and it was noted that most of the projects had reported slight delays due to impacts of Covid-19, such as shortage of staff or supplies. Measures were in place to ensure that funds were being spent according to the bid applications, with updates on each individual project included in Appendix 2 of the report. It was highlighted that the CCF had provided an opportunity for Think Communities and the place-based teams to deepen their ties with communities as coordinators and connectors.

While discussing the report, Members:

- Noted that recommendations stemming from an audit of the fund had been built into the mitigation to ensure that targets were met. Members suggested it would be useful to identify the unsuccessful bids and any geographical or sectoral gaps that emerged as a result of the process. The Fenland Place Coordinator

acknowledged the need to continue working with the unsuccessful bids to increase the likelihood of any potential future bids being successful.

- Suggested that it would be helpful to have a public record of how each project had been carried out, so that people could see where they had been successful. It was noted that monitoring reports, including photos, were maintained for each project and while all the projects and areas were different, lessons could be learned and shared between them.
- Expressed concern that bids were considered on a first come first served basis and suggested that there were fairer ways to approach submissions.
- Welcomed that the CCF had led to such positive results and highlighted its cross-party nature, noting that the bids were mainly for the completion of already started projects, as opposed to initiating new projects. The Committee indicated support for continuing the fund the next year, with some Members suggesting a further allocation of funding should be requested from the Strategy and Resources Committee, while others expressed concern about making such a request without first considering the implications and deciding on the actual amount that should be requested.

The following additional recommendation was proposed by Councillor Criswell, seconded by Councillor French and agreed:

- c) Following the success of the Communities Capital Fund, recommend that the Strategy and Resources Committee allocates at least a further £5m in the 2022-23 Business Plan.

It was resolved to:

- a) Note and comment on the progress being made by projects funded by the Community Capital Fund.
- b) Consider and suggest ways of further enhancing the impact of funded projects on the council's overall objectives.
- c) Following the success of the Communities Capital Fund, recommend that the Strategy and Resources Committee allocates at least a further £5m in the 2022-23 Business Plan.

## 11. Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the Appointment of Member Champions

The Committee considered its appointments to outside bodies, internal advisory groups and panel and Member champions.

It was resolved unanimously to:

- a) Review and agree the appointments to Outside Bodies as detailed in Appendix 1 of the minutes;
- b) Review and agree the appointments to Internal Advisory Groups and Panels, as detailed in Appendix 2 of the minutes;
- c) Appoint Councillor Cox Condron as the Community Safety Member Champion responsible for raising awareness of issues related to community safety, including domestic abuse, sexual violence and hate crimes; and
- d) Delegate, on a permanent basis between meetings, the appointment of representatives to any vacancies on outside bodies, groups and panels, within the remit of the Communities, Social Mobility and Inclusion Committee, to the Service Director of Communities and Partnerships in consultation with the Chair and Vice-Chair of Communities, Social Mobility and Inclusion Committee.

## 12. Communities, Social Mobility and Inclusion Committee Agenda Plan

The Committee noted its agenda plan.

Chair  
2<sup>nd</sup> September 2021

## Appointments to Outside Bodies

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p><b>Cambridge &amp; District Citizens Advice Bureau Management Committee</b></p> <p>To provide free, independent, confidential and impartial advice to the public. Its aims are to provide the advice people need for the problems they face and improve the policies and practices that affect people's lives.</p>	4 – 6	1	Cllr H Cox Condrón (Lab)	<p>Rachel Talbot Chief Executive Officer</p> <p>01223 222660</p> <p><a href="mailto:rachelT@cambridgecab.org.uk">rachelT@cambridgecab.org.uk</a></p>	Charity and limited company (confirmation of Member status needed)	Communities, Social Mobility and Inclusion
<p><b>Cambridge Sports Hall Trust Management Committee</b></p> <p>A management committee administering the running of the Kelsey Kerridge Sports Hall in Cambridge.</p>	6	1	Cllr H Cox Condrón (Lab)	<p>Peter Jakes Accountant/ Company Secretary</p> <p>Tel: (01223) 462226 Fax: (01223) 363889</p> <p><a href="mailto:peterjakes@btconnect.com">peterjakes@btconnect.com</a></p>	Charity (confirmation of Member status needed)	Communities, Social Mobility and Inclusion

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p>Clay Farm Centre Advisory Group</p> <p>The Advisory Group will support and make recommendations to the Centre Manager and /or Partnership review meetings.</p>	4	1	Cllr P Slatter (LD)	<p>Sally Roden, Neighbourhood Community Development Manager, Cambridge City Council</p> <p><a href="mailto:Sally.rodan@cambridge.gov.uk">Sally.rodan@cambridge.gov.uk</a> 01223 457861 mobile 07920210957</p>	Other Public Body representative	Communities, Social Mobility and Inclusion

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p><b>Community Safety Partnerships</b></p> <p>Statutory Crime and Disorder Reduction Partnerships (CDRPs, also known as Community Safety Partnerships) were set up in each district council area of Cambridgeshire in 1998. The partnerships are responsible for carrying out a three yearly audit to review the levels and patterns of crime, disorder and misuse of drugs, to analyse and consult on the results, and subsequently develop a three-year strategy for tackling crime and disorder and combating the misuse of drugs.</p> <ul style="list-style-type: none"> <li>• Cambridge City</li> <li>• East Cambridgeshire</li> <li>• Fenland</li> <li>• Huntingdonshire</li> <li>• South Cambridgeshire (Crime Reduction Partnership)</li> </ul>	3-4	1 on each	<p>Cllr H Cox Condron (Lab)</p> <p>Cllr T Sanderson (Ind)</p> <p>Cllr S van de Ven (LD)</p> <p>Cllr A Whelan (LD)</p> <p>Cllr J French (Con)</p>	<p>Rob Hill Assistant Director: Community Safety and Youth Services</p> <p>07815 558081</p> <p><a href="mailto:Rob.hill@peterborough.gov.uk">Rob.hill@peterborough.gov.uk</a></p> <p>Nicky Phillipson Head of Strategic Partnerships and Commissioning Cambridgeshire Office for the Police &amp; Crime Commissioner</p> <p>0300 333 3456</p> <p><a href="mailto:nicky.phillipson@cambs.pnn.police.uk">nicky.phillipson@cambs.pnn.police.uk</a></p>	Other Public Body representative	Communities, Social Mobility and Inclusion

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p>Duxford Neighbours Forum</p> <p>Liaison meeting with the Director of the Museum.</p>	2	1	Cllr P McDonald (LD)	<p>Sarah Padgett Executive Assistant Commercial Services and Operations Imperial War Museum</p> <p>01223 499379. Ext 7379</p> <p><a href="mailto:spadgett@iwm.org.uk">spadgett@iwm.org.uk</a></p>	Other Public Body representative	Communities, Social Mobility and Inclusion
<p>East Anglia Reserve Forces &amp; Cadets Association</p> <p>To raise, recruit and administer the Territorial Army Volunteer Reserve and Cadet Forces.</p>	2	1	Cllr S Kindersley (LD)	<p>Mr T. G. Louth Executive Officer Springfield Tyrells</p> <p>01245 244800 (switchboard)</p> <p><a href="mailto:ea-offman@rfea.mod.uk">ea-offman@rfea.mod.uk</a></p>	Unincorporated Association Member	Communities, Social Mobility and Inclusion
<p>Hinchingbrooke Country Park Joint Group</p> <p>To monitor the operation of Hinchingbrooke Country Park.</p>	2	1	Cllr K Billington (Con)	<p>Claire Bulman Huntingdonshire District Council</p> <p>Claire.Bulman@huntingdonshire.gov.uk</p>	Other Public Body representative	Communities, Social Mobility and Inclusion

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p><b>Huntingdon Freemen's Trust</b></p> <p>A charity assisting individuals and organisations falling within the Huntingdon Town Council area only.</p> <p>[Term of Office is for four years from 20 May]</p>	11	1	Cllr T Sanderson (Ind)	<p>Ruth Black Chief Executive</p> <p>01480 414909</p> <p><a href="mailto:ceo@huntingdonfreemen.org.uk">ceo@huntingdonfreemen.org.uk</a></p>	Trustee of a Charity	Communities, Social Mobility and Inclusion
<p><b>Hunts Forum of Voluntary Organisations</b></p> <p>Hunts Forum of Voluntary Organisations is an umbrella body for voluntary and community groups in Huntingdonshire. It is an independent, non-profit making group formed from a coalition of local voluntary organizations and run by an elected committee of voluntary sector representatives. It supports voluntary and community organisations with information, advice and training.</p>	4	2	<p>Cllr T Sanderson (Ind)</p> <p>Cllr H Cox Condron (Lab)</p>	<p>Julie Farrow <b>Hunts Forum of Voluntary Organisations</b></p> <p><b>01480 420601</b></p> <p><a href="mailto:julie@huntsforum.org.uk">julie@huntsforum.org.uk</a></p>	Other Public Body representative	Communities, Social Mobility and Inclusion

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p>King Edward Community Centre Association</p> <p>Leases &amp; manages King Edward Community Centre, Chatteris.</p>	TBC	1	Cllr A Hay (Con)	<p><b>Chris Pope</b></p> <p><a href="mailto:chris.c.pope@btinternet.com">chris.c.pope@btinternet.com</a></p> <p><b>01354 692658</b></p>	Trustee of a Charity	Communities, Social Mobility and Inclusion
<p>Peterborough and Cambridgeshire Community Covenant (Military) Board</p> <p>The Armed Forces Covenant Board aims to improve the outcomes and life choices of military personnel, reservists, their families and veterans living in Cambridgeshire and Peterborough. The Covenant Board also aims to enhance the relationship between civilian and military communities.</p>	4	1	Cllr S Kindersley (LD)	<p>Anita Howard Community Engagement Manager Strengthening Communities</p> <p>01223 715588</p> <p><a href="mailto:anita.howard@cambridgeshire.gov.uk">anita.howard@cambridgeshire.gov.uk</a></p>	Other Public Body representative	Communities, Social Mobility and Inclusion

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Contact	Guidance Classification	Committee to Approve
<p><b>Ramsey Wind Farm Community Benefit Fund Advisory Group</b></p> <p>To provide a community benefit fund of £40,000 for community projects within the Parish boundaries of Ramsey, Bury, Upwood and the Raveleys.</p>	1	2	<p>Cllr A Costello (Con)</p> <p>Cllr S Corney (Con)</p>	<p>Matt Young</p> <p><a href="mailto:Matt.Young@grantscape.org.uk">Matt.Young@grantscape.org.uk</a></p> <p>01908 247630</p>	Other Public Body representative	Communities, Social Mobility and Inclusion
<p><b>Soham &amp; District Sports Association Management Committee</b></p> <p>Charity providing sport for the local community.</p>	4	1	Cllr M Goldsack (Con)	<p>Mrs Sharon Hickmott Manager</p> <p>01353 722662</p> <p><a href="mailto:sdsa@rosspeers-sportscentre.co.uk">sdsa@rosspeers-sportscentre.co.uk</a></p>	Unincorporated Association Member	Communities, Social Mobility and Inclusion
<p><b>St Neots Museum Management Committee</b></p> <p>Provides advice and management support to St Neots Museum for the benefit of the local community.</p>	2	1	Cllr K Prentice (Con)	<p>Geoff Watts Chairman</p> <p>01480 214163</p> <p><a href="mailto:curators@stneotsmuseum.org.uk">curators@stneotsmuseum.org.uk</a></p>	Other Public Body representative	Communities, Social Mobility and Inclusion

## Appointments to Internal Advisory Groups and Panels

Name of Body	Meetings per Annum	Representatives Appointed	Representative(s)	Contact Details
<p><b>Cambridgeshire Skills Governing Board</b></p> <p>Provides strategic direction, challenge and support and oversees day to day management of service</p>	4	1	T Sanderson (Con)	<p>Tanya Meadows Head of Adult Learning and Skills</p> <p><a href="mailto:Tanya.Meadows@cambridgeshire.gov.uk">Tanya.Meadows@cambridgeshire.gov.uk</a></p>
<p><b>County Advisory Group on Archives and Local Studies</b></p> <p>The County Archives and Local Studies Advisory Group exists to provide a forum for those who share an interest in the preservation and use of the documentary heritage of Cambridgeshire (including the historic county of Huntingdonshire).</p>	2	4	<p>Cllr P Coutts (LD)</p> <p>Cllr H Cox Condron (Lab)</p> <p>Cllr T Sanderson (Ind)</p> <p>Cllr S Taylor (Ind)</p>	<p>Alan Akeroyd Archives and Local Studies Manager</p> <p><a href="mailto:alan.akeroyd@cambridgeshire.gov.uk">alan.akeroyd@cambridgeshire.gov.uk</a></p> <p>01223 699489</p>

Name of Body	Meetings per Annum	Representatives Appointed	Representative(s)	Contact Details
<p><b>Innovate and Cultivate Fund Bid Assessment Panel</b></p> <p>To consider bids to the Innovate and Cultivate Fund which will result in the commissioning of services being delivered by others to communities in Cambridgeshire.</p>	To be confirmed	7	<p>Cllr H Batchelor (LD)</p> <p>Cllr A Costello (Con)</p> <p>Cllr H Cox Condron (Lab)</p> <p>Cllr S Criswell (Con)</p> <p>Cllr J French (Con)</p> <p>Cllr T Sanderson (Ind)</p> <p>Cllr F Thompson (LD)</p>	<p>Elaine Matthews</p> <p><a href="mailto:Elaine.Matthews@cambridgeshire.gov.uk">Elaine.Matthews@cambridgeshire.gov.uk</a></p> <p>01223 706385</p>
<p><b>The Library Presents</b></p> <p>The Library Presents brings a high quality, diverse selection of arts activities into the heart of villages and towns across the county, including performances, exhibitions and film, digital art and workshops.</p>	4	1	<p>Cllr H Cox Condron (Lab)</p> <p>Substitute:</p> <p>Cllr R Hathorn (LD)</p>	<p>Joanne Gray</p> <p><a href="mailto:Joanne.Gray@cambridgeshire.gov.uk">Joanne.Gray@cambridgeshire.gov.uk</a></p> <p>01223 715476</p>

Name of Body	Meetings per Annum	Representatives Appointed	Representative(s)	Contact Details
<p><b>White Ribbon Delivery Group</b></p> <p>To ensure the messages regarding male violence against women and girls are taken forward and acted upon throughout CCC and into the wider community.</p>	4	1	Cllr H Cox Condron (Lab)	<p>Amanda Warburton  DASV Partnership Officer  <a href="mailto:Amanda.warburton@cambridgeshire.gov.uk">Amanda.warburton@cambridgeshire.gov.uk</a>  Phone</p>

## Communities, Social Mobility and Inclusion Committee Minutes Action Log

This is the updated action log as at 24<sup>th</sup> August 2021 and 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 Committee Meeting Held on 8 <sup>th</sup> July 2021					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
5.	Report of the Service Director for Communities and Partnerships	A Chapman	Engage with all the Friends groups as part of the Libraries review.	The specification for the review is being drafted, with communication and engagement being at its core. This includes direct engagement with all the Friends Groups across the County, and officers will provide detailed feedback, group-by-group, as part of their reports back to the Committee.	Ongoing
		A Chapman	Discuss legal issues related to the lease of Milton Road Library with colleagues and provide Members with a briefing	Colleagues are preparing the briefing note to arrive by the end of August, before the next Committee meeting.	Ongoing
		A Chapman	Circulate to Members a report written by the Cambridge University Science and Policy Exchange on the effect of Council decision-making on community-led initiatives.	The report was circulated to Members.	Complete
		A Chapman	Present a report at a future Committee meeting providing	Outline delivery plans are included in the 'Report of the Service Director for Communities and	Ongoing

			further details on youth services.	Partnerships' for the Committee meeting on 2 <sup>nd</sup> September, and a more substantive agenda item will be scheduled for later this municipal year.	
7.	Cambridgeshire Skills Six-Month Review	T Meadows	Consider whether improvements could be made to the Cambridgeshire Skills prospectus or website.	A new brochure for January 2022 - July 2022 is currently being planned. Feedback from the Committee meeting will influence the look, feel and ease of use when planning the prospectus structure in October 2021.	Ongoing
8.	Domestic Abuse and Sexual Violence Partnership	J Cullum	Provide Members with information and training on dealing with domestic abuse and sexual violence.	A Member Seminar on domestic abuse and sexual violence has been organised for 10 <sup>th</sup> September 2021.	Complete
9.	Innovate and Cultivate Fund – Process Updates	M Oliver	Organise a training workshop on the ICF and other funds with which the Committee is involved.	<p>The Innovate and Cultivate Fund Recommendation Panel met in July to consider applications from the 1<sup>st</sup> May round. Training was given to the new Members attending, as well as their substitutes, in advance of the Panel meeting. All information on the fund can be found on the Cambridgeshire Community Foundation webpage: <a href="http://cambscf.org.uk">Innovate and Cultivate Fund - Cambridgeshire Community Foundation (cambscf.org.uk)</a>.</p> <p>The next round closed on 1<sup>st</sup> August and included sufficient applications to reach the limit of funds available, and it is recommended that wider training be organised when the next steps for the fund are agreed by the Committee.</p>	Ongoing

## Voluntary and Community Sector Support and Development Services in Cambridgeshire Contract

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 2 September 2021

From: Service Director for Communities and Partnerships, Adrian Chapman

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2021/056

Outcome: The awarding of a contract for the provision of voluntary and community sector infrastructure support services across Cambridgeshire following a procurement process.

Recommendations: The Committee is asked to:

Approve the awarding of the 'Voluntary and Community Sector Support and Development Services in Cambridgeshire' contract to Support Cambridgeshire for the period 1 December 2021 to 30 November 2025, valued at £640,000, for the reasons set out in the report. Annual value is £128,000.

### Officer Contact:

Name: Helen Andrews  
Post: Children and Families Commissioning Manager, People and Communities  
Email: [helen.andrews@cambridgeshire.gov.uk](mailto:helen.andrews@cambridgeshire.gov.uk)  
Tel: 01223 728577

### Member contacts:

Names: Councillors Tom Sanderson and Hilary Cox Condron  
Post: Chair/Vice-Chair  
Email: [Tom.Sanderson@cambridgeshire.gov.uk](mailto:Tom.Sanderson@cambridgeshire.gov.uk)  
[Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)  
Tel: 01223 706398

## 1. Background

- 1.1 The investment the council makes to support voluntary and community infrastructure support services to frontline voluntary and community organisations sends a strong signal to the voluntary and community sector (VCS) about their value and contribution to our communities, as well as informing, influencing and inspiring future practice and policy. That support is currently provided by Support Cambridgeshire, a consortium made up of Hunts Forum, Cambridge Council for Voluntary Service (CVS) and Cambridgeshire Action for Communities in Rural England (ACRE). That agreement is due to end on 30 November 2021.
- 1.2 In October 2019, the Communities and Partnership Committee approved the proposed approach to tender for voluntary and community sector infrastructure support services jointly with Peterborough City Council (PCC). In September 2020, Committee received a paper setting out the required outcomes from the new agreement and agreed the procurement and tender of Voluntary and Community Sector Support and Development Services across Cambridgeshire and Peterborough. In order for this to happen, Cambridgeshire County Council delegated its procurement and awarding functions to Peterborough City Council for these contracts through an Inter-Authority Partnership Agreement.
- 1.3 The newly commissioned service will be a key enabler in our delivery of the Think Communities approach, and the relationship between the contractor and the Think Communities service will be key in ensuring all opportunities are taken to support the sector to thrive.
- 1.4 On the 5<sup>th</sup> January 2021, a single procurement process tendering for two contracts was advertised: Lot 1 for Cambridgeshire and Lot 2 for Peterborough. As a result of the national lockdown, a two-month extension was agreed to give bidders additional time to develop their tender submissions as dealing with January's Covid restrictions was limiting bidder's capacity to complete their tender bids.

## 2. Main Issues

- 2.1 For the Cambridgeshire Lot, one bid was received from Support Cambridgeshire comprising Hunts Forum (the lead organisation) and Cambridge CVS. The quality threshold against which bids were assessed was set at 70%, and the Support Cambridgeshire bid fell slightly below this threshold when it was assessed. Despite the additional time permitted by the council to submit bids, it is the case that both Hunts Forum and Cambridge CVS were heavily engaged in pandemic-related, frontline activities throughout the bidding period. Subsequent discussions with the consortium confirm that this affected the time the bidders had to prepare a quality application.
- 2.2 However, the procurement risk of awarding to Support Cambridgeshire has been assessed as low as Support Cambridgeshire were the only bidder for Lot 1, and as the market has been tested and given the opportunity to bid through this tender exercise. The risk around suitability and capability of delivering the service was also assessed as low, given the two partners making up the Support Cambridgeshire consortium have a strong and positive

record of accomplishments. The option of directly awarding the contract would allow the Support Cambridgeshire consortium and council officers to continue working together to ensure the detail, quality and delivery of the contract are maintained throughout its life.

- 2.3 Public Contracts Regulations 2015 Section 32, '*Use of the negotiated procedure without prior publication*', allows authorities to award public contracts, and is applicable and agreed by Legal and Procurement advisers as applicable in this case. This procedure is sometimes referred to as "direct award. Given that this is a Cambridgeshire contract and given the context described above, and that the Inter-Authority Agreement with Peterborough City Council has been formally terminated, it is recommended that Committee approves the direct award that is required to put a contract with Support Cambridgeshire in place.
- 2.4 Once approved, the Mobilisation phase takes place so that the new contract will start on 1 December 2021. The duration of this contract will be for five years (three plus two) and Cambridgeshire County Council's total contribution to this contract is £640,000. This is in excess of £500,000 and is therefore a key decision.
- 2.5 Should committee not agree to make the direct award, we risk having no voluntary sector infrastructure and capacity support in place until such time as a new procurement exercise can be completed. Our reliance on the voluntary sector to support our services and the wider public sector at a time when we are facing unprecedented pressures as a result of Covid means that any gap in support and representation risks affecting the sector's ability to deliver and reduces the ability for their voice to be heard at key system meetings. Additionally, despite soft market testing and running a full and open procurement process for this contract, we received just a single bid, and so there is a real possibility that, if we were to re-run the exercise, we may receive no bids whatsoever.
- 2.6 For information, appended to this report is information relating to the performance of the current Support Cambridgeshire contract, including Support Cambridgeshire Impact Report (Appendix 1), Impact of the Partnership during Covid-19 (Appendix 2) and Lessons from the Pandemic (Appendix 3).

### 3. Alignment with corporate priorities

- 3.1 Communities at the heart of everything we do
  - The VCS Support and Development Services contract sends a strong signal to the voluntary and community sector about their value and contribution to our communities as well as informing, influencing and inspiring future practice and policy.
- 3.2 A good quality of life for everyone
  - The VCS supports people to have a good quality of life in a range of ways. There is evidence that community participation supports the adoption of a healthy lifestyle and builds engagement in health and wellbeing improving initiatives.
  - VCS infrastructure support in building VCS capacity and to support communities that are safe, and good places to live, is a cornerstone of our early help and preventative strategies for vulnerable people.
- 3.3 Helping our children learn, develop and live life to the full

- The support of the VCS makes a real difference to the lives of children and families, providing opportunities for the whole population to succeed and to enable improved outcomes.

#### 3.4 Cambridgeshire: a well-connected, safe, clean, green environment

- A positive impact as people will be enabled to access services more locally as well as reducing demand on services which currently have a higher carbon footprint.

#### 3.5 Protecting and caring for those who need us

- The VCS supports people to have a good quality of life in a range of ways. There is evidence that community participation supports the adoption of a healthy lifestyle and builds engagement in health and wellbeing improving initiatives.

### 4. Significant Implications

#### 4.1 Resource Implications

The report above sets out details of significant implications in section 2. Legal services are involved in drawing up the contract terms and conditions

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

The report above sets out details of significant implications in section 2.

#### 4.3 Statutory, Legal and Risk Implications

Legal services are involved in ensuring compliance with contract regulation section 32 and drawing up the contract terms and conditions for the new contract.

#### 4.4 Equality and Diversity Implications

Evidence indicates that some services delivered by local people within local communities can be more successful than statutory services at reaching people who may need support. Building a strong VCS to help people help each other should therefore support more equal and diverse accessible provision locally. Some of our services will become increasingly more localised, so that we can meet local and individual need within each specific community context.

#### 4.5 Engagement and Communications Implications

There will be a need to undertake clear communications work across the voluntary sector and with Think Communities service and partners once mobilisation and contract starts.

#### 4.6 Localism and Local Member Involvement

The role of Members helps in contributing towards the success of a thriving local VCS. Members can connect local groups to this support.

#### 4.7 Public Health Implications

A thriving VCS supports individuals and communities to take responsibility for their own physical and mental health. It can engage them in taking steps to adopt a healthy lifestyle and other health improving activities. Building community resilience and VCS infrastructure will impact on many of the needs identified in different Joint Strategic Needs Assessments, including the following:

- Long term conditions
- New communities

- Homelessness and at risk of homelessness
- Vulnerable children and adults
- Carers
- Older people's mental health
- Substance Misuse
- Unhealthy lifestyles

#### 4.8 Environment and Climate Change Implications on Priority Areas

Status: Neutral, Through the management and monitoring we will work with the provider to develop information, advice, and guidance to the sector around decarbonisation.

##### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Status: Not applicable

Explanation:

##### 4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: Neutral

Explanation: Effective delivery of the service will necessitate some travel into our communities, primarily undertaken using grey fleet (ie. Vehicles owned by staff rather than the service provider). While the service provider will encourage use of lower carbon options and virtual meetings, this may not always be possible. On balance this is neutral.

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

Status: not applicable

Explanation:

##### 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Status: not applicable

Explanation:

##### 4.8.5 Implication 5: Water use, availability, and management:

Status: not applicable:

Explanation:

##### 4.8.6 Implication 6: Air Pollution.

Status: not applicable:

Explanation:

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

Status: Positive

Explanation: The service provides a crucial coordination and support role to the voluntary sector in Cambridgeshire, who in turn provide a wide range of "grass-root" services to our communities. This increases both the resilience of our communities and our services through supplementing the provision CCC are able to provide directly.

Implication 2: Low carbon transport.

Positive/neutral/negative Status: N/A

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

Positive/neutral/negative Status: N/A

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade

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

Name of Officer: Henry Swan

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

Name of Legal Officer: Fiona McMillan

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

Yes

Name of Officer: Adrian Chapman

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Amanda Rose

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

Name of Officer: Adrian Chapman

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Val Thomas

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

Yes

Name of Officer: Emily Bolton

## 5. Source documents guidance

### 5.1 [The Public Contracts Regulations 2015 \(legislation.gov.uk\)](https://legislation.gov.uk)

# Impact Report

## Sept 2020 - Aug 2021



### Town & Parish Councils

October 2020  
Conference  
371 attendees



### Social Action & Volunteering

Volunteer Conference received 112 attendees across three days.  
[CLICK HERE](#) to read the feedback

50

business and VCSE groups working together

The Queen's Award For Voluntary Service campaign - resulted in 11 attendees to workshops, 5 support sessions and a promotional Video - [Click Here to watch](#)



### Community Building Support

436 support session with community & village halls

The top 4 areas of support are;

- Hire Arrangement
- Funding
- Governance
- Health & Safety

7

training session to support opening up attended by

140

trustees



### Voice & Representation

Championed the importance of VCSE groups as an integral part of the system - [Click Here](#)

688 volunteers receive vaccines & access to mental health support -

[Click Here](#)

# Impact Report

## Sept 2020 - Aug 2021



## Training, Networking & Support



**TRAINING:** Over **144 attendees**, gaining further insight, knowledge and skills at a training session.

*"Thank you for providing this excellent training opportunity. Polls and break out rooms worked well"*

*"I have attended two CCVS courses and I think the content, pace and format of both has been great"*

**NETWORKING:** Over **168 attendees** at specialist networking session.

*'Many thanks Katherine - enjoyed the session and made a couple of useful contacts.'*

**1:1 SUPPORT:** **987** support sessions for VCSE groups

*"your advice has been worth our membership at least 100 times over!"*

*"Wow! SUPER QUICK RESPONSE!! MANY THANKS  
I'll look into it."*

*"I just wanted to say a real thank you for your help and advice this morning. I have now arranged a phone call with [person] which feels a next positive move."*

**FUNDING :** Over **841 users** of funding portal bringing in **£907,500** so far

One group received £18,000 in 3 months from just using the funding portal -  
[Click Here](#)

*"Good source of info. I pass information on to other voluntary groups in the community"*

*"Fantastic site. Easy to use"*

# Impact of the Partnership during COVID

**support**  
cambridgeshire



## Parish & Town Councils

**51%**

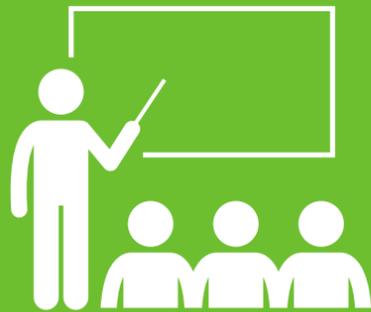
of councils responded to the Local Councils COVID-19 Survey, allowing us to better understand the hyper-local impact and likely future support needs during recovery

**7**

Local Council Strategic Partnership Meetings leading to closer working between those supporting local councils through the crisis



## Training



**110** attended online webinar events, with **249** more viewing the recordings

Peer-to-peer support events have attracted over **74** individuals across the county

*"One of the most useful training sessions I have attended!"*

Feedback from a participant on the Managing Volunteer Opportunities course.

## Voice and Representation

**77**

meetings where VCSE was represented; this included Health, Cambridge County Council and district council meetings

**24**

CEOs & community leaders attended the CEO Network events

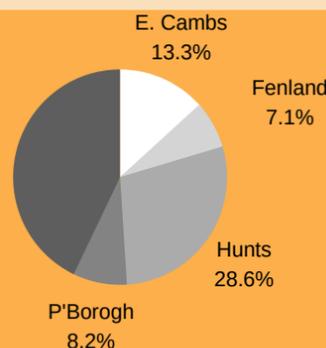


## Community Building Support



**147** attended Community Building Coffee Mornings

One-to-one support given across Cambridgeshire & Peterborough



## Volunteering and Social Action

Feedback from the Volunteer Conference

*'As a member of a very small charity with few resources, being able to attend without travel was very useful, Thank you'*

**80 VCSE professionals** attended the conference

**3,318** views of support videos and factsheets around volunteer management



## Communication and Funding

Outside funding brought into Cambridges using Grant Finder

Cambridge City	£37,910
East Cambridge	£33,145
Fenland	£1,500
Huntingdonshire	£27,600
South Cambridgeshire	£31,158

**Totalling £131,313**



336 e-funding alerts were sent & opened leading to 1,119 funding searches on the portal



3,000 users with 88% being new users



43,500 impressions with a following of 876

# Lessons from the pandemic

In September 2020 Support Cambridgeshire were commissioned to carry out some quantitative research into how the sector and statutory partners had adapted and worked together during the period of lockdown as part of this we talked with:

- 19 groups made up from a range of countywide, small and newly formed community groups and charities;
- representatives from 6 district/city hubs and the county hub.

We carried out some basic desk research into reports and research carried out by other local and national bodies, we combined these findings with our first-hand experience in working with organisations<sup>1</sup> during the period March to September 2020. This included learning from networking events, from requests for support and from catch up calls with colleagues. The report forms part of a wider document [that is available here](#).

We have witnessed thousands of individual acts of kindness, some small some big, but all important, and all of which have contributed to the fact that people and communities in Cambridgeshire and Peterborough have weathered the crisis up to this stage as best as possible.

## The Surprises

It has been a surprise the number of bridges we have seen built. Organisations and statutory partners have reacted in ways that would not have been envisaged without the catalyst of a global pandemic.

**Adaption** – By the time local government looked up, activity was happening on the ground. Organisations, communities and individuals were the first and the quickest to react to the needs of people across the county. In the main everyone recognised this and went along with it. Statutory partners were able to adapt as they developed their own services and what emerged was a set of co-produced solutions that were different in each area and that built on the infrastructure that existed locally.

**Relationships** – These have proved vital and are the oil that allowed the machine to function. Where they were better and stronger we often saw better and more co-ordinated responses, but we have also seen new relationships formed and new partnerships entered into.

Very often how well things worked was down to who knew who. This highlighted the importance of

“No act of kindness, no matter how small, is ever wasted”

“In the moment of crisis, the wise build bridges and the foolish build dams”

connectors - individuals who bridge communities and organisations and can bring people together. It also highlighted the fact that it is essential for statutory partners to engage with local organisations and to build connections and trust.

**Equality** – Not everyone has been impacted by the pandemic in the same way. The virus has shone a light on issues of inequality; it has amplified inequalities of all type including digital, health, ethnicity, income or any other indicator. We have seen those suffering these inequalities facing additional pressures and barriers to staying safe or healthy, or access services. Much of the work of organisations has been to look at how they can reduce these barriers with their client groups to ensure people are best able to ride out lockdown or other restrictions.

<sup>1</sup> When we are talking about organisations, we are referring to charities, community groups and mutual aid groups. We will use this shorthand throughout this report.

# What we learnt

Our overriding lesson was that there was no one correct response to the pandemic. Responses were not perfect, they were sometimes messy, confused and complicated, but organisations and statutory partners innovated, adapted and worked tirelessly to help and support people. Errors were made and these were addressed in positive ways as all organisations found ways to adapt and survive.

On the whole organisations in Cambridgeshire and Peterborough have fared reasonably well. Whilst both CCVS and Hunts Forum have had to help organisations find solutions to difficult problems brought on by loss of funding or other areas, we have not seen large numbers of closures and the groups we work with have avoided large scale redundancies. Whilst organisations have lost funding, seen demand increase and had issues with volunteers not being available, we have not seen the large scale issues reported by [Groundwork in their national research](#).

## **Organisations are worried.**

We asked organisations whether they could continue to deliver essential services, especially during periods of further lockdown. The overriding answer was yes, but not with the capacity of first-time round, burnout is an issue as are availability of resources and volunteers with the right skills and experience.

Funding is a crucial issue. In an immediate and short-term response funders and councils have stepped in coupled with government grants or furlough payments to enable organisations to adapt services and meet demand. However, there is a growing concern about future funding. There is acknowledgement that many funders have overspent in the crisis, that local councils will be even more cash strapped than before the crisis, and that we are entering into a protracted recession. In addition the restrictions necessitated by the crisis have severely impacted on organisations ability to fund raise. We will never know if locally the sector has lost the £34.5 million predicted. But numerous [national research reports](#) say that the sector has lost anything up to £10 billion nationally.

## **Local is good...**

Each district responded differently in response to the very different characteristics of their area and to the organisations active in the location, to geography and to the relationships that were in place and that developed. This tailored response from the local authority was welcomed by all organisations; but it did



“An error doesn’t become a mistake until you refuse to correct it”

make it harder for those working across multiple districts to ensure they were plugged in to all the right places.

However, this approach has meant that not all communities have had the same support or services, resulting in a bit of a postcode lottery. Often, we have seen more activity in more deprived areas and this is born out by the groundwork report nationally.

Centralisation nationally probably caused as many problems as it solved, this included ‘Boris boxes’ and the national volunteer scheme. We did not see these issues replicated between county and district functions and organisations working at the different tiers. Essentially things worked well between local partners from all sectors.

## **Embrace change but maintain the focus**

Client services will look different going forward even once the pandemic is behind us. Much of the move to digital delivery will be combined with a return to face to face work for many charities. There is likely to be changes to where and how people work and there is a universal desire from many statutory partners to continue to use video for many of the meetings they convene.

Communication has been key, and especially social media. Facebook and WhatsApp have been pivotal in the setting up and development of groups; they have also played a key role in allowing communities to keep in touch. This change from one central communication path to many creates a challenge in the future for organisations and statutory bodies communicating key messages. They must also ensure they meet the needs of those not able to access digital communications.

Organisations have faced challenges in maintaining the day to day functions of service delivery and not moving away from their mission. This is a particular issue for small organisations who have had to alter their services but who have few resources and little time to spend on this. These organisations will need support to enable them to embed essential changes to meet the demands of the new normal.

# Moving Forward

Much can be learnt from the pandemic, from the impact it has had on organisations, and from the way that we have seen the best and the worst of society. Locally we would like to see the best of this practice encouraged and built on. This will allow real change to come from relationships and partnerships that have flourished due to Covid 19.

**“We have it in our power to begin the world over again.”**

## **Keep reducing bureaucracy**

There has been a significant reduction in bureaucracy during the pandemic. Organisations, funders and statutory partners have worked together to implement new services to ensure that people have been given the support they need. We want to keep this new way of working that has seen a more outcome focused rather than output focused partnership. It has been recognised that this is already starting to slip as partners regress back into their old ways of working.

## **A more equal partnership**

We want to continue, and build on, our journey shoulder to shoulder. This means continuing to develop a more equal partnership built around common values, trust and transparency, and an investment into co-produced solutions.

## **Local is good**

Communities have stepped up. They have recognised their needs and have worked with new or existing organisations and structures to ensure the needs were met in the most appropriate way. We want to see more weight given to local knowledge, to social value and to community investment when deciding on how to deliver services.

## **Empower and invest in communities**

We want to see investment into communities and the organisations that sustain and nourish them. This will help to build skills and strengths and ensure truly community led, co-produced solutions. We also need to see real power divested into local communities to ensure they are at the heart of delivering solutions and services.

## **Support is important**

Communities and the organisations that work in them have many strengths and skills, but for them to continue to deliver they will need ongoing support and the opportunity to learn and develop - well-resourced and effective support organisations are crucial to deliver this.

# Thank you

Our thanks go to all the organisations we interviewed and to the representatives from the district/city hubs and from the county hub. We have not named the organisations interviewed as we wanted to maintain full anonymity.

We would also like to thank the staff from Hunts Forum, Cambridge Council for Voluntary Service, Peterborough CVS and Living Sport who carried out the research interviews, and to C CVS for collating the results.

You can read more about the impact of COVID-19 on the sector, including additional information on this report on [this Sway page](#). We will be adding to this as new research is published and as we develop further case studies.

**“Alone we can do so little; together we can do so much.”**

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### Our partnership

Support Cambridgeshire is a partnership between Hunts Forum, Cambridge Council for Voluntary Service and Cambridgeshire ACRE.

### General enquires

[info@supportcambridgeshire.org.uk](mailto:info@supportcambridgeshire.org.uk)  
[www.supportcambridgeshire.org.uk](http://www.supportcambridgeshire.org.uk)

## Report of the Service Director for Communities and Partnerships

To: Communities, Social Mobility, and Inclusion Committee

Meeting Date: 2 September 2021

From: Service Director: Communities and Partnerships, Adrian Chapman

Electoral division(s): All

Key decision: No

Outcome: That the work of the service directorate supporting this Committee is delivered at pace and aligned to the council's priorities in order to achieve lasting positive change to the outcomes of our residents and neighbourhoods.

Recommendation: Committee is asked to:

- a) Note and comment on the key themes discussed in the report; and
- b) Endorse the approaches being taken, and the specific actions proposed, against each of the main themes described in section 2.1 of the report.

### Officer contact:

Name: Adrian Chapman  
Post: Service Director, Communities and Partnerships  
Email: [adrian.chapman@cambridgeshire.gov.uk](mailto:adrian.chapman@cambridgeshire.gov.uk)  
Tel: 07920 160441

### Member contacts:

Names: Councillors Tom Sanderson and Hilary Cox Condron  
Post: Chair/Vice-Chair  
Email: [Tom.Sanderson@cambridgeshire.gov.uk](mailto:Tom.Sanderson@cambridgeshire.gov.uk) / [Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)  
Tel: 01223 706398

# 1. Background

- 1.1 This Service Director report is a standing item at each Committee meeting and is presented in three sections: (i) progress towards delivering against the Committee's priorities; (ii) information relating to the service directorate's ongoing role in supporting the COVID-19 response; and (iii) other important service directorate information not contained in a separate report.
- 1.2 The work of the Communities, Social Mobility and Inclusion Committee is diverse and cross-cutting. The Committee combines responsibility for specific services but also for leading the transformation of our approach to ensuring communities and residents are at the heart of our decision making, service design and delivery. Aligned to the Joint Agreement of the council's leadership, the Committee has a fundamental role to play in delivering to many of the priorities set out in that document, most notably to improve social mobility, to eradicate poverty, and to ensure equality and inclusion are at the heart of our service and organisation.

# 2. Main Issues

## 2.1 Progress Towards Delivering Against the Committee's Priorities

- 2.1.1 A number of key priorities for the Committee were agreed at its July meeting, specifically:
- a) The rapid development of a Social Mobility Strategy, but also the highly practical coordination and delivery of tangible actions to help those facing the biggest challenges to improve their outcomes
  - b) A full and positive review of our public library service to ensure it is fully aligned to the priorities set out in the Joint Administration Agreement, that the local offer matches the need of the neighbourhood it serves, and that we are positively exploiting every opportunity to promote our libraries, including mobile and community-based libraries, as core hubs for public service
  - c) The development of tangible and practical proposals for decentralising county council services, and leading the delivery of those, if agreed, working closely and collaboratively with our district and city council partners in the first instance
  - d) Working closely with organisations that form our Place Leads Partnership (County/District/City councils, Councils for Voluntary Service, North and South Health Alliances, Public Health, and Police) to identify and address inequalities in communities
  - e) Deliver in real terms against our new youth service frameworks to ensure our young people are engaged and motivated and that we can best respond to their challenges and aspirations

The following sections summarise progress and set out practical actions for delivery against each theme, apart from (c) decentralisation which is covered in a separate report.

### 2.1.2 Social Mobility

In relation to the work to address social immobility, discussions at the previous committee

meeting centred on the strategic aspects of social mobility, its definition, and our role in addressing the themes. It is now essential that we move forwards practically and with a doubling down of our efforts to make a real and lasting difference quickly to households in need. We know that for many people in our county, poverty has been a reality for generations, but for many others, and as a direct consequence of the pandemic, financial hardship is a more recent challenge. Summarised below are the immediate actions either being taken or proposed.

- (i) Issues relating to social immobility cut across different council services, directorates, departments, and strategies. For example, issues relating to educational attainment, use of green space, climate emergency, supporting families and many more are all highly relevant to social mobility, but are already subject to strategies and action plans that are owned and delivered outside of the council functions most closely associated with the work of this committee. Our intention therefore is to overlay the council's existing strategies and services on to the capitals and inequalities model set out in the previous committee, allowing us to better understand how we might coordinate these to better tackle poverty and inequality and prioritise areas for action.
- (ii) To support and supplement this work, we need to engage directly with residents facing social immobility, and with agencies beyond the council who are supporting them. We propose to work with our relevant partners to hear from those with lived experience, so that the measures we develop to support them are relevant, meaningful and will have impact.
- (iii) We have a pivotal role to play, as the county's upper tier council, to support or even lead work to join up the dots in the system; there are a number of different agencies involved already in supporting people who are facing challenges, and we can probably do more if we act together. Through our existing Community Resilience Group (c.50 organisations from across the public, voluntary, community and faith sectors), we will develop shared actions and projects, as well as becoming more aware of work already being delivered so as to avoid duplication and confusion.
- (iv) We want to work with Cambridge Sustainable Food, a not-for-profit community organisation leading a Cambridge citywide food partnership that seeks to address some of today's most pressing social, economic, and environmental challenges. This award-winning work is focussed wholly on Cambridge City at present, but hugely positive discussions have been held with the organisation who are keen to support us in rolling out the approach across the whole county. Discussions are ongoing about the form of support this might take, but the product would include:
  - Providing leadership, developing partnerships and collaborative working, acting as a point of contact, and providing mentoring and administrative support by championing a money first and food justice agenda rooted in dignity principles
  - Developing the network and facilitating countywide learning network meetings to encourage peer to peer support
  - Identifying new places wishing to work collaboratively as alliances and support them to register as national alliances and develop an Action Plan
  - Facilitating a strategic countywide steering or advisory group
  - Supporting existing networks and alliances

- Providing a template model of the Food Poverty Action Plan for use by alliances / networks
  - Producing a food poverty report for the county, identifying indicators, gaps in provision and involving those with lived experience
  - Investigating future sources of funding, e.g., Lottery or Feeding Britain programme, plus considering how existing Covid responses can be built upon to provide resilient community responses, e.g., social supermarkets, growing projects etc.
  - Providing a continuity plan
- (v) We are investigating the concept of Community Wealth Building, a compelling example of which is the Preston Model. Community Wealth Building is based on principles and practical actions that ensure the local community benefits from growth through reinvesting those benefits to support productive economic activities to achieve a shared benefit. Preston City Council has led some of this work, working collaboratively with key local partners. The Centre for Local Economic Strategies ([www.cles.org.uk](http://www.cles.org.uk)) provide workshops and conferences on Community Wealth Building, and it is proposed that we work with them to facilitate a bespoke session for the committee so we can explore ways in which this approach could be implemented in Cambridgeshire. Already, our procurement colleagues are investigating the use of social value in procurement to support local organisations where appropriate and where they don't benefit from the economies of scale that many larger, regional, or national organisations have.
- (vi) We have been working closely with the Wisbech Foodbank and the Trussell Trust to ensure the foodbank is positioned well to support increasing demand. One of the starkest manifestations of poverty and need is foodbank use. However, interactions at a foodbank provide an opportunity to provide an enhanced, more holistic support offer. The earliest example of this way of working has been with Wisbech Foodbank and Fenland District Council. The intention is to provide support to foodbank users to enable them to access support in a complex system, by linking Foodbank users with the County Hub described below. In conversation with the foodbank, some of the key issues their customers face include:
- Income maximisation
  - Debt advice
  - Budgeting
  - Fuel poverty
  - Homelessness
  - Language difficulties
  - Being victims of crime and abuse, including domestic abuse

It is proposed that in collaboration with the County Hub, the Think Communities place team and the District Council, a holistic offer of support for Wisbech foodbank users is developed whereby individuals accessing the Wisbech foodbank are linked into individual/personalised help to navigate and access universal and other support services. Support in navigating the system is one of the key aspects of our Framework for Action.

One of the Fenland Community Connectors will work from the foodbank helping

to identify individuals who would benefit from support, taking the opportunity there and then to link them with the Hub. Rather than completing a quick one-off interaction, the hub will take a holistic approach to understand the person's unique circumstances, taking time to understand what they need to enable them to overcome the challenges they face.

It is not the intention that the Hub will replicate any of the services/expertise that exist across the system. Instead, it will work with individuals to help them access support as well as help join up services in a complex system. By testing this approach in Wisbech it will provide us with insight and learning to further develop the role of the Hub in delivery of the Framework for Action.

- (vii) In December 2020, the government provided funding for practical support to those in need as part of the Winter Support Grant (WSG) scheme. The funds had to be used on food, fuel, and other practical support rather than on signposting or other non-tangible support. Some of the feedback that we regularly received from individuals and partners was that VCS organisations can identify those in need, but that the system of accessing support is unnecessarily complicated and the conditions to access support are often restrictive.

The County Hub took advantage of the opportunity offered by the availability of WSG funds to establish the Direct Award scheme. This scheme enables trusted VCS and other organisations to manage small amounts of funding that are made available to families they are working with to access food, fuel, or other essential supplies. The Hub administers the funding but does not 'gatekeep' its delivery. The fund operates on the principle that the trusted organisations know what the funding is for and are best placed to identify those who it would most benefit.

While the scheme was originally established to distribute funding from the WSG, the delivery of direct awards in Cambridgeshire is planned to continue beyond the lifespan of the Covid Local Support Grant (the WSG scheme replacement). The ongoing delivery and expansion of direct awards will therefore enhance our anti-poverty activity and further decentralise our decision-making. It also delivers some key aspects of our Framework for Action, such as delivery in partnership and at the most local level possible, supporting a 'no wrong door' approach and targeting our activity based on need.

- (viii) As reported in the July committee meeting, this committee has responsibility for the delivery of adult skills. The focus of our offer is largely on those furthest from learning or work, people in more deprived communities, and people in low paid employment. Although we are required to achieve fixed outputs as a condition of funding, there may be more we can do to bend our provision more sharply to support the poverty and social mobility priorities. Committee is asked to endorse the Head of Cambridgeshire Skills developing such proposals for presentation back to committee.
- (ix) The social mobility report presented to committee in July referenced the intention to develop a new model of support to those in need and those experiencing the impacts of poverty. As we move towards Covid recovery and beyond we are further developing that model. This is being done by repurposing our Covid assistance schemes to support those in the community with ongoing needs. An early iteration of this model will look at how personalised assessment, support and 'system navigation'

(helping and doing, rather than referring and signposting) might be delivered by this model. This model builds on the learning from our pandemic work to provide support to those self-isolating and to the Clinically Extremely Vulnerable. This approach has shown the value of having an individual acting as a navigator for residents needing to access support in a complex system. The hub network model was developed whereby the County hub works in collaboration with each district and city council to ensure appropriate support is offered to residents at the most local level possible, and as part of the ongoing design work for the County Hub, we intend to bring together organisations operating in this space to consider how we might better work together to promote cooperation, avoid duplication, and remove barriers to accessing services.

- (x) A Cambridge University Science and Policy Exchange research question has been taken up this year by a team of researchers from diverse backgrounds, with a view to helping us develop our approach to social mobility. The researchers will work closely with officers in the service, partners, and residents to develop their response to the question. The question being taken forward is: “How can we best align partners and community assets to ensure whole communities can access opportunities to enhance social mobility?” The first meeting of the research team was on 22 July, and the team are now working on an initial research plan and literature review. Their report will be presented to Committee formally.

### 2.1.3 Libraries Service

- (i) Our libraries service presents significant opportunities to support communities in a wide range of ways including socially, educationally, economically, creatively, and in terms of health and wellbeing. The review of the service provides an opportunity to assess the role each library in our service, including mobile and community-led provision, is already playing against these themes, but also what more we can do to fully develop our offer to suit the need of our communities. The service also has a pivotal role to play in supporting other Committees, particularly the Adults and Health, Children and Young People, and Environment and Green Investment Committees. This could be in the form of, for example, locally developed and delivered preventative services, delivery of training in green sector jobs, direct engagement with local communities to develop community-led related projects and facilitating appropriate networks and groups.
- (ii) The service is broader than the buildings and other physical assets alone; our staff are ambassadors for the council and are already fulfilling the role as trusted local provider in many cases with the potential to exploit this further. The reputation and perceived independence of libraries is also a positive feature, meaning the service lends itself to supporting people who are especially vulnerable and who may not know where else to turn.
- (iii) The proposed actions for the review, which the Committee is asked to comment on, are as follows:
  - a) Production of a library-by-library overview of services currently provided, statistical information relating to performance, details of the communities served,

- key existing relationships with local partner organisations, information about the building or vehicle from which the service operates, and information about the staff, volunteer, and friends group capacity
- b) An analysis of the product of (i) above compared with the broader data and intelligence we hold about our communities, to assess the ways in which local needs are being met and what, if any, gaps exist that we can fill
  - c) An analysis of the current and latent demands on statutory and other council services, and suggestions on the ways in which the libraries service can help to mitigate those
  - d) An analysis of the future growth plans for Cambridgeshire, to help identify current or planned new library provision, and to flag early potential future need
  - e) Direct engagement with District/City councils relating to the service overall, to identify ways in which libraries can support joint endeavours
- (iv) The product of this work will be brought back to Committee at its December 2021 meeting, along with appropriate recommendations, and Committee Spokes will be kept updated between now and then.

#### 2.1.4 Inequalities in Communities

- (i) Aside from inequalities that will be identified and addressed through our work on improving social mobility, there are a wide range of other factors that contribute to residents or communities being unequal. This might be because of their age, their gender, their sexuality, where they live, their educational attainment, and their ethnicity, or because of the quality and accessibility of the infrastructure and the services and opportunities that exist within their neighbourhood, or because they are victims of crime.
- (ii) The Committee's role in addressing inequalities is both an internal one (i.e., are our employment practices inclusive, are our services meeting the needs of ALL of our residents), as well as an external one (i.e., are our services based in the right locations, have we removed any unnecessary barriers).
- (iii) To develop a meaningful delivery plan requires us to understand the status of work already completed or in progress across the full equalities theme, and it is proposed that this audit be carried out between now and the next full committee meeting, with the outcomes presented back then alongside a full draft delivery plan.

#### 2.1.5 Delivering Youth Services

- (i) Community Based Youth Services play an important role in engaging with young people on their terms in the places in which they live or communities they identify with to keep them safe and support their positive development into adulthood.
- (ii) There is statutory guidance for local authorities who "so far as reasonably practicable" should secure sufficient educational and recreational leisure-time activities for the improvement of young people's well-being. As well as this the guidance recognises the role of upper tier authorities to work with all youth sector partners across the voluntary and public sector to secure this provision.

- (iii) The government is reviewing the statutory guidance for Local Authorities and a consultation was undertaken in 2019 with Cambridgeshire County Council facilitating the eastern region event; the review was delayed due to Covid19 and therefore the national funding landscape for delivery of community youth services remains complex.
- (iv) There are 6 Youth and Community Coordinators based across Cambridgeshire who work in defined district geographical areas delivering a support offer to communities and organisations which motivates them to set up their own youth provision in response to the issues faced by young people, their role being to offer training, advice, resources, networking opportunities and access to funding.
- (v) In 2020/21 The Youth in Communities team supported community groups to access £1.2million of external funding and awarded 53 direct grants totalling £34k to support youth projects across the county, many of these related to hampers, packs and activities to support young people through lock down.
- (vi) The Youth in Communities Manager has been at the forefront of developing the Eastern region youth work unit, a collaboration of councils and youth organisations representing the eastern area. It is a key part of our strategy to be fit for the future – as a collective our voice is louder – and we are able to demonstrate a structured approach when applying for funding. This will be critical to the deliverability of our work and we will continue to drive this forward at pace for the benefit of young people in Cambridgeshire.

At the heart of our developing offer is the Youth Engagement Partnership (YEP) which aims to draw together all of the youth participation opportunities in the area and link commissioners and decision makers with young people to ensure services are informed by lived experience and developed in coproduction. We are very proud to have now developed Youth Advisory Boards in each District to guide us in our work.

- (vii) Moving forward we will continue to build the Youth Offer and YEP to support the development of quality universal youth provision which can provide safe spaces and trusted adults to talk to with the expertise to pick up young people’s presenting issues early.
- (viii) Our key actions in the next 3 months are proposed as follows:
  - a. To launch 5 district-based peer led Community Youth Work support groups and offer training and development opportunities for participants
  - b. Develop, promote and deliver training specifically on mental health and on supporting young people into employment, education and training
  - c. To launch a comprehensive youth network that links volunteers working in communities with young people to professional development, support and resources
  - d. To ensure young people’s work on food poverty is linked to our wider work in this area
  - e. To develop further our work in the social mobility opportunity areas to support young people to access positive activities

- f. To focus our community reach fund on activity which supports mental health and wellbeing, positive engagement with employment, education and training, and addressing food poverty.

## 2.2 COVID-19 Coordination and Response

- 2.2.1 The next part of this report provides information relating to the service directorate's role in supporting our response to the COVID-19 pandemic.
- 2.2.2 Step 4 of the Government roadmap went ahead on 19th July with the lifting of most legal restrictions nationally. The County Hub are developing proposals to support those who may be concerned about these changes, including those who are Clinically Extremely Vulnerable and may be at greater risk as rates increase, or those who are reluctant to be out and about as cases rise and are more susceptible to loneliness or isolation.
- 2.2.3 Whilst extended to the 30 September, the Covid Local Support Grant allocation of funding is significantly lower than the previous allocations. There has, however, been commitment politically to continue to enable the scheme to operate both the direct food voucher element and the wider offer via the hub network of funding to existing organisations (e.g., funding Local Assistance Schemes and local community activity), district/city councils and the direct award scheme.
- 2.2.4 Contacts to the Hub have been rising in July, with the Hub supporting 204 individuals between 1st and 21st July. 68 of these contacts were for self-isolation support, referred through the self-isolation team.
- 2.2.5 The Hub fulfilled a central role in finding volunteers to support at various walk-in vaccination centres at the beginning of July. A rota of staff willing to help around the county was developed over a 24-hour period, along with a bank of willing volunteers open to helping at a later date, linking and coordinating with our districts and Think Communities teams.
- 2.2.6 The hub continues to play a role in supporting residents across the system who don't know where else to go for help or information. This role involves acting as navigator to individuals receiving the support they need from the right places in the system, as well as working in collaboration with each District and City council to ensure appropriate support is offered to residents at the most local level.
- 2.2.7 To help take every opportunity to talk to residents about vaccine hesitancy we continue to delivery our 30-minute online training sessions. So far 230 people have attended and there is good feedback, 97% feeling more confident. We have also held our first session with local business managers to help have the conversations with employees which was very well received.

## 2.3 Service Reports

- 2.3.1 The final part of this report provides brief updates on service-specific matters of importance.

### 2.3.2 Cambridgeshire Skills

Up to the end of July, Cambridgeshire Skills had recruited 3,240 enrolments onto our qualification and informal community provision. This is being delivered, in the main, through online learning. We forecast that we will deliver achieve c.91%-92% of our Combined Authority contract, over the 90% threshold they have set below which there would be potential funding clawback.

96% of our learners have been retained on programme, and at present 82% have achieved their programmes of study.

Currently, 67% of our learners have progressed into a positive destination with:

- 515 moving into jobs
- 26 moving into self-employment
- 21 taking up voluntary work

### 2.3.3 Cambridgeshire Libraries

We recently submitted an expression of interest to the new Library Improvement Fund (jointly funded by the Department for Culture, Media and Sport and Arts Council England), and have now been invited to work up a full application. We are seeking £260k for a capital project we are calling 'EverySpace'. EverySpace will be piloted in Cambridge Central and March libraries, two of the largest of our 33 libraries. We will reimagine our physical library spaces as flexible community connection points, fully equipped to deliver 21st century programming. It will form part of our commercial offer, providing a hireable space, yet allowing affordable community use. We will make use of adaptable, co-managed spaces that enable the community to connect, share, create and discover.

Throughout the pandemic we have evolved our libraries offer to do everything permitted within the guidance. Inevitably visitor numbers have been greatly reduced and our focus as we look ahead is on reconnecting with our customer base with the aspiration of restoring performance to pre-Covid levels by Spring 2022.

The Summer Reading Challenge is already having a beneficial impact with visitor numbers increasing. Loss of income from meeting room hire remains a major challenge as we have not had this major source of income since March 2020 and rooms are unlikely to be available without restrictions until the end of 2021.

### 2.3.4 Trading Standards

Two Officers within the Trading Standards service have successfully completed their qualifications to become Accredited Financial Investigators. These skills and their powers are key in helping clawback proceeds of crime funds from successful prosecutions. Not only does the service carry out its own financial investigations but other authorities can buy the services when capacity allows. Recently, a successful case resulted in over £17k being returned to victims of a rogue trader, a case which saw the trader attempt to pervert the course of justice through intimidation of witnesses.

There has been a steep increase in home food producers during the pandemic, many of which need advice on food standards to ensure they are compliant with the law, and the

public is safe. The service has put in place an online questionnaire for all newly registered food businesses in the county to enable registrations to be triaged and advice and support to be tailored to the business needs.

With sports grounds able to reopen from 19<sup>th</sup> July, officers have undertaken a huge amount of work to support local grounds to prepare, as well as supporting Cambridge City with the planning of their new stadium.

The team have recently carried out a multi-agency illicit tobacco operation, funded by HMRC. Three concealments were uncovered, one under some fake grass beneath a pile of fruit and vegetables, and another in a toilet wall. The operations were carried out in conjunction with Licensing, Fire Service, and the Police.

### 2.3.5 Registration Service

Although Government restrictions have lifted nationally in terms of the legal requirement to socially distance, wear masks etc. ceremonies held in Registration rooms owned by the council remain under the same restrictions as before, in line with the current risk assessments. The service has contacted all couples with a ceremony booked between 19<sup>th</sup> July and 31<sup>st</sup> August to advise them of their options. The ceremony rooms will be a priority for property services as they undertake a review of ventilation, in the hope that numbers allowed can be increased safely.

### 2.3.6 Community Safety

Our funding bid to the Changing Futures programme was unsuccessful. Changing Futures is a nationally funded programme designed to support local partners to work innovatively to tackle the needs of people with multiple complex needs. The announcement that we were unsuccessful was disappointing as all indications to this point had been positive. That said, the core cross sector group that worked on the bid have continued to meet and are committed to taking forward the delivery plan albeit on a reduced scale. We have met with the Making Every Adult Matter national team, who provide support to local areas to develop new ways of working, who have agreed to increase their support for the county's focus on this area and to help us see through many of the change programme ambitions.

## 3. Alignment with corporate priorities

### 3.1 Communities at the heart of everything we do

This report describes progress and plans to ensure the needs and aspirations of our communities are at the core of the Committee's work.

### 3.2 A good quality of life for everyone

The Committee's areas of responsibility offer opportunity for all, and ensures no community is excluded or disadvantaged. By focussing on these objectives, which the various workstreams set out in this report seek to do, we can ensure that the quality-of-life outcomes for everyone are improved.

### 3.3 Helping our children learn, develop and live life to the full

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

### 3.4 Cambridgeshire: a well-connected, safe, clean, green environment

Fundamental to our work to support communities to thrive, and alongside working closely with our local partners to decentralise our approaches, is the need to ensure the environment within which they live and work is safe and clean with opportunities to connect to one another.

### 3.5 Protecting and caring for those who need us

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

## 4. Significant Implications

### 4.1 Resource Implications

There are no significant implications within this category.

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

Any purchases to support the service directorate's work will be carried out in accordance with the Council's Contract Procedure Rules.

### 4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

### 4.4 Equality and Diversity Implications

Ensuring and achieving equality of opportunity to all of our residents is central to the work of the Committee and its service directorate.

### 4.5 Engagement and Communications Implications

There are a number of communications and engagement aspects to the work of this Committee that our Communications team are aware of, and they are working closely and proactively with relevant officers where appropriate.

### 4.6 Localism and Local Member Involvement

Local Members remain at the heart of our work and are vital in their role as community leaders in helping make sure we identify challenges, risks, and opportunities early and that we deliver a real and lasting change for our residents.

#### 4.7 Public Health Implications

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

#### 4.8 Environment and Climate Change Implications on Priority Areas:

##### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: NA

Explanation: There are no significant implications within this category.

##### 4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

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

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

##### 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

##### 4.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

##### 4.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

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

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade

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

Name of Officer: Henry Swann

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

Name of Legal Officer: Fiona McMillan

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

Name of Officer: Adrian Chapman

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Amanda Rose

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

Name of Officer: Adrian Chapman

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

Name of Officer: Val Thomas

## 5. Source documents

5.1 None

## Decentralisation of Services and Decision Making

To: Communities, Social Mobility, and Inclusion Committee

Meeting Date: 2 September 2021

From: Service Director - Communities and Partnerships: Adrian Chapman

Electoral division(s): All

Forward Plan ref: N/A

Key decision: No

Outcome: That the overall direction of travel and strategic intent for decentralisation is developed and understood.

Recommendation: Committee is asked to:  
  
Note, comment on and endorse the key themes and approaches discussed in this report.

### Officer contact:

Name: Adrian Chapman  
Post: Service Director, Communities and Partnerships  
Email: [adrian.chapman@cambridgeshire.gov.uk](mailto:adrian.chapman@cambridgeshire.gov.uk)  
Tel: 07920 160441

### Member contacts:

Names: Councillors Tom Sanderson and Hilary Cox Condron  
Post: Chair/Vice-Chair  
Email: [Tom.Sanderson@cambridgeshire.gov.uk](mailto:Tom.Sanderson@cambridgeshire.gov.uk) /  
[Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)  
Tel: 01223 706398

# 1. Background

1.1 The Council Leadership's Joint Administration Agreement sets out a commitment to seek to decentralise council services and decision making where practicable and appropriate. This report describes progress made so far and describes some of the emerging workstreams and priority areas of focus being considered.

# 2. Main Issues

2.1 Decentralisation provides further opportunities to tackle inequalities, deprivation, and poverty, to reduce carbon, to increase nature, and to provide opportunities and better value for money rather than focusing on managing demand or saving money. We have seen the impact of support and service delivery being provided at the most local level by the most appropriate person or organisation throughout the pandemic, and we now seek to normalise that approach going forwards.

2.2 To do this:

- We will work collaboratively with elected councillors and district/city council officers to understand what already exists by means of local partnership and governance arrangements, as well as to identify and remove duplication;
- We will coordinate the mapping of public assets and services and present them in a dynamic mapped format, to ensure everyone knows where they can go for help or to take up opportunities, and that we spot gaps in provision;
- We will bring our resources to the table up front – data and intelligence, skills service, libraries, youth services etc - but also get to a shared understanding quickly of the challenges and issues so we can identify other resources that can be devolved or delivered differently;
- If a district/city wants or needs to focus on smaller geographies (e.g., a ward, a differently defined community, or a group of streets) we will point our resources there too - this means working in agreed boundaries that make most sense to our residents; and
- We will adapt our Adult Skills and Think Communities service offer to support the nurturing and development of new community leaders.

2.3 The County Council has defined statutory duties; these include the prevention of harm and meeting the assessed needs of vulnerable children and adults. We consider that working at place/neighbourhood level will improve the social and economic outcomes for not only vulnerable people, but those who are likely to become vulnerable, whilst also protecting the natural environment. This could also result in a proportion of the spend on statutory duties being re-invested in empowering communities to support residents to be more healthy, independent, and happy at home and in their local communities. This may also help to reduce demand for our stretched statutory adult and children social care services and the NHS.

2.4 District/City councils already operate at place level and provide many services that support vulnerable people such as welfare benefits, housing and homelessness, alongside universal services such as waste disposal. County councillors too support place-based activity and problem-solving in their Divisional work. It is paramount therefore for the County Council to work with Councillors, and District and City Council officers to establish what 'places' look like in their areas e.g., where residents consider their natural community/ place/ neighbourhood is – this may be a market town or parish. Building on the relationships that have been strengthened during the pandemic, we will find common ground on which those relationships can become even more developed, and will support our Councillors, District, and City Council partners to achieve their priorities where we too have a role to play. Once established we can work together with communities to develop plans to support each community/ place/ neighbourhood to find ways to improve their quality of life. This will rightly look different in every District/City.

2.5 At present we have several resources we can contribute towards this approach:

- Libraries
- Adult Skills Services
- Youth Workers
- Place Co-ordinators
- Children and Family Centres
- Highways Teams

Our partners, such as District/City Councils, voluntary, community and faith sector organisations, the Department for Work and Pensions, police and fire will also have resources they can bend towards this approach, and health and social care are moving towards more decentralised neighbourhood models of delivery as part of developing the Integrated Care System.

2.6 The County Council can also consider moving much further forward towards decentralisation in the delivery of some of its functions. For example:

- Supporting people with physical and learning disabilities to live, work and thrive in their local communities. We can work with the District/City Councils and the Combined Authority in developing suitable housing and local care to wrap the support needed around this, including access to work.
- Mutual aid and community groups have been motivated and empowered to support their communities through the pandemic. We will support those who want to continue their great work with advice and guidance, streamlined health and safety and insurance arrangements, grant funding, sharing of information, and the ability for those groups to directly deliver services where they want to.
- Some communities want to set up their own groups and services – we will support them by getting our adult skills service to provide community leadership programmes to build skills and confidence, and task our locally based teams to provide advice, guidance, and practical support.

- Some people in our communities are socially isolated. We will support and encourage people to engage with their local community, create friendships, and jointly develop the resources they need. We will identify and where possible remove barriers to social inclusion by delivering projects which improve community transport, encourage active travel, create safe and inclusive spaces, and provide practical (and sometimes financial) help for clubs and activities which actively reduce social isolation.
- People need to have a voice and have control on what and how services are delivered in their local communities and we need to support them in being able to do this. We will develop clear communications channels and will focus on social value as seen through the eyes of the local community. Through a new communications strategy, we will develop and deliver creative, imaginative, and accessible ways of involving everyone, whether they currently have a voice or not, including talking with people in the places most familiar to them.
- Communities have inside knowledge of the issues and usually know best of all what needs to be done to address the environmental, highways and transport challenges in their neighbourhoods. We will co-produce and deliver plans at neighbourhood level to create opportunities and address these issues, whilst working together to address the climate and environmental crisis.
- People usually want to live and work in their own communities. We will look to support this through our recruitment function, and we will also work with our NHS colleagues to increase the opportunities for local health and social care work close to where people live.
- Keyworkers (e.g., social workers, teachers, health workers) usually want to work near to where they live, but in some areas of Cambridgeshire housing is too expensive. Working with Districts/City Councils and the Combined Authority we could develop affordable accommodation.

2.7 Residents usually know best about what would work for them in improving the quality of their lives, alongside locally elected councillors at all tiers of local government. Where information or support is needed to think about and agree what needs to be done, we will provide this. It is the role of the council to empower the community to decide where and how services and infrastructure should be developed – we can provide data on where there are areas of need, but even this will not tell the whole story; we can use it as a guide to have conversations with Councillors, District and City Councils and other partners, but we must engage with residents and make co-production ‘business as usual’.

2.8 Our current thinking is that decentralisation might take a number of different forms, depending on the needs of a community. For example:

- a) Joint decision making – whereby the county council works closely with the district or city council, town or parish councils, local voluntary, community and faith groups, and communities to identify priorities and agree how best to deliver to them.
- b) Service relocation – whereby county council services would be physically located within

the heart of communities where there is an evidenced need. This presents opportunities too for co-location between council departments and with partner agencies.

- c) Delegation of funding, service delivery and/or decision making – whereby a community or local organisation are given formal delegation to deliver a service or to make decisions relating to county council services.

The committee's views on these approaches are welcomed.

- 2.9 In all forms of decentralisation, communication and collaboration will be vital in overcoming challenges and obstacles, and we will be keen to establish new, or to join existing, district or city level partnership governance arrangements. The Chair, Vice Chair and Service Director have been meeting with each District/City Council to explore existing arrangements, and ways in which decentralisation might be achieved, and they will provide a verbal update at the Committee meeting on the outcomes of those discussions so far. Ongoing scrutiny and monitoring of the impact and effectiveness of decentralisation will also be vital, to ensure we are not inadvertently adding to an already complex system and that we are improving outcomes for our residents. We will agree a set of measures for each element of decentralised service provision or decision making so that we can monitor the impact we are making. Decentralisation will also form part of each Committee agenda to enable Members to maintain oversight and challenge, and to set direction.
- 2.10 Meanwhile, we are continuing to develop and evolve the service mapping work started earlier this year in close collaboration with our district and city colleagues, as this will provide a helpful guide to where possibilities for decentralisation and collaboration may best be focussed.
- 2.11 Our Think Communities approach is a key enabler to achieving decentralisation, with staff working closely alongside district and city council colleagues as well as those from other organisations based within communities. A summary of some of the relevant work of this service is included below.
  - (i) A total of 22 community engagement events were held across Cambridgeshire during July, and our engagement vehicle was used for 10 of those. The Think Communities service continues to talk to residents about 3 main points: (i) what do you love about your community; (ii) what do you want to see change; (iii) how do you want to be involved. Place coordinators are working with district and city councils to ensure that there is no duplication of consultation with residents and that feedback can be collated in order to work together on areas for development.
  - (ii) The Chair and Vice-Chair of the Committee visited Fenland towns in July to see some of the local work, meet local projects, and discuss some of the local challenges.
  - (iii) Our Time Credits programme continues to play an important part in building community capacity and confidence, and some recent headlines include the following:

- New group leads have been trained, including from the Red Hen Project in Cambridge, the Spinney Adventure Playground in Wisbech, and the Cambourne Timebank
  - There are now 70 active groups
  - This year to date, 3,081 (652 in July) Time Credits have been issued
- (iv) To further enhance this work, we are developing a small pilot in Arbury library and Huntingdon library to engage more volunteers based on local needs.
- (v) As part of our Against Scams Partnership work, a presentation on ‘Stamping out Scammers as a Community’ was delivered at a series of six virtual briefings organised by the Police and Crime Commissioner’s Office. Three local councils in South Cambridgeshire have registered as partnership supporters this month - Sawston, Great and Little Chishill, and Willingham. Information on prevention of scams is now being shared across all three communities. Our July newsletter and three scam alerts have been issued to over 500 direct recipients this month.
- (vi) Youth Advisory Boards in Fenland and East Cambridgeshire have continued their planning for a Youth Food Poverty conference in August called ‘Feeding Futures’. This will be an opportunity for local businesses, schools, decision makers and councillors to hear what young people have to say about food poverty. The young people involved have participated in various workshops and training opportunities, to gain the necessary skills to facilitate all elements of the event. Businesses will be invited to use their corporate social responsibility policies and to use their networks to raise awareness and generate positive solutions and outcomes.
- (vii) The Think Communities service represented the county council at the National Youth Work Unit’s meeting in July with the Department for Education. Topics included funding for after school activities and discussions around the application of the funding announced for children and young people. We continue to support the council’s motion to advocate for sufficient funding for local youth services.
- (viii) Fusion (a youth project run in Oxmoor, Huntingdonshire) and Littleport Parish Council were supported to submit £50k applications to the UK Youth Covid resilience fund. As a team we have had successful bids with Waterbeach Action for Youth and 20Twenty Productions in the last 12 months. The relationship and journey travelled with these two groups through the Innovate and Cultivate process meant it was easier to encourage and support a relevant application and to ensure the opportunity was taken.
- (ix) The Cambridgeshire National Citizen Service team is in full swing with summer delivery. Whilst there have been the inevitable challenges due to Covid with bubble closures and the need for self-isolation, the outcomes for young people have been incredibly positive. A varied programme balancing self-development, personal challenge, and the development of teamwork skills, all essential for transition into adulthood, have led to meaningful Social Action Projects which are currently being delivered across the county at community level.
- (x) The ‘Be Part of the Solution’ young people’s campaign has been shortlisted for a Local Government Chronicle award in the ‘best campaign’ category. As part of this

campaign two short films were made in co-production with young people via a cross-system collaboration between our communications team, youth team, and Cambridge City Council. The film can be viewed at the following link:  
<https://www.youtube.com/watch?v=rybq7TYuRNw>

- 2.12 A further report will be provided at the December Committee meeting, setting out progress made towards achieving decentralisation. Critically, we aim to develop actions towards achieving decentralisation that support and enable partners to deliver services or make joint decisions with us, rather than adding pressure and cost to those organisations. This will be an important principle to establish before firm decisions can be made and reflects some of the early feedback received from District and City Council colleagues.

### 3. Alignment with corporate priorities

#### 3.1 Communities at the heart of everything we do

This report describes progress and plans to ensure the needs and aspirations of our communities are at the core of the Committee's work, by ensuring we adopt a local approach to council service design and delivery.

#### 3.2 A good quality of life for everyone

The benefits of local, collaborative working have been proven throughout the pandemic, and this report seeks to mainstream that approach.

#### 3.3 Helping our children learn, develop and live life to the full

Decentralisation seeks to positively affect all residents, regardless of age. Ensuring access to services, support and opportunities is simple and fast, and that there is a single shared plan for a place will help ensure our resources and those of our partners are focussed on the things that matter most.

#### 3.4 Cambridgeshire: a well-connected, safe, clean, green environment

Fundamental to our work to support communities to thrive, and alongside working closely with our local partners to decentralise our approaches, is the need to ensure the environment within which they live and work is safe and clean with opportunities to connect to one another.

#### 3.5 Protecting and caring for those who need us

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

### 4. Significant Implications

#### 4.1 Resource Implications

There are no significant implications within this category.

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

Any purchases to support the service directorate's work will be carried out in accordance with the Council's Contract Procedure Rules.

#### 4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

#### 4.4 Equality and Diversity Implications

Ensuring and achieving equality of opportunity to all of our residents is central to the work of the Committee and its service directorate.

#### 4.5 Engagement and Communications Implications

There are a number of communications and engagement aspects to the work of this Committee that our Communications team are aware of, and they are working closely and proactively with relevant officers where appropriate.

#### 4.6 Localism and Local Member Involvement

Local Members need to be at the heart of our work on decentralisation and are vital in their role as community leaders in helping make sure we identify challenges, risks, and opportunities early and that we deliver a real and lasting change for our residents.

#### 4.7 Public Health Implications

Key to Public Health is the improvement of health and wellbeing across the whole population. Developing locally provided services with our partners and communities will have greater impact and encourage and enable those facing the biggest challenges to engage.

#### 4.8 Environment and Climate Change Implications on Priority Areas:

##### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: NA

Explanation: There are no significant implications within this category.

##### 4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

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

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

- 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.  
Positive/neutral/negative Status: N/A  
Explanation: There are no significant implications within this category.
- 4.8.5 Implication 5: Water use, availability and management:  
Positive/neutral/negative Status: N/A  
Explanation: There are no significant implications within this category.
- 4.8.6 Implication 6: Air Pollution.  
Positive/neutral/negative Status: N/A  
Explanation: There are no significant implications within this category.
- 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.  
Positive/neutral/negative Status: N/A  
Explanation: There are no significant implications within this category.

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

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Yes/No  
Name of Officer: Henry Swann

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

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

Have any engagement and communication implications been cleared by Communications?  
Yes  
Name of Officer: Amanda Rose

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes  
Name of Officer: Adrian Chapman

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

## 5. Source documents

- 5.1 None

## Cambridgeshire and Peterborough Coroner Service Annual Report

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 2 September 2021

From: Assistant Director: Regulatory Services, Peter Gell

Electoral division(s): All

Key decision: No

Outcome: Committee notes the work of the Coroner Service and approves the recommendation to progress work towards new office and inquest facilities.

Recommendation: The Committee is asked to:

- a) Note the updates from the Coroner Service; and
- b) Note that the service will explore costed alternative office and inquest facilities with Property Services.

Officer contact:

Name: Peter Gell  
Post: Assistant Director Regulatory Services  
Email: [peter.gell@cambridgeshire.gov.uk](mailto:peter.gell@cambridgeshire.gov.uk)  
Tel: 07920 160701

Member contacts:

Names: Councillor Tom Sanderson and Councillor Hilary Cox Condron  
Post: Chair / Vice-Chair  
Email: [Tom.sanderson@cambridgeshire.gov.uk](mailto:Tom.sanderson@cambridgeshire.gov.uk)  
[Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)  
Tel: 01223 706398

## 1. Background

- 1.1 The Cambridgeshire and Peterborough Coronial Jurisdiction was created on 1<sup>st</sup> August 2015 when the Senior Coroner, David Heming was appointed, and is based at Lawrence Court in Huntingdon.
- 1.2 HM Coroner conducts investigations into deaths that are unexpected or unexplained, including those where it is suspected that the deceased died a violent or unnatural death, the cause of death is unknown, or the deceased died while in custody or otherwise in state detention. HM Coroner will determine the identity of the deceased together with how, when and where the deceased came by his or her death.
- 1.3 The duties of HM Coroner and the statutory duties of the service and the local authority are set out in the Coroner and Justice Act 2009. Coroners are independent judicial office holders. Appointments require the consent of the Chief Coroner and Lord Chancellor.
- 1.4 There are four main hospitals within the jurisdiction, and as specialist hospitals, there are several exceptionally complex hospital deaths associated with Addenbrookes and Papworth in particular that require an inquest. Similarly, there are three prisons across the area. All deaths in state detention require an inquest, and these are often complex, high profile cases that require a significant time investment.
- 1.5 The number of deaths registered annually averages 4,000 with approximately 14% of cases referred to the Senior Coroner. Post-mortem examinations are conducted at Addenbrookes and Peterborough City Hospital by hospital pathologists.
- 1.6 A Coronial service update is provided to the committee annually.

## 2. Main Issues

### 2.1 Looking Back from January 2020

#### 2.1.1 Coronial appointments and staffing

At the start of 2020 the service had one Senior Coroner and six Assistant Coroners. However, as the year progressed, the service effectively lost four of the Assistant Coroners through retirement, promotions in other jurisdictions and work pressures in their primary sources of employment (Assistant Coroners work on an as-needed basis alongside their substantive employment elsewhere). Over autumn and winter, the service recruited two Area Coroners (one full time and one part time, and wholly employed by the council) and a further 10 Assistant Coroners across a whole range of disciplines in order to tackle the diverse and complex range of cases that the service sees. Coronial appointments required approval from the Chief Coroner and Lord Chancellor. These appointments were somewhat delayed, awaiting approval from the Chief Coroner for several months. All joined in 2021 and were in post by April.

Approval has also been obtained to recruit additional officers to provide the capacity necessary to support the coroners and manage the high case load.

Training and staff development continues to be a key focus. National training was postponed due to Covid-19 and we await confirmation of how this will look in 2021. In-house training has continued to develop more efficient and, in some cases, more standardised ways of working.

### 2.1.2 Partnerships

The service continues to build important relationships with agencies with shared interests, both nationally and locally. Processes are in place to ensure that relevant information can be readily shared with both the Child Death Overview Panel, Healthcare Safety Investigation Board and the Learning Disabilities Mortality Review with a view to improve processes and ultimately, prevent future deaths. The service also attends multi agency meetings for Harm Reduction and Drug Related Death Mortality, providing any insights or trends that the service identifies.

The service has worked closely with the police in the last 6 months in order to improve the quality of the initial investigation carried out by police upon attendance of a sudden death, and the subsequent Coronial paperwork that follows. The police have now produced a 'Sudden Death' e-book for their officers for the first time, with hyperlinks to Coronial processes that the service drafted. Part of this e-book also covers faith deaths and the separate processes that ought to be followed in the event that someone with strict religious beliefs dies in the community. This has been very well received, by both the service and police, and shared nationally by the police.

The service has also continued to build upon the relationship with the Crown Prosecution Service and has now had two trainee solicitors complete a secondment with the service as part of their training contract. They gained exposure and experience of working on some of the more complex inquests while the service gained legal experience and skills from lawyers at the beginning of their careers. It also means that the trainee solicitor was able to undertake some of the time-complex and time-consuming Inquests, thereby freeing up capacity for Inquest Officers. The service did not pay for these secondments, and it has been an excellent incentive which has enriched the service, while at the same time saving the service money.

### 2.1.3 Technology

Covid-19 required the service to change the way in which it operated, particularly in relation to hearings. Pre-Covid, all hearings would be in person, and this meant that families, clinicians, and medical experts would all have to travel into court, often at a financial and emotional cost. Quite early on the service was able to switch all hearings to purely remote ones, using Skype in order to facilitate this.

As time went on and technology developed, the service was able to adapt to achieve more efficient hearings. Switching to Microsoft Teams was more stable than Skype and, as lockdown eased, the service was able to facilitate in person, purely remote and hybrid hearings depending on the requirements of the specific hearing. There has also been

investment in sound equipment and screens as well as upgrading Wi-Fi infrastructure to support hearings.

With the increased reliance on and use of technology, the service seconded two administrative assistants to the role of court ushers, and they are now responsible for the smooth running of the hearings.

The service has welcomed back the court support service volunteers who are able to support families and offer further guidance as to the nature of the hearings themselves. This support at hearings is greatly received by the families in attendance. The net effect of all of this has meant that Coroners can concentrate on the hearing rather than other matters.

#### 2.1.4 Venues

Linked to technology was the need for Covid compliant court and office space. It is a legal requirement that all hearings are conducted in open court, irrespective of national lockdowns that we have seen over the past year.

Historically, the service has always struggled to find reliable court space that was affordable and fit for purpose. The service has had to be creative and in 2020, secured a number of alternative venues in order to ensure that hearings went ahead. Due to civil and criminal courts also experiencing a backlog, competition for court space increased exponentially.

One of the many benefits of the joint jurisdiction was seen at this challenging time, with the Joint Management Team (JMT) across Cambridgeshire County Council and Peterborough City Council agreeing to open up Peterborough Town Hall for use as an Inquest venue, despite the building largely being shut to all others at the time, including the general public. This was invaluable and meant that the service was able to continue to hear cases that otherwise would have been adjourned. From July 2020 to April 2021, there were 209 hearings at the venue, which equates to more than one per working day, including cases originating within Cambridgeshire.

The service has worked hard to improve the IT and technological infrastructure at venues in order to save funds by reducing the need to hire expensive, technologically equipped venues.

#### 2.1.5 Performance

Despite the successes in securing additional court space and the use of technology to facilitate hearings, like other jurisdictions in the country, the pandemic has significantly increased the backlog of cases (those over 12 months old) from 113 to 256. Of those cases over a year old:

- 55% were delayed due to complexity i.e., awaiting specialist reports
- 21.5% were delayed due to Covid
- 12.1% were suspended and therefore out our control i.e., while criminal investigations take place
- 6.5% were deaths that occurred abroad i.e., awaiting evidence from overseas
- 5.5% were listed, ready for Inquest

Reducing the backlog is the key service priority for this year.

During 2020, 50% of Inquests were concluded within 6 months of opening and further, 80% of Inquests were concluded within one year. Despite the lockdown, the service made good use of court facilities and were able to hear 5 jury inquests, and 7 complex cases during lockdown with these totalling 488 sitting hours, where many jurisdictions were unable to undertake any.

The service has seen a shift in the way that court time is used (as shown in table 1 below), moving away from long final Hearings and instead, making use of case management in Pre-Inquest Review Hearings (PIRHs). In these, Coroners identify the scope of the Inquest, who the Interested Persons are, when the Inquest will be listed and what the issues will be. They are increasingly being used to manage the family's expectations and identify any peripheral issues ahead of the final Hearing. Not only does this mean that the families are more engaged and better informed, it ensures that final Hearings are more efficient, necessitating less court time:

Table 1 – Court Time

Year	Court hours (on the year before)
2020	- 25 %
2021	+17 %
Inquest times (on the year before)	
2020	+8 %
2021	- 30 %
PIRH times (on the year before)	
2021	- 8 %
2021	+22 %

The increase in court hours seen in the first quarter of 2021 is a reflection of the increased availability of Coroners, a trend that should continue to increase.

#### 2.1.6 Finance

Over the past three years there has been an increase in the service budget to reflect the rising demand and increased cost of cases, this being due to the increased complexity of Inquest cases, increased contract costs (i.e., for mortuary provision) and the number of cases more than 12 months old.

The service mitigates costs where possible, for example, using council-owned buildings as a court venue, exploring how technology can aid Inquests, as well as reviewing the current mortuary and pathology facilities and contracts, and further details can be found throughout the report.

Appointment of the Assistant Coroners was given careful consideration to bring the knowledge, expertise and skills required to meet the specific challenges of the coronial jurisdiction. In doing so, costs can be kept as minimal as practically possible by allocating cases based on the area of expertise of each Assistant Coroner. Assistant Coroner charges are incurred only when they are used.

The Joint Management Team have approved an additional £370k specifically to manage the backlog of cases, and as with all Coroner Service costs, this will be split 65%:35% across Cambridgeshire County Council and Peterborough City Council respectively. The additional budget will be used to cover increased staff costs, namely Assistant Coroners time, two additional Coroner's Officers and two Court Ushers, this being a new post for the service. Costs will be split evenly over two financial years.

A reserve is now in place to offset costs of exceptional cases, defined as those that are more complex and therefore require a greater level of resources which carry with them significant costs.

## 2.2 Looking Ahead

### 2.2.1 Service Ambitions & Developments

Last year it was agreed that the service would report back to Committee following a service review assisted by the council's transformation team. The purpose of the review was to explore options to enhance the efficiency of the Service through better use of technology as well as the feasibility of the council building its own inquest, office, pathology, and mortuary facility. The key findings are outlined below.

### 2.2.2 Office Facilities

The Coroners Service is currently based at Lawrence Court in Huntingdon. It provides an office base for all staff working in the Service. The nature of the building means that staff are split across a series of small offices. The need to physically get up in order to talk to team members reduces the natural flow of information, opportunities for collaboration and shared problem solving. Staff preference is for an open plan space, however Lawrence Court is a listed building and cannot be reconfigured in this way.

Since March 2020 the majority of staff have been working from home due to the pandemic, and 65% of staff have indicated they would like to continue to work from home three days a week, so this has been factored into the desirable future office need requirements, these requirements including:

- Open plan office with desk space for 12 staff to be used at different times for up to 50 staff.
- One meeting room big enough for whole staff meetings.
- Several smaller meetings rooms seating between 4-12 staff for collaborative working.

### 2.2.3 Inquest Facilities

The Coroners Service have four options for Inquest space currently:

- Court room at Lawrence Court. This room is shared with the Registration Service who also use it for weddings and citizenship ceremonies.
- Peterborough Town Hall. This is an ideal venue as it has a large room suitable for the Inquest itself but also two side rooms that can be used as a Jurors' retirement room and Coroner's office. This space is free of charge. Over the last 18 months the Coroners

Service have been the sole users but will have to return to sharing with Peterborough City Council as lockdown restrictions are lifted.

- Huntingdon Town Hall (the service has to pay for this facility).
- Huntingdon Racecourse (the service has to pay for this facility).

In addition to the costs of venue hire, working across multiple venues generates travel costs. The increasing demand for court space has driven the annual spend on external venue hire to £46k per year. The service will need to maintain or increase this cost in order to tackle the number of cases it has, and to meet the demand needs to run cases concurrently.

In developing this report it's been considered whether increasing the available in-house court space will generate financial savings and/or efficiency benefits.

An analysis of the number and complexity of cases taken through to the inquest stage demonstrates that the service requires a minimum of three court rooms plus supporting areas. These can also be utilised by the service for meeting rooms and collaborative working.

Property Services have indicated they would be happy to support further investigation of office and inquest facilities to meet the future needs of the service. This would include a review of the council's current assets portfolio as well as alternative options.

#### 2.2.4 Mortuary and Pathology

Body storage and Pathology is contracted to Addenbrookes Hospital and Peterborough City Hospital for which the service is dependent. The decision to proceed with a post-mortem is made by the Coroner. Any tests that are undertaken as part of the post-mortem are at the discretion of the NHS employed Consultant Pathologists. Due to the dependency on both hospitals the ability to negotiate contract costs is limited. The only alternative providers are in the private sector or out of county and are more expensive. Both hospital contracts are up for renewal in 2022 and costs are expected to rise.

It is difficult to benchmark Coroner's Services as there are numerous contributing factors. However, it is useful to consider how our costs and demand compare with other neighbouring services. Suffolk and Norfolk, who are working on their own mortuary project, were selected as a means of comparing demand and costs. The benchmarking highlighted that whereas there are variations in specific budget areas, on the whole our costs are not excessive and are in line with our neighbours.

In exploring the viability of the council building a mortuary and pathology facility an uplift of 10% on current contract values was factored in as the comparator. Consideration has also been given to the limited pathology capacity nationally, and the Chief Coroner's view that local authorities should continue to support existing arrangements as the national pathology shortage is felt in need of Government intervention.

In order to develop a mortuary specification for Cambridgeshire a comparative study of two similar facilities was undertaken, these being Flax Bourton in the south west, and the Medico Centre in Yorkshire.

Though the facilities at these sites were impressive, enquires have identified that they are not a more affordable delivery model once the costs were considered, it being more costly

than current arrangements. In addition, when pathology is undertaken by visiting pathologists their service availability also tends to be a problem compared to when pathology is undertaken in the hospital. In a hospital setting a pathologist can fit examinations for coroners around their other work, as against having to travel to other facilities. Hospitals are reporting a shortage of pathologists, and anything which adds additional demands on their time such as travel will increase the risk of service failure.

The above two facilities are financially viable as the local geography facilitates other jurisdictions also using them, this spreading the cost across several local authorities. Enquiries undertaken as part of this review have identified that there is not however the interest in the eastern region for such a centre, the distance between jurisdictions being prohibitive. Without the ability to spread the costs of a facility amongst other local authorities, coupled with the challenges regarding pathology, building a facility for Cambridgeshire and Peterborough is not a viable proposition at this time, it is not proposed therefore to pursue investigations in this respect any further. Our existing mortuary providers have sufficient mortuary capacity to meet the needs of the jurisdiction for the foreseeable future.

#### 2.2.5 Technology

As referred to above as a result of Covid-19 the service has needed to invest in technology over the last 12 months, so positive developments in this respect have already taken place.

The technology review has also considered additional functionality available with the current back-office system used by the Coroner's Service called 'WPC', and another system used in the Crown Court called 'Caselines'. In particular, handling case bundles has been a focus as this is a time-consuming process currently. With additional development of WPC underway, such as linking it into Microsoft applications, and additional functionality which the company have highlighted which would assist the service, it makes sense to remain with WPC at this time.

#### 2.2.6 Future Developments

The greatest opportunities to improve the service lie in the current office and Inquest facilities. In particular the development of a larger inquest facility would be transformative for the service in terms of generating service efficiencies and reducing costs. This would enable the service to process cases quicker and in doing so provide more efficient resolution for families.

### 3. Alignment with corporate priorities

#### 3.1 Communities at the heart of everything we do

There are no significant implications for this priority.

#### 3.2 A good quality of life for everyone

The delivery of an efficient and professional Coronial Service directly impacts on the wellbeing and quality of life of bereaved families. The work that HM Coroner undertakes to

prevent future deaths, either through Section 28 notices following an Inquest or working with partners to identify trends, contributes to the wider quality of life of others.

### 3.3 Helping our children learn, develop and live life to the full

There are no significant implications for this priority

### 3.4 Cambridgeshire: a well-connected, safe, clean, green environment

Growing the capacity of our own in-house team will reduce the reliance on agency and locum staff, in turn reducing unnecessary travel to and from the county. In addition, having venues north and south of the county reduces travel for families and other parties when attending inquests.

### 3.5 Protecting and caring for those who need us

The Coroner service plays a vital role in supporting bereaved families and friends, and the efficiency of the service coupled with sensitivity of communication and approach are all key to this.

## 4. Significant Implications

### 4.1 Resource Implications

There are no significant implications within this category.

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

The provision of mortuary and pathology services need to be tendered in an open fair and transparent manner. With agreements due to expire in 2022 the procurement process will commence shortly.

### 4.3 Statutory, Legal and Risk Implications

The Local Authority has a statutory duty to provide the necessary resource to support the work of HM Coroner. This is also a high-profile service and therefore carries reputational risk implications.

### 4.4 Equality and Diversity Implications

There are no significant implications within this category.

### 4.5 Engagement and Communications Implications

There are no significant implications within this category.

### 4.6 Localism and Local Member Involvement

There are no significant implications within this category.

#### 4.7 Public Health Implications

The Coroner Service works closely with Public Health in terms of providing mortality and morbidity data but also especially in the areas of substance misuse and mental health related deaths and associated implications for services. It provides a similar role of secondary and primary care health services.

#### 4.8 Environment and Climate Change Implications on Priority Areas:

##### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: NA

Explanation: There are no significant implications within this category.

##### 4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

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

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

##### 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

##### 4.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

##### 4.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

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

Positive/neutral/negative Status: N/A

Explanation: There are no significant implications within this category.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade

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

Name of Officer: Henry Swan

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

Name of Legal Officer: Fiona McMillan

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

Have any engagement and communication implications been cleared by Communications?  
Yes  
Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes  
Name of Officer: Adrian Chapman

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

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

## 5. Source documents guidance

5.1 'Chief Coroners Combined Annual Report 2018-2019 and 2019-2020'

[Chief Coroners combined annual report](#)

5.2 Location

As above

## Domestic Abuse Safe Accommodation Strategy

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 2 September 2021

From: Assistant Director: Community Safety, Rob Hill

Electoral division(s): All

Key decision: No

Outcome: That the County Council is able to submit its Domestic Abuse Safe Accommodation Strategy as required by the Ministry of Housing, Communities and Local Government (MHCLG) as part of the Domestic Abuse Act 2021.

Recommendation: The Committee is recommended to:

Approve the Domestic Abuse Safe Accommodation Strategy for submission to MHCLG.

### Officer contact:

Name: Vickie Crompton  
Post: Domestic Abuse & Sexual Violence Partnership Manager  
Email: [Vickie.crompton@cambridgeshire.gov.uk](mailto:Vickie.crompton@cambridgeshire.gov.uk)  
Tel: 07860 602938

### Member contacts:

Names: Councillor Tom Sanderson and Councillor Hilary Cox Condron  
Post: Chair / Vice-Chair  
Email: [Tom.sanderson@cambridgeshire.gov.uk](mailto:Tom.sanderson@cambridgeshire.gov.uk)  
[Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)  
Tel: 01223 706398

## 1. Background

- 1.1 The Domestic Abuse Act places a duty on each tier 1 authority to develop and publish a strategy for the provision of local support to cover their locality, having regards to a needs assessment, the first of which should be published by 31<sup>st</sup> October 2021. Thereafter, Strategies must be reviewed every three years.
- 1.2 Cambridgeshire County Council have been allocated £1,140,318 for 2021/22 to implement key actions from the strategy, and the investment plans for this funding were agreed by Committee in July.

## 2. Main Issues

- 2.1 The Domestic Abuse Partnership, of which the County Council is a member, completed a Needs Assessment in June 2021 which identified a range of key challenges:
  - A range of responses are required to meet the varied needs of clients, dependent on their risk, household structure, occupation, and tenure of property.
  - Provision of easily accessible accommodation is needed for those at risk of abuse and their children who are safe to stay within the county if provided with additional support.
  - Provision of therapeutic support for victims and their children who have experienced domestic abuse is needed.
  - We need to ensure there is greater support provided to the housing sector to improve awareness and support to those experiencing domestic abuse.
  - We need to ensure a consistency of support across all areas, from urban to very rural areas.
- 2.2 Attached at Appendix 1 is the draft strategy that has been produced as a result of the Needs Assessment work. The three key aims of this strategy are to achieve:
  - Earlier identification of, and intervention for, domestic abuse through access to domestic abuse support, local authority housing advice, and social and private landlords.
  - A reduction in the number of victims of abuse who are made homeless as a result of domestic abuse.
  - Increased housing sustainment options so that people experiencing domestic abuse can remain safely in their home when it is their choice to do so, or do not lose their tenancy status if they relocate.
- 2.3 The Strategy will follow the 'Whole Housing Approach' to Domestic Abuse. Cambridgeshire County Council was one of the key delivery partners in developing and adopting the Whole Housing Approach, with funding from MHCLG from 2018 – 2021. This approach is endorsed by the Domestic Abuse Commissioner, Nicole Jacobs, as well as highlighted as good practice within the Domestic Abuse Act Guidance. The approach has enabled victims of domestic abuse to access safe accommodation regardless of the tenure of property and enables specialist domestic abuse staff to offer a range of flexible options with regards to increasing the safety of those suffering domestic abuse and their children. A whole system approach is needed to effectively address the key issues and barriers experienced by

survivors and to ensure they have access to a safe place to call home. The Whole Housing Approach model offers a framework for the domestic abuse and housing sectors to work together to address the immediate and longer-term housing needs of survivors. The model incorporates the experiences of survivors, the expertise of system leaders and established, evidence-based practice.

- 2.4 In adopting this approach, we can ensure access to a range of tailored housing options and initiatives to give people experiencing domestic abuse the choice to either relocate or remain in their existing accommodation. The full suite of housing options enables agencies and organisations to work together more collaboratively. Effective coordination efforts consider the long-term safety of the victim/survivor and their children, as well as managing crisis situations.
- 2.5 The elements within this approach are set out within the draft strategy document. The extent to which these can be delivered will depend to some extent on the funding made available for 2022-2024.

### 3. Alignment with corporate priorities

#### 3.1 Communities at the heart of everything we do

Domestic abuse affects all communities within Cambridgeshire, this strategy will enable victims of domestic to remain safe in their own communities where safe to do so, and to support victims and children move to alternative safe accommodation, providing the support to settle elsewhere when necessary.

#### 3.2 Good quality of life for everyone

The Safe Accommodation Strategy will ensure that there are increased accommodation options and support for those suffering domestic abuse, which impacts on their quality of life.

#### 3.3 Helping our children learn, develop and live life to the full

Children suffering domestic abuse in their home are likely to be impacted by trauma, elevating levels of stress, resulting in difficulties in learning and memory. The Safe Accommodation will ensure children are supported and therefore more able to learn and live a life without fear and distress.

#### 3.4 Cambridgeshire: a well-connected, safe, clean, green environment

The most dangerous place for women in Cambridgeshire is their own home. In 2020/21 there were almost 1,500 referrals to the Independent Domestic Abuse Adviser service – these were for victims of domestic abuse at risk of significant harm or homicide. In the same year, there was 9,299 police incidents in relation to domestic abuse. This strategy will support those where the abuse is at a level where the victim and their children are unable to remain in the home with the abuser. It will also ensure that housing services and housing associations are able to respond to domestic abuse more effectively.

### 3.5 Protecting and caring for those who need us

Victims of domestic abuse often have complex needs including adults at risk with care and support needs and other vulnerable adults. Children in homes where there is domestic abuse face additional risks and challenges.

## 4. Significant Implications

### 4.1 Resource Implications

The report above sets out details of significant implications in section 1.1 and in the paper brought to Committee on 8 July 2021, "Domestic Abuse and Sexual Violence Update".

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

Procurement and contract procedure rules will need to be followed when commissioning the new services described in the strategy. The dispersed accommodation scheme will be managed through the local authority and staff employed through Cambridgeshire County Council.

### 4.3 Statutory, Legal and Risk Implications

The report above sets out details of significant implications in section 1.

### 4.4 Equality and Diversity Implications

Domestic Abuse and Sexual Violence are highly gendered crimes, therefore there will be greater impact on female residents in Cambridgeshire. Any public awareness activity should make it clear that the issue includes violence against men and boys, as well as women and girls

### 4.5 Engagement and Communications Implications

Future activity will require support from the community engagement and communications teams, both of which are represented on the White Ribbon Working Group.

### 4.6 Localism and Local Member Involvement

Solutions need to be provided at a local level, and members to be confident and knowledgeable when faced with those suffering from abuse

### 4.7 Public Health Implications

Violence is a public health issue at individual and population levels. The DASV Partnership and White Ribbon campaign will help increase awareness and understanding of this particular violence issue and awareness raising is an important element for the delivery of the wider Cambridgeshire and Peterborough Domestic Abuse Strategy.

### 4.8 Environment and Climate Change Implications on Priority Areas

#### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Neutral

#### 4.8.2 Implication 2: Low carbon transport.

Neutral

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

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.  
Neutral

4.8.5 Implication 5: Water use, availability and management:  
Neutral

4.8.6 Implication 6: Air Pollution.  
Neutral

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

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

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Council's Head of Procurement? Yes  
Name of Officer: Henry Swan

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

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

Have any engagement and communication implications been cleared by Communications?  
Yes or No  
Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes  
Name of Officer: Adrian Chapman

Have any Public Health implications been cleared by Public Health?  
Yes or No  
Name of Officer: Val Thomas

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

## 5. Source documents guidance

### 5.1 Source documents

Domestic Abuse Act 2021 – [Domestic Abuse Act 2021 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

DA Safe Accommodation Needs Assessment – [vickie.crompton@cambridgeshire.gov.uk](mailto:vickie.crompton@cambridgeshire.gov.uk)

## Safe Accommodation Strategy October 2021 – March 2024

### Cambridgeshire County Council

#### 1. Context

The Domestic Abuse Act 2021 set in statute that Tier One authorities must prepare and publish a local strategy based on a robust needs assessment that sets out the ways in which provision for accommodation-based domestic abuse support will be developed, commissioned, and delivered, the first of which should be published by 31<sup>st</sup> October 2021. Thereafter, Strategies must be reviewed every three years.

Accommodation-based domestic abuse support includes provision of support to victims and their children in a range of settings, including:

- refuge accommodation
- specialist safe accommodation
- dispersed accommodation
- sanctuary schemes
- move-on or second stage accommodation

Alongside provision of safe accommodation, the following types of domestic abuse support will be provided:

- Advocacy support – development of personal safety plans, liaison with other services (for example, GPs and social workers, welfare benefit providers);
- Domestic abuse prevention advice – support to assist victims to recognise the signs of abusive relationships, to help them remain safe (including online) and to prevent re-victimisation;
- Specialist support for victims with relevant protected characteristics and / or complex needs (for example, interpreters, faith services, mental health advice and support, drug and alcohol advice and support, and immigration advice);
- Children’s support – including play therapy and child advocacy;
- Housing-related support – providing housing-related advice and support (for example, securing a permanent home and advice on how to live safely and independently);
- Counselling and therapy for both adults and children.

These services are explored in more detail later in this strategy.

Combined, this strategy clearly sets out the overall and holistic approach to deliver a rounded offer of support to victims in safe accommodation.

#### 2. Identification of Local Needs

During April – June 2021 agencies provided data to inform our needs assessment, ([Welcome to Cambridgeshire DASV Partnership \(cambsdasv.org.uk\)](http://Welcome to Cambridgeshire DASV Partnership (cambsdasv.org.uk))), which found the following:

- A range of responses are required to meet the varied needs of clients, dependent on their risk, household structure, occupation, and tenure of property.
- Services need to ensure there is a focus on meeting the needs of some groups, in particular:
  - Having staff who can communicate with Lithuanian and Polish women in their native language
  - Ensuring services reach older people and provide an accessible service which meets specific needs.
- A high proportion of victims identified by the data gathered are living in social housing. This highlights the importance of housing providers and associations working towards Domestic Abuse Housing Alliance (DAHA) accreditation.
- Lack of supported safe accommodation for men, women with teenage boys, and for others where shared refuge accommodation would not be appropriate.
- Mental health and substance misuse are the most common needs of women in refuge accommodation. They are also a key reason why women are not able to access refuge accommodation. There is a need for specialist support for those women where there are complex needs and shared accommodation with children would not be appropriate, as well as requiring more support from staff.
- Over half of those reporting a housing need due to domestic abuse have dependent children.
- There is a need for flexible support to ensure victims are able to live in safe accommodation, which may include increasing the safety of their own home or identifying alternative accommodation. Those suffering domestic abuse must be able to have choice and control over where they live and the ability to maintain social capital (e.g., employment, schools, community support) for them and their children.
- There is often a need for emergency/temporary accommodation whilst other accommodation is arranged – this could be for days or months, depending on a range of factors.
- Victims with no recourse to public funds and uncertain immigration status can be particular issues, where there can be huge barriers in accessing accommodation, and there is need to ensure victims in this category are supported whilst applying for any relevant concessions.
- There is a need to ensure support is made available for those who are in local authority temporary accommodation due to fleeing domestic abuse.

- Relevant recommendations from the Shaping Our Lives 'A Refuge for All'<sup>1</sup> project should be implemented including;
  - refuge spaces that are accessible for a range of disability needs, not just wheelchair access
  - considering personal care needs of women in refuges and how these can be provided safely
  - Ensuring there are suitable accommodation options for older victims (over 60), especially those without care and support needs for whom residential or respite care would not be appropriate

Key challenges for the Domestic Abuse system, are currently:

- Provision of easily accessible accommodation to those at risk of abuse and their children, but where it is safe to stay within the county if provided with additional support;
- Provision of therapeutic support to victims and their children who have experienced domestic abuse;
- Ensuring greater support is provided to the housing sector to improve awareness and support to those experiencing domestic abuse ;
- Ensuring a consistency of support across both urban and very rural areas.

## 2.1 Local Need – Cambridgeshire Headline Figures, 2020-21

From April 2020 to March 2021:

- Police Incidents with a domestic abuse flag: 9,299 - up 5.7% on 2019/20 (8,798);
- Cases referred to the Independent Domestic Abuse Adviser (IDVA) Service: 1,462, up from 1,333 in 2019/20 – a 9.7% increase;
- Outreach Support: 1,779 referrals;
- Domestic Abuse victims supported by the Victim and Witness Hub: 621;
- Number using the four refuge services (across Cambridgeshire and Peterborough): 90 adults and 112 children – all but 5 victims came from outside Cambridgeshire and Peterborough, mainly from the East and South East of England – an increase of 17.7% on 2019-20;
- Number using the local Sanctuary Scheme (Cambridgeshire and Peterborough) to increase the security of their home, in conjunction with domestic abuse support: 331 and 526 children, compared with 293 in 2019/20.

Each year there is an increase in referrals to specialist domestic abuse services. It is likely that increases in awareness and of resources contribute to this growth. It is

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<sup>1</sup> <https://www.shapingourlives.org.uk/wp-content/uploads/2018/02/Shaping-our-Lives-A-Refuge-for-All-findings-report-online.pdf>

anticipated that there will be continuous growth in those seeking domestic abuse support across the three years of this strategy.

### 3. Whole Housing Approach to Domestic Abuse

Our strategy is based on a Whole Housing Approach model. Cambridgeshire County Council and our partners were one of the key delivery systems in developing and adopting the Whole Housing Approach (WHA), with funding from the Ministry of Housing, Communities and Local Government (MHCLG) from 2018 to 2021. This approach is endorsed by the Domestic Abuse Commissioner, Nicole Jacobs, as well as being highlighted as good practice within the Domestic Abuse Act Guidance. The approach has enabled victims of domestic abuse to access safe accommodation regardless of the tenure of property and enables specialist domestic abuse staff to offer a range of flexible options with regards to increasing the safety of those suffering domestic abuse and their children. A whole system approach is needed to effectively address the key issues and barriers experienced by survivors and to ensure they have access to a safe place to call home. The WHA model offers a framework for the domestic abuse and housing sectors to work together to address the immediate and longer-term housing needs of survivors. The model incorporates the experiences of survivors, the expertise of system leaders, and established, evidence-based practice.

In adopting this approach, we can ensure access to a range of tailored housing options and initiatives to give people experiencing domestic abuse the choice to either relocate or remain in their existing accommodation. The full suite of housing options enables agencies and organisations to work together more collaboratively. Effective coordination efforts consider the long-term safety of the victim/survivor and their children, as well as managing crisis situations.

This strategy will ensure the needs of all victims with relevant protected characteristics are considered and met, including sex, race, gender, language, religion, sexual orientation, age, state of health and disabilities. The action plan will set out how the barriers faced by victims with relevant protected characteristics and / or multiple complex needs, will be addressed.

Based on the Whole Housing Approach model, and informed by our needs assessment and data, our strategy has three key aims:

- To achieve earlier identification and intervention for domestic abuse through access to domestic abuse support, local authority housing advice, and social and private landlords;
- To achieve a reduction in the number of people who are made homeless because of domestic abuse;
- To increase housing sustainment options so that people experiencing domestic abuse can remain safely in their home when it is their choice to do so, or do not lose their tenancy status if they relocate.



#### 4. How we will address the Needs in Cambridgeshire

The following section describes the services and interventions that we will develop, commission and/or deliver to meet the objectives of this strategy.

##### 4.1 Refuge Support

We will provide the support costs for three refuges, equating to space for 32 women and up to 55 children at any given time. These will be available to those fleeing from out of area, and within area if there is a significant distance and this is deemed to be safe. Within the package, there will be funding for children’s support workers and a flexible fund to enable those who need it to access talking therapies. In addition to this, refuges will have access to “Flexible Funding”, to support those moving on from refuge, who will need resources to support their new home. All refuges will be expected to be as accessible as possible to those with additional support needs, in line with “Refuge for All” principles.

##### 4.2 Dispersed Safe Accommodation

This will increase the options and choice for survivors across Cambridgeshire. The accommodation is primarily for residents in this area who are being abused. It will provide access to safe accommodation for: victims/survivors and their children who are not able to live in a communal facility; people who need a carer; large families; those with disabilities; people with pets; male victims; families with teenage boys

(many refuges will not allow boys over the age of 12); people from the LGBT community; and BAME victims whose needs are not met with traditional refuges.

Being supported in this accommodation may mean the survivor does not have to give up their job; this is important for those who are homeowners and have a mortgage to pay. Survivors can still access their support network if safe to do so, and they will have regular support provided by the Housing IDVAs who will support them to move back to their own homes with all safety measures in place, for example Occupation Orders, Restraining Orders, and target hardening where this is safe to do so.

Homes will be sought from private landlords for a period of a year, which would be extended on announcement of further funding. The properties will be furnished and available across the county, with the aim of a minimum of two properties per local authority area (12 in total) and building upon this number. The cost of the rent is either collected by Housing Benefit payments if the client is in receipt of Universal Credit or by direct payments if they are working. The clients are responsible for the utilities and they are supported by the officers to set up payments of these. As part of our service, we will aim to have a dedicated team that are on call for extended hours, seven days a week as part of a rota system.

#### 4.3 Housing IDVAs

A team of five Housing IDVAs (one for each Tier 2 authority) will offer a direct service to victims/survivors who attend a housing service. They will be partially co-located in the housing advice teams and will support victims/survivors, offering advice on safety planning and risk management. They also offer case management support and deliver awareness raising training to staff based in these departments. They will also offer support to those in temporary local authority accommodation who have suffered domestic abuse.

#### 4.4 Housing First

A specialist Domestic Abuse Housing First role will focus on those who have suffered domestic abuse, and who find it difficult to engage with standard support services due to multiple disadvantages and are homeless. This post will link with the IDVA service and would receive specialist training and support.

#### 4.5 Flexible Funding

Flexible funding supports victim/survivors to achieve or maintain safe and secure housing. It is low-barrier and does not require victim/survivors to provide evidence of abuse and is not means tested. Unlike most other funding sources, there is no set list of what will be funded, and victims/survivors are encouraged to ask for whatever will make the most difference to their housing situation and their lives, in order that the victim/survivor and their children can stay safe. This will only be offered in conjunction with working with a domestic abuse specialist.

#### 4.6 Additional security

The Bobby Scheme works with domestic abuse specialists to enable households at risk of further domestic abuse to remain in their own homes and reduce repeat victimisation through the provision of enhanced security measures. This is delivered in conjunction with working with a domestic abuse specialist.

#### 4.7 DAHA Accreditation

The Domestic Abuse Housing Alliance's (DAHA) mission is to improve the housing sector's response to domestic abuse through the introduction and adoption of an established set of standards and an accreditation process. The aim is for all local authority housing teams and all large housing associations to be DAHA Accredited by March 2023.

#### 4.8 Managed Reciprocals

This is a mechanism whereby those suffering domestic abuse in a social tenancy are able to relocate to a different area whilst maintaining their security of tenure. This is delivered in conjunction with other resources such as the Bobby Scheme and specialist domestic abuse support.

#### 4.9 Therapeutic Support for children experiencing domestic abuse

To provide specialist trauma informed counselling and therapeutic support for children who are victims of domestic abuse.

#### 4.10 Mobile Advocacy Outreach Support

This is a direct service to victims/survivors, at location of their choosing including a range of community settings where the service can expand their access. Support is offered to victims/survivors to secure stable housing, which includes exploring and pursuing options for remaining in an existing property and relocating if needed for safety reasons. The specialist workers would have access to all elements within this strategy.

#### 4.11 Awareness of Domestic Abuse Amongst Social Landlords

Working with local private landlords and local Private Rented Sector teams in the Local Authorities to increase the awareness of domestic abuse and how this affects their tenants, and awareness of how private landlords can assist where there is domestic abuse.

#### 4.12 Sheltered Accommodation/Supported Accommodation/Hostels

For all commissioned providers to have a domestic abuse policy for staff and residents. Ideally working towards or having DAHA Accreditation, or "Make a Stand<sup>2</sup>" accreditation from the Chartered Institute of Housing.

#### 4.13 Victims with No Recourse to Public Funds

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<sup>2</sup> <https://www.cih.org/policy/make-a-stand>

The Housing IDVAs and Mobile Advocacy Support Workers will work with clients with NRPF status to access the Domestic Violence Concession from the government where possible. Where a client is not eligible for this, they would still be eligible for all the options outlined within the strategy, with the exception of local refuge accommodation (if refuge is required, a placement would be sought elsewhere).

## 5. Delivery

This strategy will be overseen by the Domestic Abuse Partnership Board and Operations Group, in conjunction with the Tier 2 Local Authorities as part of the “Sub-Regional Housing Meeting”. Once published a working action plan will be developed to ensure all elements are working in conjunction with each other and the needs of all victims are being met appropriately, and there will be mechanisms in place to ensure effective oversight.

## Innovate and Cultivate Fund – Endorsement of Recommendations

- To: Communities, Social Mobility and Inclusion Committee
- Meeting Date: 2 September 2021
- From: Service Director: Communities and Partnerships, Adrian Chapman
- Electoral division(s): All, with particular relevance to the following:
- Hardwick
  - Sutton
- Key decision: No
- Outcome: Projects approved for funding will be able to progress to delivery.
- Recommendation: The Communities, Social Mobility and Inclusion Committee is asked to:
- a) Agree to fund the following six applications through the Cultivate funding stream:
    - i) Abbeyfield Vietnamese Society
    - ii) Concrete Rose Collective CIC
    - iii) Grantchester Parish Council
    - iv) Mepal Makers
    - v) Safe Soulmates
    - vi) Thera East Anglia
  - b) Agree for Group Spokes to carry out a review of the Innovate and Cultivate Fund programme and the need for potential additional investment, reporting back to the Committee at its meeting in December 2021 before submitting a report to the Strategy and Resources Committee.

### Officer contact:

Name: Elaine Matthews / Lianne Parrett  
Post: Think Communities Manager / Fund Officer  
Email: [Elaine.Matthews@cambridgeshire.gov.uk](mailto:Elaine.Matthews@cambridgeshire.gov.uk) / [Lianne.Parrett@cambridgeshire.gov.uk](mailto:Lianne.Parrett@cambridgeshire.gov.uk)  
Tel: 01223 706385/ 01223 507168

### Member contacts:

Names: Councillors Tom Sanderson and Hilary Cox Condron  
Post: Chair/Vice-Chair  
Email: [Tom.Sanderson@cambridgeshire.gov.uk](mailto:Tom.Sanderson@cambridgeshire.gov.uk)  
[Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)

Tel: 01223 706398

## 1. Background

- 1.1 The Innovation Fund was initially launched in November 2016. A review and refresh of the fund was carried out the following year resulting in the current Innovate and Cultivate Fund as agreed by Communities and Partnership Committee on 24 August 2017.
- 1.2 A Recommendation Panel considers all applications to the fund and in accordance with the Communities, Social Mobility and Inclusion Committee decision of 8 July 2021, is made up of seven elected members (or their nominated substitute) from the Communities, Social Mobility and Inclusion Committee and seven or more officers or non-members. These are represented by Senior County Council Service Leads, a finance officer, a senior officer involved in managing the fund and a representative of Cambridgeshire Community Foundation. The seven elected members are politically proportionate.
- 1.3 The fund is open to voluntary, community and social enterprise sector organisations based in and outside of Cambridgeshire and public sector bodies in Cambridgeshire to deliver projects and ideas that help address the needs of local residents.
- 1.4 There are two funding streams:
  - **Cultivate:** grants of £2,000-£15,000 aimed at encouraging local networks where people help themselves and each other. This is a single stage application process, where Communities, Social Mobility and Inclusion Committee consider the final recommendations of the panel before confirming award.
  - **Innovate:** grants of £15,001 - £50,000 for projects that demonstrate an innovative approach. This is a two-stage application process where second stage applicants present a more detailed project plan and quarterly activity and budget plans to the panel, after which the Communities, Social Mobility and Inclusion Committee consider the panel recommendations before confirming award.
- 1.5 All applicants to the fund are required to demonstrate a number of stated criteria including the following key criteria:
  - Project outcomes align with key funding priorities for Children & Families services, Adult Social Care, or other council priorities
  - Projects show they will reduce pressure on council services and/or offer direct savings for the council
  - Projects must be either new or build on an existing project in a new location or with new beneficiaries.

## 2. Main Issues

- 2.1 On 28 July 2021 the Recommendation Panel considered 12 applications to the Cultivate funding stream.
- 2.2 The outcome of the panel is that six Cultivate applications meet the criteria of the fund, have been recommended for funding and are reported to this Committee for final decision, namely:

Abbeyfield Vietnamese Society  
Concrete Rose Collective CIC  
Grantchester Parish Council  
Mepal Makers  
Safe Soulmates  
Thera East Anglia

- 2.3 A summary of each of the recommended applications is in Appendix 1. Full feedback will be given to those not successful in this round along with any advice or guidance not already given as part of the pre-application support sessions on alternative funding which might be of interest.
- 2.4 The amount of funding available through the Innovate and Cultivate Fund is £2.3 million. To date, the total amount of grant funding committed to applicants is up to £1,788,983 for 76 projects. If the six Cultivate applications recommended to the Committee within this report are approved, the total grant funding committed would be up to £1,838,231 for 82 projects. Administration costs are expected to total £199,995 which would bring final committed spend to up to £2,038,226.
- 2.5 The July recommendation panel was the first since the May elections, and a number of new councillors were involved for the first time. Subsequent discussions have suggested that it would be timely to carry out a review of the Fund, its application process, the ways we ensure applications are aligned to our priorities, and the decision-making process itself. The committee is asked to agree this review, and to request that Groups' Spokes work with key officers between now and the December committee meeting to carry out that review, at which point findings and recommendations will be brought back to the committee and further shared, if agreed, with the Strategy and Resources Committee.

### 3. Alignment with corporate priorities

- 3.1 Communities at the heart of everything we do  
The Fund affords opportunities for individuals and communities to develop their skills and resilience to undertake initiatives that improve and enable independence, health and well-being.
- 3.2 A good quality of life for everyone  
The focus of the Fund is supporting people to live healthy and independent lives. It focuses upon the most vulnerable groups and enables a locally delivered approach which improves the outcomes for our citizens and communities, as well as to prevent and delay demand for statutory intervention
- 3.3 Helping our children learn, develop and live life to the full  
A key focus of the Fund is to enhance delivery against this priority e.g., where the support of the voluntary and community sector could make a real difference to the lives of children and families, providing opportunities for the whole population to succeed and to enable improved outcomes.
- 3.4 Cambridgeshire: a well-connected, safe, clean, green environment  
There are no significant implications for this priority.

- 3.5 Protecting and caring for those who need us  
The fund focuses upon the most vulnerable groups and enables a locally delivered approach which improves the outcomes for our citizens and communities, as well as to prevent and delay demand for statutory intervention

## 4. Significant Implications

### 4.1 Resource Implications

The report above sets out the implications for this priority in section 2 and Appendix 1.

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

Although grants are exempt from procurement regulations, procurement advice has been taken on the grant application process and member involvement in recommending bids for award and final decision of award.

### 4.3 Statutory, Legal and Risk Implications

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

### 4.4 Equality and Diversity Implications

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

### 4.5 Engagement and Communications Implications

The plans for engagement and communication of this Fund are as agreed at 8<sup>th</sup> November 2018 Communities and Partnership Committee.

### 4.6 Localism and Local Member Involvement

Community empowerment sits at the heart of the Innovate & Cultivate Fund which enhances the opportunity for local community organisations to bid for projects which harness the energy of their community.

Members play a key role in considering each application on its own merits and against the fund criteria. The Communities, Social Mobility and Inclusion Committee receive recommendations for funding from the Recommendation Panel.

### 4.7 Public Health Implications

The Innovate and Cultivate Fund affords opportunities for individuals and communities to develop their skills and resilience to undertake initiatives that improve health and well-being. The approved projects also support interventions to support those most vulnerable to prevent their health and wellbeing needs escalating and service needs increasing.

- 4.8 Environment and Climate Change Implications on Priority Areas:
- 4.8.1 Implication 1: Energy efficient, low carbon buildings.  
Neutral Status:  
Explanation:
- 4.8.2 Implication 2: Low carbon transport.  
Neutral Status:  
Explanation:
- 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.  
Neutral Status:  
Explanation:
- 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.  
Neutral Status:  
Explanation:
- 4.8.5 Implication 5: Water use, availability and management:  
Neutral Status:  
Explanation:
- 4.8.6 Implication 6: Air Pollution.  
Neutral Status:  
Explanation:
- 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.  
Neutral Status:  
Explanation:

Communities and Partnership Committee on 17 January 2019 agreed that officer clearance for future reports of this type would not be necessary, given that the content is repeated except for the information on the actual applications being recommended for funding.

## 5. Source documents guidance

### 5.1 Source documents

Application Form:

<https://ukcf.secure.force.com/forms/ICF>

Guidance:

<https://www.cambscf.org.uk/icf.html>

## Innovate and Cultivate Fund Appendix

Cultivate Fund applications recommended by the Recommendation Panel to the Communities, Social Mobility and Inclusion Committee for final decision.

<b>Applicant and Project Name</b>	<b>Project Description</b>	<b>Amount of funding requested</b>
Abbeyfield Cambs Vietnamese Society Ltd	<p>To increase the use of the An Lac House (a 10-bed sheltered setting) community space to the wider Vietnamese community in Cambridge and beyond.</p> <p>The project aims to provide support to Vietnamese elders to prevent crisis, promote the use of technology, support healthy living, participation, and emotional and mental well-being. This will be achieved through weekly drop-in sessions offering a lunch club, exercise sessions, advice on technology enabled care (TEC) and healthy living, as well as recruiting volunteers to offer good neighbour help and enabling virtual participation so more remote beneficiaries can access support and activities. They will also arrange transport to the on-site sessions.</p> <p>This project has the potential to help prevent, reduce, or delay individuals from needing care and support with the specific focus on avoidance to the CCC Older People's Team.</p>	£12,884.00
Concrete Rose Collective CIC	<p>To recruit, train and support host families/individuals to offer supported lodgings to 10 young people aged 16-21 who are leaving home or care or young offenders institutions and are vulnerable.</p> <p>Concrete Rose will assess and vet each host (including references, enhanced DBS checks, home visits and interviews) and provide intensive wrap-around support to both the host family and young people:</p> <p>Hosts will be supported by: a) Extensive training and induction including external training in trauma-informed care (KCA training: <a href="https://www.kca.training/">https://www.kca.training/</a>), character development (PTA associates) and safeguarding (NSPCC), and internal training in mediation and de-escalation techniques, establishing boundaries and an introduction to our policies and procedures; b) On-call, support, 24/7, from the Concrete Rose core team; c) A weekly financial remittance (£50-£80); d) Access to a network of other host families e) 6-weekly clinical supervision.</p>	£14,980.00

	<p>Young people will be supported by: a) Weekly, one-to-one, professional youth work support focussing on identifying and building upon existing interest and skills, accessing education and employment and strengthening relational networks; b) Long term advice and guidance from an adult mentor c) Budgeting and money management guidance including, where appropriate, help to apply for their benefit entitlement(s); d) Therapeutic input from a trauma-informed youth specialist.</p> <p>The initial focus will be Cambridge City although the project intends to become county wide after the first year.</p>	
Grantchester Parish Council	<p>To introduce a mobile warden scheme to Grantchester. The village will join the existing mobile warden scheme operated by Harston &amp; District Village Warden Scheme which currently covers 5 villages in South Cambridgeshire. This pilot scheme aims to test out demand for a mobile warden in the village.</p> <p>Mobile Warden Scheme activities are mainly focussed on the older residents of a community (aged 65+), offering a key point of contact for older residents, a person who they get to know and trust and are able to turn to for additional support when required.</p> <p>Mobile Warden Schemes have a prevention and early intervention impact, helping to achieve positive health and wellbeing outcomes related to:</p> <ul style="list-style-type: none"> <li>• Reducing loneliness and isolation.</li> <li>• Helping to reduce deterioration of health and wellbeing through early intervention.</li> <li>• Providing a link to support from other voluntary and community services or from council teams such as Technology Enabled Care.</li> </ul> <p>Mobile Warden Schemes have the potential to prevent, reduce or delay the need for a range of council-funded care and support services such as the need for domiciliary (home) care, support the reduction of reablement packages for individuals (following a stay in hospital or an illness) and provide additional support for carers (thus reducing the risk of carer breakdown).</p> <p>Mobile Warden Schemes are one of the Cultivate Ideas project models identified by the council as successful schemes that can help people to remain independent and active within their community, encourage volunteering and complement more costly council services.</p>	<p>£6,008.00</p> <p><b>Panel recommends a reduced grant offer of £2628</b></p>

	The Recommendation Panel recommends a reduced grant offer in line with the Cultivate Ideas requirement to provide match funds; to encourage greater sustainability of the scheme; and to correct a project costings error.	
Mepal Makers	<p>To create a Community Workshop/Men's Shed in Mepal for making, repairing, recycling and upcycling as a means to increasing the mental health welfare of older men, increasing resilience, and fostering inter-generational community links.</p> <p>The project aims to work with 50 older isolated men. For men who may not feel comfortable participating in community activities, Men's sheds provide a place with purpose. Men's sheds are shown to:</p> <ul style="list-style-type: none"> <li>• Increase independence and offer a sense of purpose for men who are lonely or isolated.</li> <li>• Improve health and wellbeing</li> <li>• Increase community involvement and social networks promote residents' health and well-being</li> <li>• Reduce feelings of isolation and loneliness</li> <li>• Offer informal learning opportunities</li> <li>• Prevent carer breakdown by providing a network of support and companionship</li> <li>• Improve cognition and dexterity</li> <li>• Strengthen connections between younger and older members of the community</li> </ul> <p>Men's sheds are one of the approved Cultivate Project Ideas linked to the Adult Social Care priority of connecting to the local community and staying well.</p>	£2,000.00
Safe Soulmates	<p>To employ a part-time online event coordinator to organise virtual social events for adults with additional needs who wish to find friends and relationships and feel less lonely and isolated.</p> <p>The general consensus from young adults across Cambridgeshire who have a Learning Disability and/or Autism is that they want to meet new people, explore the world of relationships and get married. There is an identified need for a friendship and dating platform such as Safe Soulmates to facilitate safe relationships free from abuse and without any prejudice or judgement.</p> <p>An Online Events Co-ordinator will also enable Safe Soulmates to expand its virtual social events into Huntingdonshire and Fenland and amongst ethnic minority groups. Their work will complement its face-to-face services.</p>	£12,500.00

	<p>Accessing the service offer from Safe Soulmates may produce a range of benefits (such as an increase in confidence, improved self-esteem, independent living skills and greater social inclusion) that could impact on the amount of care and support that those members may need funded by the council in future.</p> <p>This project falls within the key theme areas of the Cambridgeshire and Peterborough Learning Disability and Autism Commissioning vision and will provide valuable evidence and data to inform the county council's long-term commissioning intentions with health partners.</p>	
Thera East Anglia of Thera Trust	<p>To enable 48 people with a learning disability to access online and app-based health, social and lifestyle support: increasing independence; growing social networks and reducing reliance on crisis intervention services.</p> <p>The project will support beneficiaries to make use of technology to increase their independence and wellbeing, via the approach outlined below:</p> <ol style="list-style-type: none"> <li>1. Training 20 team leaders and support staff to be 'Digital Champions' using the Cambridge Online Training package and create a bespoke training focusing on using technology to support people with a learning disability, so staff can develop specialist knowledge about technology in their field. Using the skills they have developed through this training, each staff member will support 2-3 adults with a learning disability to get online and be able to: <ol style="list-style-type: none"> <li>a) Use online meeting programmes to contact staff, family, social care teams or to attend medical appointments - and to support them with communication challenges or additional context.</li> <li>b) Complete day to day activities online such as banking or shopping and use disability-accessible apps to help them have increased independence.</li> <li>c) Identify online groups and activities that interest them and attend them with support.</li> <li>d) Understand how to stay safe online and share any safety concerns that they might have.</li> <li>e) Set up 3 clients with no digital access with the IT equipment and internet access they need to benefit from this project.</li> </ol> </li> </ol> <p>The project will also train 5 staff as 'Digital Champion Trainers' so Digital Inclusion is built into the internal induction programme and ongoing professional development opportunities. Three project beneficiaries will become</p>	£4,256.00

	<p>volunteer 'Peer Digital Champions' alongside staff, using their lived experience to support others with a learning disability.</p> <p>Digital Inclusion Projects are one of the approved Cultivate Project Ideas linked to the Adult Social Care priority of connecting to the local community and staying well.</p>	
<b>Total grant offer:</b>	<b>£49,248</b> (considering the reduced offer to Grantchester Parish Council)	

## Business Planning Proposals for 2022-27 – opening update and overview

- To: Communities, Social Mobility, and Inclusion Committee
- Meeting Date: 2 September 2021
- From: Wendi Ogle-Welbourn, Executive Director for People and Communities  
Tom Kelly, Chief Finance Officer
- Electoral division(s): ALL
- Key decision: No
- Outcome: The Committee is asked to consider:
- The current business and budgetary planning position and estimates for 2022-27;
  - The principal risks, contingencies and implications facing the Committee and the Council's resources; and
  - The process and next steps for the council in agreeing a business plan and budget for future years.
- Recommendation: The Committee being asked to:
- a) Note the overview and context provided for the 2022-23 to 2026-27 Business Plan; and
  - b) Comment on the list of proposals (set out in section 5.3 of the report) and endorse their development.

### Officer contact:

Name: Wendi Ogle-Welbourn  
Post: Executive Director  
Email: [Wendi.Ogle-Welbourn@cambridgeshire.gov.uk](mailto:Wendi.Ogle-Welbourn@cambridgeshire.gov.uk)  
Tel: 01223 728192

### Member contacts:

Names: Cllr Tom Sanderson and Cllr Hilary Cox Condron  
Post: Chair/Vice-Chair  
Email: [Tom.sanderson@cambridgeshire.gov.uk](mailto:Tom.sanderson@cambridgeshire.gov.uk) /  
[Hilary.CoxCondron@cambridgeshire.gov.uk](mailto:Hilary.CoxCondron@cambridgeshire.gov.uk)  
Tel: 01223 706398

# 1. Background

- 1.1 The Council's Business Plan sets out how we will spend our resources to achieve our vision and priorities for Cambridgeshire, and the key outcomes we want for the county and its people. The Business Plan contains a five-year financial plan including estimates of investments, pressures and savings over the whole period. The business plan now under development is for 2022-27. It is a statutory requirement for local authorities to set a balanced budget ahead of each new financial year.
- 1.2 On 9 February 2021, Full Council agreed the Business Plan for 2021-2026. This included a balanced budget for the 2021/22 financial year with the use of some one-off funding but contained significant budget gaps for subsequent years as a result of expenditure exceeding funding estimates. These budget gaps (expressed as negative figures) were:

2021-22	2022-23	2023-24	2024-25	2025-26
balance	-£22.2m	-£14.7m	-£15.1m	-£12.0m

- 1.3 Since the 2021-26 business plan was produced, the Council has had a change of political leadership. Following Council elections in May 2021, a Joint Administration of the Liberal Democrat, Labour, and Independent groups was formed, with a Joint Agreement explaining the policy ambitions of the new administration. The Joint Agreement prioritises COVID-19 recovery for all of Cambridgeshire and puts healthy living and bringing forward targets to tackle the climate emergency, central to its agenda. It also signals a commitment to form strong and positive partnerships as members of the Combined Authority and the Greater Cambridge Partnership in the areas of public health, support for business, climate change, public transport, and building affordable, sustainable homes. This first business plan will begin to put into effect this new set of policies.
- 1.4 The impacts of COVID-19 on the Council have been unprecedented and the pandemic remains a key factor and uncertainty in planning our strategy and resource deployment over the coming years. The Council has taken a central role in coordinating the response of public services to try and manage the complex public health situation, impact on vulnerable people, education of our children and young people and economic consequences. Looking ahead we know that challenges remain as the vaccination programme progresses and winter illnesses re-emerge. We are already seeing the impacts of the pandemic on our vulnerable groups as well as those who have become vulnerable as a result of health or economic impact of the pandemic. Longer term there will be significant increases and changes in the pattern of demand for our services alongside the economic aftereffects. The Council is committed to ensuring that communities across Cambridgeshire emerge from the pandemic with resilience and confidence for the opportunities and challenges that face us.
- 1.5 During 2020-21, the Council received significant additional funding and compensation from government and the NHS in order to effectively respond to the pandemic. Whilst the financial settlement for the response to date has been sufficient, predicting the on-going implications and financial consequences of COVID-19 remains challenging, particularly in terms of the impact on demand for council services. The 2021-26 budget includes estimates for these pressures in 2021/22 and experience of 2021/22 so far suggests these estimates were reasonable as the Council is not forecasting a significant variance against

its budget in the current year. These will remain under review as new data is available. Significant pressures are expected in future years beyond 2021/22 and details of how each service's specific demand pressure estimates for 2022-27 have been made are within section 4. It is especially important this year that we keep these estimates under review as circumstances are so changeable over the course of this year.

- 1.6 All service committees will consider their relevant revenue business planning proposals in December, at which point they will be asked to endorse proposals to January Strategy and Resources Committee as part of the consideration for the overall Business Plan. These proposals are currently being developed and will each have a robust implementation plan in place and allow as much mitigation as possible against the impact of current financial challenges. Where proposals reflect joint initiatives between different directorate areas and joined up thinking these will go before multiple Committees to ensure appropriate oversight from all perspectives.
- 1.7 Within the current context, the scope for traditional efficiencies has diminished, therefore the development of the Business Plan is focused on a range of more fundamental changes to the way we work. Some of the key themes driving the current thinking are:

Economic recovery – Although we know that the UK economy is now rebounding from the impact of the pandemic, and overall Cambridgeshire is well placed to support growth and economic resilience, we also know that there have been severe financial consequences for some sectors and individuals. There have been impacts on employment and household income levels for many across Cambridgeshire. The stress and anxiety caused by worrying about money, or not having enough money to maintain the right housing or buy basic necessities or afford basic utilities, is an important factor that affects demand for many of our services. Economic recovery is therefore at the heart of improving outcomes for people and managing demand for Council services.

Prevention and Early Intervention – We need to support people to remain as healthy and as independent as possible as well as reduce the health inequalities that have been exposed and exacerbated by the pandemic. This is all the more important in anticipation of latent demand generated by or delayed by the impacts of the pandemic. It is about working with people and communities to help them help themselves or the person they care for or their community e.g. access to advice and information about local support, asset building in communities and access to assistive technology. We saw communities rise to the challenges of the pandemic and support networks appearing to gather around those who needed it. We must continue to build on this and look at how we further support these networks and groups to continue, and where public services are needed, it is about ensuring support is made available early so that people's needs do not escalate.

Decentralisation – In support of the need to manage demand and enable people to remain living in their own homes in their local communities and delay the need for more specialist services, investment in our Think Communities approach is paramount. Harnessing the capacity within our local district and parish councils, the voluntary, community and faith sectors, volunteers and local place-based health, County Council and blue light services will enable us to build place-based support services wrapped around our vulnerable people and communities; which will reduce or delay the need for

more specialist expensive services and build resilient and sustainable communities where people feel proud to live.

Environment - Putting climate change and biodiversity at the heart of the council's work. As a council, we will aim to move forward the net zero target for Cambridgeshire County Council towards 2030, developing clear actions for delivery of our Climate Change and Environment Strategy and enabling service and investment decisions to be made in this context.

Social Value - With a strong focus on outcomes and impact for our communities, we will be working with our public, private, voluntary and community partners to achieve our joint ambitions. We will seek to invest using social value criterion and reflect outcomes, including health, living wage and employment, and local, circular economies within our procurement, spending and organisational activities.

- 1.8 Besides the pandemic, the other major risks and uncertainties in setting budgets for 2022-27 include the potential for national policy changes, such as reform of social care funding, the lack of a multi-year funding settlement from government, the availability and sustainability of supply chains and resources, and changing patterns of demand for our services that has been a longer-term trend. The Council must make its best estimate for the effect of known pressures when setting its budget and retain reserves to mitigate against unquantifiable risks.
- 1.9 Coinciding with the election of the new administration, during July and August the Council participated in a corporate peer challenge, facilitated by the Local Government Association, whereby experienced officer and member peers from elsewhere in the sector considered the Council's current position in order to recommend improvements. The peer challenge had a focus on the Council's financial planning and resilience and the emerging indications are that the peer challenge will support the planned approach to business planning which includes addressing:
- Devise a strategic approach to business planning for Cambridgeshire as a place;
  - Ensure budget planning addresses the medium- term budget gap and incorporates contingency planning;
  - Ensure that budget plans contain a multi-year strategy for Council tax ;
  - Review This Land (property company);
  - The capital strategy needs a stronger focus with a more robust prioritisation process for scheme approval, scheme delivery confidence and financing plans; and
  - Develop the plan to address the annual overspend and cumulative deficit within the high needs block of the dedicated schools grant.

## 2. Building the Revenue Budget

- 2.1 As we have a five-year budget, the first four years of the new business plan already have a budget allocation. We revise the estimates for pressures first to confirm the budget needed to deliver the same level of service and add in any new pressures or investment proposals. These budget changes are presented first to service committees, and overall there will be a gap between our budget requirement and the funding available.

- 2.2 We then work to close the budget gap through savings and efficiency initiatives, identification of additional income and revision of pressure estimates, presenting these further changes to committees later in the year. Ultimately, a balanced budget needs to be set by 1 March.
- 2.3 The Council needs to draw on a range of approaches in order to arrive at a balanced budget, produce an overall sustainable financial strategy and meet the Joint Administration's policy objectives. This will include considering benchmarking and external information in order to identify opportunities for Cambridgeshire and using a zero-based or outcomes focused outlook where appropriate in order that resources can be aligned to priorities.
- 2.4 The Council remains subject to significant financial constraints and uncertainties heightened by the pressures arising from the pandemic. We cannot rely on an uplift in core funding from government or a continuation of pandemic related support and therefore difficult choices will continue prioritising efficiencies, productivity improvements, investment in prevention and generation of income ahead of reducing service levels or short-term financing solutions.

The following sections detail specific changes to budget estimates made so far.

- 2.5 In June 2021, Strategy & Resources Committee agreed some changes to 2021/22 budgets, including holding £1.7m to offset the budget gap in 2022/23.
- 2.6 Inflation - Inflation can be broadly split into pay, which accounts for inflationary costs applied to employee salary budgets, and non-pay, which covers a range of budgets such as energy, transport, insurance and waste, with regard to relevant national inflation indices. This covers all of the material effects of inflation on Council expenditure.
- 2.7 Total Net inflation, including staffing and non-staffing, are as follows:

<b>Service Block</b>	<b>2022-23 £'000</b>	<b>2023-24 £'000</b>	<b>2024-25 £'000</b>	<b>2025-26 £'000</b>	<b>2026-27 £'000</b>
People & Communities (P&C)	5,011	4,651	5,383	5,439	5,497
Place & Economy (P&E)	1,765	1,818	1,884	1,926	1,994
Corporate & Managed Services	922	725	748	780	822

- 2.8 The inflationary pressures in the above table and all figures set out in the subsequent sections of this report are provided on an incremental basis. Positive figures indicate an increase on the budget required in the previous year or a reduction in income. Negative figures indicate a reduction on the budget required in the previous year or an increase in income. The figures show the impacts of each proposal on the budget gaps for the relevant financial years.
- 2.9 Demand - It is recognised that service costs are driven by the number of service users, levels of need, as well as cost and method of delivery of the support. Where appropriate

this will be outlined in greater detail below. This table summarises the demand funding estimates for 2022-27:

Service	2022-23	2023-24	2024-25	2025-26	2026-27
People & Communities (P&C) - Adults	10,109	11,567	11,427	11,137	11,137
P&C – Children’s	3,144	2,781	3,138	3,545	4,005
P&C – Communities	57	61	66	71	76
Place & Economy (P&E) – Waste	266	308	272	245	238

For 2022-23, this is £1.2m more than was in the 2021-26 business plan.

These demand projections include:

- The number of older people receiving council funded services increasing by 5%;
- The average cost of a care package for a person with learning disabilities increasing by 2.5% more than inflation due to rising needs, and that 41 new service-users will receive care as they transition from children’s services;
- The number of children requiring council-funded transport to special schools will increase by 7.8% in line with the unprecedented rise in the number of Education Health and Care Plans;
- The cost of children in care placements which, although numbers remain reasonably static, continues to increase due to the increased complexity of need and a shortage of available places as care numbers rise nationally; and
- The county’s rising population will result in a 2% increase in waste sent to landfill

2.10 Other Pressures - The Council is facing several cost pressures that cannot be absorbed within the base funding of services. Some of the pressures relate to costs that are associated with responses to the pandemic, the introduction of new legislation and others as a direct result of changes to contractual commitments. New pressures are set out below, and those relevant to each committee are detailed in section 4 below.

2.11 Some changes to funding estimates have been made where appropriate given the latest information available.

2.12 Overall, these revisions to budget estimates have resulted in a current budget gap for 2022-23 of £23.4m, a £2.9m increase in the gap since the 2021-26 business plan. The changes that have been applied to reach that revised gap are:

£000	2022-23	2023-24
<b>Gap per February 2021 Full Council</b>	<b>22,175</b>	<b>14,700</b>
Pressures funded at Strategy & Resources Committee in July	956	
Downward budget adjustments at S&R in July	-2,651	
<b>Revised gap after S&amp;R rebaselining</b>	<b>20,480</b>	<b>14,700</b>
<b>Demand and Inflation</b>		
Adults demand refresh	1,581	3,108
CYP demand refresh	222	-877

CSMI demand refresh	-3	-3
Waste disposal COVID demand funding not required	-638	
Inflation refresh	-852	
Adults care uplifts strategy refresh	182	1,445
<b>Pressures</b>		
Occupational Therapy – Children's (delivered with NHS partners)	490	
Property Team - Resourcing	209	
Information Management– Children's Social Work Police Requests	54	
Guided Busway defects (pending litigation)	1,300	-650
SEND teams capacity requirement (current demand)	565	
Waste and odour permit conditions	2,684	-1,600
Expansion of Emergency Response Service (Adults)	185	
Additional capacity in Learning Disability Young Adults Team	150	
Children's Disability	400	
<b>Funding</b>		
Capital receipts flexibility to continue until 2024-25	-1,982	
Uplift in Better Care Fund to meet Adults pressures	-750	
P&E Income – faster return to pre-COVID levels	-866	
<b>Revised gap after updates at September Committee</b>	<b>23,411</b>	<b>16,123</b>
<b>Change</b>	<b>2,931</b>	<b>1,423</b>

Scrutiny and review of all of the above items will be repeated prior to submission to the December committee cycle in order to ensure estimates remain current and necessary.

- 2.13 It is important to bear in mind that the 2021-26 business plan included some savings for future years. These are already budgeted in and therefore form part of the budget gap calculation. The feasibility of these savings is being reviewed, and any changes will affect the budget gap. The level of savings already in the business plan are:

Ref.	Saving	2022-23	2023-24	2024-25	2025-26
A/R.6.176	Adults Positive Challenge Programme	-100	-100		
A/R.6.177	Cambridgeshire Lifeline Project	-10	-122	-50	
A/R.6.179	Mental Health Commissioning	-24			
A/R.6.180	Review of commissioning approaches for accommodation based care	-350	-375		
A/R.6.185	Additional block beds - inflation saving	-583	-456	-470	-484
A/R.6.188	Micro-enterprises Support	-133			
A/R.6.189	Learning Disability Partnership Pooled Budget Rebaselining	-2,574			
A/R.6.267	Children's Disability: Reduce overprescribing	-100	-100		

### 3. Budget Setting Considerations

- 3.1 To balance the budget in light of these pressures set out in the previous section and uncertain Government funding, savings, additional income or other sources amounting to at

**least** £23.4m are required for 2022-23, and a total of around £75m across the full five years of the Business Plan.

3.2 The actions currently being undertaken to close the gap include:

- Reviewing all existing business plan proposals, and in particular pressures and investments to ensure these are accurate, up-to-date and appropriately mitigated.
- Reviewing all income generation opportunities and deployment of grant funding.
- Identifying any areas across the organisation we could potentially look to find additional efficiencies or productivity whilst ensuring outcomes are maintained.
- Costing areas which we wish to invest in- for example areas identified as part of the Joint Agreement action plan, prioritising those that will improve outcomes and prevent escalating demands or costs facing Council budgets.

Chairs and Vice-Chairs are leading engagement with Services to identify initiatives to be recognised in the business plan and receiving detailed budget briefing. This will enable identification of areas of the budget subject to the most risk and sensitivity and where there is opportunity for collaboration and new approaches to lead to improved or more cost-effective outcomes.

3.3 Additionally, the Council has worked closely with local MPs in campaigning for a fairer funding deal for Cambridgeshire and this will be renewed following a motion passed at the July meeting of Full Council. We argued that given how much the Cambridgeshire economy was supporting the Treasury that a new approach to business rates that enabled councils to retain a greater element of the local tax take would help to underwrite the costs of supporting that growth. The implementation of both the multi-year CSR and the localization of business rates have been deferred on several occasions. With the pandemic and the uncertainty over the national position we cannot expect this position to change in the short term. However, it is important to recognise that the Government have used one off interventions of additional finance in Adult Social Care and Highways to negate some of the growing pressure on Councils.

3.4 There are also a small number of financing options that may be available to the Council to contribute towards closing the gap for 2022-2023:

- Additional central Government funding *may* be forthcoming in response to the pandemic and previously announced funding (such as Roads Fund and support for Social Care) rolled forwards. The peer challenge has rightly cautioned the Council about assuming any such funding will be realised.
- Funds could be re-allocated on a one-off basis from reserves. Whilst this would contribute to reducing the pressure for the 2022-2023 financial year, the pressure would be delayed until the next financial year as the option to use this funding could not be used again. The Chief Finance Officer's professional view is that the General Fund balance should not be reduced from its current level in view of the risks the Council is currently facing. Members are also reminded that the Council is currently carrying a deficit of £26m in the high needs block of DSG, as it stands the ringfence for this item

will lapse in 2023, meaning that the Council may need to fund this locally from its own reserve. This primarily leaves the amounts currently earmarked as:

- Transformation Fund (currently £24m unallocated)
- Pandemic-related carry forward (currently £21m)
- Additionally, there are smaller service specific levels of reserve held in Public Health and Adult Social Care.

Any use of the reserves listed above is only a temporary solution which would reduce the Council's ability to respond to any future national or local challenges and compound the savings ask in future years. We know that there will be long-range impacts of the pandemic where deployment of grant funds received to date could be carefully planned. The Joint Administration will want to consider its approach to reserves as part of a refreshed budget strategy.

- There is an option to increase the planned levels of council tax (see paragraph 3.6).

3.5 There are a number of additional risks and assumptions with potential impacts on the numbers above. These will be monitored closely and updated as the Business Plan is developed to ensure that any financial impacts are accurately reflected in Council budgets:

- The National Joint Council pay scales have not been confirmed for 2022-23 onwards and it is possible that the agreed uplifts will be greater than those modelled.
- Movement in future year pressures. We are putting monitoring measures in place so we can put in place mitigations before trigger points are met. This is particularly relevant to demand led budgets such as children in care or adult social care provision.
- IT pressures – work is underway to quantify a potential impact on the IT & Digital Service, predominantly related to hardware and software costs and the costs of data facilitating remote working.

3.6 The level of savings required is based on a 2% increase in the Adult Social Care precept and a 0% increase in Council Tax. This potential to increase ASC precept has been carried forward from 2021-22. It is likely, therefore, that the Council will be presented with the option to increase general Council Tax by not less than a *further* 1.99% in 2022-23, on top of the 2% ASC precept carried forward. The value of a 1.99% increase in the Council Tax equates to additional revenue of £6.1m. With general inflation higher than in recent years, it is possible that the government may permit a higher general council tax increase, or announce an Adult Social Care precept potential for a further year. In those scenarios the Council tax potential would increase further.

## 4. Business Planning context for the Communities, Social Mobility, and Inclusion Committee

4.1 The Communities, Social Mobility, and Inclusion (CSMI) Committee was created by the Joint Administration in May 2021. It has largely taken responsibility for the services and functions that previously rested with the Communities and Partnership Committee, although it has also taken formal responsibility for the council's approach to addressing inequalities.

- 4.2 The work of the Committee is diverse and cross-cutting, and it has an important enabling role to support other committees, as well as many of our partners, to address the challenges of increasing demand. The Committee combines responsibility for specific services but also for leading the transformation of our approach to ensuring communities and residents are at the heart of our decision making, service design and delivery, and that they have the capacity, knowledge, resources, and support to thrive. Aligned to the Joint Agreement of the Council's Administration, the Committee has a fundamental role to play in delivering to many of the priorities set out in that agreement, most notably to decentralise council functions, improve social mobility, to eradicate poverty, and to ensure equality and inclusion are at the heart of our service and organisation.
- 4.3 Alongside these priorities, the committee has responsibility for delivering the following services:
- Think Communities
  - Youth in Communities
  - Coroners
  - Registration
  - Trading Standards
  - Adult Skills
  - Libraries and Archives
  - Community Safety and Domestic Abuse
- 4.4 Additionally, the Committee is overseeing some aspects of the Council's response to the ongoing COVID-19 pandemic, including the activity of the Countywide Coordination Hub, support for our most vulnerable residents, and work to improve vaccine take-up.
- 4.5 As with many Council services, the combined effect of increasing demand coupled with the impacts of the pandemic so far have led to emerging service pressures and forecast future increases in demand. The Coroner service is perhaps the most adversely affected by this, with an increasing backlog of cases caused by increased mortality and significant restrictions placed on the service during the pandemic. This is despite the service making a number of improvements to the way it is both structured and operated, without which the backlog would be far greater. Our registration service too has been severely affected by the pandemic, with a large volume of ceremonies being cancelled, and the service needing to rapidly change its approach to deal with both birth and death registrations. A change of approach has also been necessary for our adult skills service – known as Cambridgeshire Skills – which has developed a more diverse and digital offer to learners, and which will need to play a significant part in supporting people back into employment.
- 4.6 Underpinning much of the committee's work is the Think Communities model, which centres on identifying shared challenges and opportunities within communities and working with the full range of partners to agree the most appropriate solutions and interventions to be delivered by the most appropriate organisation. The Think Communities service is modelled on the district and city councils' footprints, and works closely with colleagues at parish, town, district, and city council levels. The model also aligns to the emerging Integrated Care System approach of place-based health and care service delivery and prevention, particularly the principles of identifying need at the earliest possible moment, identifying who is best placed to support that need, and then ensuring services, information and opportunities are available to our residents to support them.

4.7 The Committee now needs to work at pace to continue to improve the services for which it has responsibility, significantly improve outcomes for communities and residents that are the most excluded or least socially mobile, and directly support early preventative work to support the sustainability and affordability of vital statutory services, including social care. To support this, at its first meeting, the Committee agreed the following initial priorities for the current year:

- The rapid development of a Social Mobility strategy, but also the highly practical coordination and delivery of tangible actions to help those facing the biggest challenges to improve their outcomes.
- A full and positive review of our public library service to ensure it is fully aligned to the priorities set out in the Joint Administration Agreement, that the local offer matches the needs of the neighbourhood it serves, and that we are positively exploiting every opportunity to promote our libraries, including mobile and community-based libraries, as core hubs for public service.
- The development of tangible and practical proposals for decentralising county council services, and leading the delivery of those, if agreed, working closely and collaboratively with our district and city council partners in the first instance.
- Working closely with organisations that form our Place Leads Partnership (County/District/City councils, Councils for Voluntary Service, North and South Health Alliances, Public Health, and Police) to identify and address inequalities in communities.
- Deliver in real terms against our new youth service frameworks to ensure our young people are engaged and motivated and that we can best respond to their challenges and aspirations.

## 5. Overview of Communities, Social Mobility and Inclusion Committee's draft revenue programme

5.1 The list below includes 2022/23 business planning ideas that are currently being considered. It is important for the Committee to note that the proposal list and any figures referenced are draft at this stage and that work on the business cases is ongoing. Proposal documents for new ideas will be presented to Committee in December at which point business cases and the associated impact assessments will be final for the Committee to consider and endorse before they are considered by Strategy and Resources Committee in January 2022 and Full Council in February 2023.

5.2 There are a number of investments that are being considered to ensure sustained delivery of the programme described in section 4. The current Think Communities service team are funded via the Transformation Fund temporarily, with funding ending in June 2022. Consideration is being given to extending that funding to align to the term of the Administration given the pivotal enabling role this service has on the council's priorities overall. In addition, consideration is being given to including a small project fund to provide start-up or enabling support to local initiatives, an extension of the Innovate and Cultivate

Fund, and a further round of the Communities Capital Fund programme. It is anticipated that this investment too will continue to be time-limited as the impact of the Think Communities approach will, over time, reduce the need for additional investment of this kind as communities become more resilient.

5.3 There are also a number of potential savings that are being considered. Some of these will deliver a direct cashable saving, whilst others will enable other parts of the council (and often the wider public sector system) to achieve savings:

- Coroner service – further transformation of back-office arrangements and increasing the availability of court space coupled with a more efficient office base.
- Registration service – further transformation of back-office arrangements, a review of registration office locations, and the development of additional paid-for services.
- Libraries service – a full review of the libraries service to ensure we are fully exploiting its unique and trusted nature to support local capacity building, local direct service delivery, decentralisation of council functions, and support for vulnerable residents.
- Adult Skills service – expansion of the adult skills service in order to attract additional investment to achieve a clear and solid focus on supporting economic recovery, tackling poverty, and reducing inequalities.
- Domestic Abuse service – the new Domestic Abuse Act 2021 places an obligation on the Council to support victims through accommodation-based services, and we have received government funding to enable this to happen. The service’s response will be delivered in ways that have the most impact on victims and their children, so ensuring we are also supporting the potential subsequent increased demand for support from adults and children’s social care.

## 6. Next Steps

6.1 The high-level timeline for business planning is shown in the table below.

November / December	Business cases go to committees for consideration
January	Strategy and Resources Committee will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

## 7. Alignment with corporate priorities

The purpose of the Business Plan is to consider and deliver the Council’s vision and priorities and section 1 of this paper sets out how we aim to provide good public services and achieve better outcomes for communities, whilst also responding to the changing

challenges of the pandemic. As proposals are developed, they will consider the corporate priorities:

- 7.1 Communities at the heart of everything we do.
- 7.2 A good quality of life for everyone.
- 7.3 Helping our children learn, develop and live life to the full.
- 7.4 Cambridgeshire: a well-connected, safe, clean, green environment.
- 7.5 Protecting and caring for those who need us.

## 8. Significant Implications

### 8.1 Resource Implications

The proposals set out the response to the financial context described in section 4 and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget will be described in the financial tables of the business plan. The proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

### 8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for the proposals set out in this report.

### 8.3 Statutory, Legal and Risk Implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our citizens.

### 8.4 Equality and Diversity Implications

As the proposals are developed ready for December service committees, they will include, where required, Equality Impact Assessments that will describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

### 8.5 Engagement and Communications Implications

Our Business Planning proposals are informed by the CCC public consultation and will be discussed with a wide range of partners throughout the process. The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report would be provided to Strategy and Resources Committee.

### 8.6 Localism and Local Member Involvement

As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents, the voluntary sector and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

8.7 Public Health Implications

We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned.

8.8 Environment and Climate Change Implications on Priority Areas

The climate and environment implications will vary depending on the detail of each of the proposals which will be coming to committee later for individual approvals (currently scheduled for November / December committees). The implications will be completed accordingly at that stage.

Have the resource implications been cleared by Finance?

Yes

Name of Financial Officer: Martin Wade

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

Yes

Name of Officer: Henry Swan

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

Yes

Name of Legal Officer: Fiona McMillan

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

Yes

Name of Officer: Beatrice Brown

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Sarah Silk

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

Yes

Name of Officer: Julia Turner

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Jyoti Atri

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

Yes

Name of Officer: Emily Bolton

## Communities, Social Mobility and Inclusion Committee Agenda Plan

Published on 24 August 2021

### 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 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
02/09/21					
	Award of Contract for Voluntary and Community Sector Support and Development Services in Cambridgeshire	H Andrews	2021/056		
	Report of the Service Director for Communities and Partnerships	A Chapman			
	Proposals for Decentralising County Council Services	A Chapman			
	Cambridgeshire and Peterborough Coroner Service Annual Report	P Gell			
	Safe Accommodation Strategy	R Hill			
	Innovate and Cultivate Fund – Endorsement of Recommendations	E Matthews			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Business Planning	T Kelly			
<i>[11/11/21] Provisional Meeting</i>					
	Cambridgeshire and Peterborough Trading Standards Shared Service Annual Report	C Pawson	2021/047		
02/12/21	Report of the Service Director for Communities and Partnerships	A Chapman		22/11/21	24/11/21
	Local Council Development Plan Annual Report	E Matthews			
	Cambridgeshire Registration Service Annual Report	P Gell			
	Cambridgeshire Skills Six-Month Review	T Meadows			
	Libraries Service Review	G Porter			
	Innovate & Cultivate Fund – 2020-21 Evaluation, Outcomes of Review, and Endorsement of Recommendations	E Matthews			
	Business Planning	T Kelly			
	Finance and Monitoring Report (October)	M Wade			
<i>[03/02/22] Provisional Meeting</i>					
10/03/22	Report of the Service Director for Communities and Partnerships	A Chapman		28/02/22	02/03/22
	Anti-poverty / Social Mobility	A Chapman			
	Performance Report – Quarter 3 (Financial Year 2021-2022)	T Barden			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Finance and Monitoring Report (January)	M Wade			
<i>[14/04/22] Provisional Meeting</i>					

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