COMMUNITIES, SOCIAL MOBILITY AND INCLUSION

Cambridgeshire County Council

Thursday, 10 March 2022

14:00

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

New Shire Hall, Alconbury Weald, PE28 4YE [Venue Address]

AGENDA

Open to Public and Press by appointment only

CONSTITUTIONAL MATTERS

OTHER DECISIONS

Attending meetings and COVID-19

Meetings of the Council 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. Meetings are streamed to the Council's website: Council meetings Live Web Stream - Cambridgeshire County Council. If you wish to speak on an item, please contact the Committee Clerk to discuss as you may be able to contribute to the meeting remotely.

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

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

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Cambridgeshire County Council

Communities Social Mobility and Inclusion Committee Minutes

Date: Thursday 2nd December 2021

Time: 2:00pm – 4:45pm

Venue: New Shire Hall, Alconbury Weald

Present: Councillors Tom Sanderson (Chair), Hilary Cox Condron (Vice-Chair), Henry Batchelor, Adela Costello, Steve Criswell, Claire Daunton, Douglas Dew, Ian Gardener, Bryony Goodliffe, John Gowing, Simon King, Philippa Slatter, Mandy Smith, Firouz Thompson and Susan van de Ven

31.   Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Ken Billington (substituted by Councillor Mandy Smith), Councillor Jan French (substituted by Councillor Ian Gardener), Councillor Ros Hathorn (substituted by Councillor Susan van de Ven), Councillor Lucy Nethsingha (substituted by Councillor Claire Daunton), Councillor Keith Prentice (substituted by Councillor John Gowing), and Councillor Dan Schumann (substituted by Councillor Simon King).

There were no declarations of interest.

32.   Minutes – 11th November 2021 and Action Log

The minutes of the meeting held on 11th November 2021 were agreed as a correct record and signed by the Chair.

The Committee's Minutes Action Log was noted.

33.   Petitions and Public Questions

There were no petitions or public questions.

34. Cambridgeshire and Peterborough Trading Standards Annual Report

The Committee received an annual report on the Cambridgeshire and Peterborough Trading Standards service, which provided an update on the main challenges of the previous year, including the impacts of Covid-19, the Avian Influenza disease, and withdrawal from the European Union. The key work streams for the forthcoming year would include supporting the economy, providing business support, protecting consumers and developing the service.

Highlighting the success of the collaboration between Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) since it had commenced on 1st April 2017, the Head of Operations for Trading Standards noted that CCC had previously only had the capacity to provide the statutory minimum service, and the collaboration had increased the level of available resources and therefore led to better service provision. It was proposed to continue with the current agreement beyond its expiry date of 31st March 2022, with a draft service level agreement included as Appendix 2 to the report. It was confirmed that the Council would retain the ability to withdraw from the arrangement with one year's notice.

While discussing the report, Members:

− Paid tribute to the service provided by Trading Standards and supported the continuation of the current arrangements.

− Sought clarification on whether the service provided by PCC included both district-level responsibilities as well as County-level responsibilities, and whether PCC was therefore receiving additional financial support to the other districts within Cambridgeshire. Confirming that the service held the same responsibilities across the County, the Head of Operations acknowledged that there were some overlaps between the work carried out by Trading Standards and other district-level services, such as on food standards and environmental health. Information and intelligence were shared among those services and Members were assured that the Trading Standards worked extensively with district councils, with a district-level liaison group ensuring this connectivity.

− Queried whether the service worked with Community Safety Partnerships, particularly in relation to scams. The Head of Operations confirmed that Trading Standards worked closely with the community protection team at CCC, whose role included educating communities on scam protection, such as rogue trading. The service therefore equipped the community with knowledge and advice, while also benefitting from the sharing of information on scams and trends that had been identified at a local level.

− Established that there were around 24 people in the Trading Standards team, including administrative staff carrying out data collection and analysis.

It was resolved unanimously to:

a) Note and comment on the performance of the service over the previous period and the priorities for the service looking forwards;

b) Comment on and approve in principle the draft Service Level Agreement that sets out the arrangements for the continuation of Trading Standards services for Cambridgeshire County Council being delivered by Peterborough City Council; and

c) Authorise the Service Director for Communities and Partnerships, in consultation with the Chair of the Communities, Social Mobility and Inclusion Committee, to approve the final version of the Service Level Agreement.

35. 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 the service directorate, including its ongoing role in supporting the Covid-19 response. Attention was drawn to an update on the Council's progress on decentralisation and the development of proposals for the introduction of Joint Area Committees, set out in sections 2.1.5 to 2.1.9 of the report. The Service Director also highlighted an informal request from South Cambridgeshire District Council for short-term financial support for a temporary solution to allow the provision of various services to residents of Northstowe while the Civic Hub was still under construction, and he clarified that if agreed, a formal proposal would be presented to the Committee at a later date. Section 2.4 of the report outlined the Council's development of a new strategy and performance framework, which would include a revision of the Committee's previous Key Performance Indicators, for which performance updates were attached at Appendix 1 to the report.

While discussing the report, Members:

– Observed that the Council's progress on decentralisation coincided with an important moment in the development of Integrated Care Systems (ICSs), providing an opportunity to connect the services to people in a way that was not previously possible. The Service Director argued that decentralisation should be seen as a bridging of the gap between residents and those services that were previously considered difficult to access by some. He also noted the importance in the Council approaching ICS partners to develop the relationship and demonstrate how it could help connect their services to communities.

– Expressed concern about how the hundreds of parish and town councils across the County would be represented or involved with the proposed Joint Area Committees, suggesting that some parish councils would not have the resources or inclination to become involved, and arguing that it would be impractical to have

a representative from each one. It was emphasised that the proposals were still under development and a more detailed report would be presented to the Committee at its meeting in March 2022, which would follow discussions with parish councils and the Cambridgeshire & Peterborough Association of Local Councils (CAPALC).

– Suggested that the proposed Joint Area Committee meetings could be held virtually, in order to maximise public participation and involvement.

– Confirmed that the proposed Joint Area Committees would have financial resources at their disposal, with appropriate governance processes in place to manage how it was spent.

– Expressed concern that the proposed Joint Area Committees would add an additional layer of bureaucracy to local government in Cambridgeshire, and argued that local communities and parish councils could be engaged through alternative means. It was further argued that the Joint Area Committees could potentially side-line parish councils, rather than embrace and empower them.

– Queried how the Council identified groups, particularly those working with young people, that had not necessarily accessed safeguarding training, and how the Council promoted the delivery of such training across the County. The Service Director informed Members that the need for training that had been delivered in Fenland had been identified through the Love Wisbech programme, in which volunteers sought to engage with young people and the Council's safeguarding board team were able to provide the training at no cost. Observing that it was a good example of how a place-based approach could identify such gaps in provision, and given how important it was to the strength of any group that wanted to work with young people, he undertook to investigate whether a universal offer of such training could be developed. **Action required**

– Noted that the Youth and Community Connector had been working with South Cambridgeshire District Council to help support communities to access funding from the residual area partnership fund, and requested further information on the fund and how it worked. Noting that the Council held a delegated grant funding budget in the youth services, the Service Director informed Members that it was a localised funding arrangement designed to allow small groups like parish councils or voluntary organisations to come forward with ideas around local youth engagement activities. Noting that the team in South Cambridgeshire had been working with the district council's teams to help identify projects suitable for the locality, he agreed to provide Members with some details of the projects that had received funding. **Action required**

– Welcomed that the Domestic Abuse and Sexual Violence Partnership had delivered awareness sessions to all library staff across Cambridgeshire ahead of a safe space scheme being implemented.

– Expressed concern about the wording used in the third paragraph on page 51 of the agenda, arguing that the last sentence appeared to imply that it was the responsibility of women to approach certain situations differently. The Service

Director acknowledged the concern and apologised for the wording that had been used, while emphasising that almost all attacks on women were carried out by men and it was therefore changing the behaviour of men that should receive the most attention. It was also noted that interactive self-defence did not always provide sufficient protection for women.

– Requested further information on the unsuccessful Changing Futures bid. Noting that the application had been for funding from the government to expand the Making Every Adult Matter (MEAM) model, which was based on working with and supporting people with the most complex needs, the Service Director informed Members that it had been developed in collaboration with partners across the County, including all the district councils and a wide range of voluntary and community sector organisations. Despite the unsuccessful bid, all the participants had agreed to maintain the collaboration and effectively mainstream the approach themselves, albeit without the funding that would have been available.

– Requested an update on any additional measures that would be taken in response to the Omicron variant, which had emerged since the report had been published. Noting that the hub had received an increase in requests for information and advice since the variant had been identified, the Service Director informed Members that the Council was in the process of seeking approval to extend the Enhanced Response Area status that had been awarded one month earlier. An extension would run to Christmas and would allow the Council to provide additional advice and guidance to residents. The vaccine programme was also being significantly enhanced to ensure that everyone had access to a clinic and a vaccine.

– Clarified that a report from the Cambridge University Science and Policy Exchange related to the Food Poverty Alliance would be presented at the Committee meeting in March 2022.

– Noted that the Cambridgeshire Local Council Annual Conference would be held on 14th January 2022.

It was resolved unanimously to:

a) Note and comment on the key themes discussed in this report;

b) Agree to hold a workshop to identify and agree new key performance indicators, as referenced in section 2.4.13 of the report;

c) Agree that the Service Director should discuss with relevant colleagues the request to financially support temporary community facilities for the Northstowe community, as outlined in section 2.3.1 of the report.

36. Anti-Poverty and Social Mobility

The Committee received a report detailing the Council's progress on addressing social mobility and tackling poverty in order to deliver sustainably improved outcomes for residents. Ten specific actions had been agreed by the Committee in September 2021 and these were being taken forward in a holistic approach, with updates provided in section 2 of the report. Attention was drawn to the personalised support pilot roles and responsibilities, detailed in Appendix 1 of the report, which had been designed to embed more personalised support across the whole system.

The Committee was informed that the Food Poverty Alliance steering group had met for the first time on 25th November 2021, at which participants had been widely supportive of developing a countywide alliance, which would build on work that had already begun to have an impact in various parts of the County. It was emphasised that food alliances were about more than emergency food provision, and that they sought to tackle the root causes of food poverty at the same time. The Food Poverty Alliance therefore needed to be integrated across the whole support system in the County.

While discussing the report, Members:

‒ Highlighted the problems associated with digital poverty, particularly regarding access to GPs and online consultations. The Head of Think Communities assured Members that there was a significant amount of work being undertaken to tackle digital inequalities, and drew attention to the Digital Buddy model that was being developed with Age UK to provide assistance to vulnerable elderly adults recently discharged from hospital by assisting in accessing online shopping, communicating with friends and family online, and staying safe online. He highlighted that libraries provided free digital access points, while the Council had funded the Cambridgeshire Digital Partnership, which was a network set up to improve digital inclusion across the County. It was nonetheless acknowledged that it would be beneficial to coordinate individual projects into a cohesive plan, where equipment, connectivity and skills were considered alongside one another.

‒ Welcomed the support being provided to work that was already underway on tackling food poverty and emphasised the importance of learning from what worked successfully on a local level and implementing it across the County.

‒ Paid tribute to the work of officers in tackling poverty in Wisbech through the local foodbank, which it was argued was a pilot that provided a model for helping people out of systemic poverty, and thus reducing the need for foodbanks.

‒ Expressed concern about fuel poverty and noted the success of the Winter Warmers scheme in Huntingdonshire the previous winter. The Service Director for Communities and Partnerships noted that the Household Support Fund would help identify the extent and scale of fuel poverty across the County. The Social Mobility Manager also informed Members that applicants to the fund who were experiencing problems heating their homes were being connected to the Warm Homes project, which benefitted from further access to support grants.

- Noted that over 500 applications to the Household Support Fund had been received, although it was anticipated that tens of thousands more would be received following further promotion of the fund. It was highlighted that the Household Support Fund was time-limited and therefore applicants were also being connected to organisations that could provide more long-term assistance.

It was resolved unanimously 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 of the report.

37. Cambridgeshire Registration Service Annual Report

The Committee received a report which detailed the work of the Registration Service, highlighting service performance and developments over the past year, as well as suggestions for future service development. While providing an update on the conversion of the council's Roger Ascham site to become the service's main office, the Assistant Director for Regulatory Services sought Members' opinion on renaming the building as the Cambridgeshire Register Office. Noting that the registration services of many local authorities around the country continued to experience backlogs due to the impacts of Covid-19, he paid tribute to officers for overcoming the Council's backlog and bringing registrations up to date, while also providing assistance to venues around the County that hosted ceremonies. Work was being undertaken with the Transformation team to identify further opportunities to improve service provision and access, and he noted the importance in engaging with local communities as part of this process in order to maximise the level of support that could be provided and help address inequalities.

While discussing the report, Members:

- Paid tribute to the work of officers in maintaining service provision during the Covid-19 pandemic.

- Suggested that it was a good time to assess new opportunities for income generation and supporting local businesses in the marriage sector as the pandemic receded.

- Expressed concern about hosting citizenship ceremonies in New Shire Hall due to its location and lack of public transport services, and suggested prioritising alternative venues around the County. Acknowledging the concerns, the Assistant Director assured Members that the service would identify alternative venues around the County and begin to use them to ensure accessibility if that was required.

- Suggested that it would be beneficial to carry out an engagement survey with local communities, including issues such as access and inclusion.

- Suggested that a focus group involving officers and external stakeholders would provide commercial value and help improve service provision. Noting that a similar proposal had been made recently, the Assistant Director undertook to consider how it could be arranged. **Action required**

- Drew attention to an issue that had been raised about an incorrect gender being recorded on a certificate, and sought confirmation that certificate templates and adequate training for staff were in place to reflect the Council's inclusive policies. The Assistant Director provided assurances that such cases were always followed up on, with additional training provided when appropriate, and he acknowledged the importance in ensuring such issues were avoided.

- Expressed concern that the service did not have sufficient registrars, noting that some residents had been told they would need to visit offices in other parts of the County to where they lived. Noting that there was an annual recruitment campaign for registrars, the Assistant Director informed Members that the campaigns were targeted to areas where particular demand for increased capacity had been identified. He also confirmed that there was a mix of full-time and part-time registrars across the County according to seasonal demand.

- Supported the renaming of the Roger Ascham site to the Cambridgeshire Register Office.

It was resolved unanimously to:

a) Note and comment on the overall performance of the service; and

b) Comment on the suggested future service development set out in section 2.7.3 of the report, and identify further opportunities for service development, diversification or improvements.

38.   Cambridgeshire Libraries Service Review

The Committee received a report as part of a full review of the Library service which contained a performance profile for each library across the County, a profile of the communities and their needs, and proposals for a new approach to assessing library performance through the development of a new performance framework that included qualitative indicators for assessing service impacts alongside the current suite of quantitative indicators. Attention was drawn to the service's financial challenges, which had been exacerbated by the impacts of the pandemic and plans for the development of four new libraries, leading to a forecast of a £350k loss for 2021/22, and proposals for generating further income were set out in sections 2.12 and 2.13 of the report. It was suggested that three new quantitative measures could be introduced as part of the performance framework to capture the impact of the library service on a quarterly basis, including the number of active library users, the

number of visits made to library sites, and total digital engagements. It was also proposed to form a cross-party Members working group to develop options and suggestions for the service, including the mobile library service.

While discussing the report, Members:

−   Welcomed the proposal for a working group, and suggested that it would benefit from the involvement of librarians, given their experience and the level of feedback that they received from members of the public. It was agreed that the Spokes would participate in the working group, along with Councillor Slatter, while the Conservative group would consider including a further Member. **Action required**

−   Highlighted the value of the mobile library service in rural areas, and noted the scope for its development with technological advances. It was suggested that the service could tie in with local events to increase its usage.

−   Paid tribute to the work of the County Advisory Group on Archives and Local Studies in bringing together a diverse group of people, including archivists and librarians.

−   Observed that the South Cambridgeshire Service Profile on page 166 of the agenda omitted Fulbourn from the list of volunteer-led libraries. It was noted that the Council supported non-statutory library access points across the County through the provision of books, IT and training, and Members were informed that the Service Level Agreements for the partnerships would be reviewed and renewed throughout 2022.

−   Clarified that TSB would provide once a week in person banking access to Ramsey after the last branch closed, as opposed to Barclays, as written in section 2.13 of the report.

−   Established that while libraries were often considered a form of sanctuary for victims of domestic abuse and sexual violence, local authorities were also able to apply for a specific designation called 'Library as a Sanctuary', which could be achieved on the basis of support provided, for example, to asylum seekers. Noting that the service's libraries already had most of the requirements in place, the Head of Libraries, Archives and Culture undertook to establish whether the Council could apply for the designation. **Action required**

It was resolved unanimously to:

a) Note the performance, scope and reach of the service as evidence of the contribution of the service to supporting community needs;

b) Endorse the Library Improvement Fund application as a pilot for new use and co-management of library space;

c) Agree to pursue a framework to capture qualitative as well as quantitative data on the impact of the library service going forward, as set out in the report; and

d) Agree to create a time-limited cross-party working group to discuss and agree recommendations for future service design based on the information contained in the report.

39. Cambridgeshire Skills Six Month Review

The Committee received a report which provided an update on the progress made by Cambridgeshire Skills towards its delivery plan up to the end of the 2020/21 academic year, as well as proposed future improvements. Noting that the majority of the curriculum had been provided remotely due to the Covid-19 pandemic, the Head of Adult Learning and Skills informed Members that the service was working to reinstate face-to-face learning wherever possible, although she acknowledged that many learners remained apprehensive about this, and the ongoing complications surrounding venue availability and subsequent costs also made this difficult. Nonetheless, it was highlighted that the service had reached all its financial thresholds, which meant that there had been no clawback from the main funders, and it was emphasised that this had been achieved without compromising the service's underlying values. The general shift to online provision had resulted in a slight postcode change in terms of socio-economic disadvantage, with 67% delivered in priority postcodes, including just over 20% in South Cambridgeshire, which had not traditionally been considered an area of deprivation or low skills.

While discussing the report, Members:

– Paid tribute to the service for successfully continuing to ensure provision during the pandemic.

– Noted that jobs clubs had been set up in Huntingdonshire in Brampton and Yaxley, with work underway to establish a further club in St Neots in the next two or three months, as well as in St Ives and Huntingdon.

– Expressed concern about the difficulty faced by some learners in rural areas travelling to face-to-face classes, suggesting that it would be useful to identify areas where help was particularly needed. It was further suggested that Demand Responsive Transport, such as the service being piloted in Huntingdonshire and Uber Buses, could provide a cheap and efficient way of overcoming such issues. The Head of Adult Learning and Skills acknowledged the concern and observed that the issue concerned both the cost and availability of transport. She informed Members that there was a learner support fund that had been established to support travel costs, and emphasised the importance in re-establishing place-based venues around the County to ensure that there was provision in smaller communities.

– Confirmed that the service made use of library space and resources.

– Expressed concern about the increase in higher take-up in South Cambridgeshire and sought further explanation on the reasons behind this. The Head of Adult Learning and Skills observed that residents in that district had succumbed to the same effects of the pandemic as other areas, including unemployment or furlough, loneliness and other mental health issues, and that the increase in remote provision had opened the service up to a wider base than before.

It was resolved unanimously to:

a) Note the 6-month progress of the Service operating as Cambridgeshire Skills; and

b) Identify other priority areas of focus to support the council's overall priorities.

40. Innovate and Cultivate Fund Annual Review 2021

The Committee received the 2021 annual report on the Innovate and Cultivate Fund, which included the findings of a 2020-2021 evaluation that focused on the applications that had been received and the projects that had been awarded funding. While a slightly higher number of projects had been funded in Cambridge City and East Cambridgeshire, the spread had been fairly even around the County. The Chief Executive of the Cambridgeshire Community Foundation, who managed and monitored aspects of the fund and application process on behalf of the Council, drew attention to the feedback that had been obtained from applicants, set out in section 2.12 of the report, and also the case studies included in Appendix 5 of the report.

While discussing the report, Members:

– Clarified that seven Members from the Communities, Social Mobility and Inclusion Committee participated in the Recommendation Panel that assessed and scored all applications.

– Supported the proposal to involve all the Spokes in the Steering Group, which held responsibility for the wider strategy and operational delivery of the Fund.

It was resolved unanimously to:

a) Note and comment on the annual review; and

b) Approve the proposals for the future of the fund, as outlined in section 2.14.2 of the report.

41. Review of Draft Revenue Business Planning Proposals for 2022-27

The Committee received a report which detailed the current business and budgetary planning position and estimates for 2022-2027, including the principal risks, contingencies and implications facing the Committee and the Council's resources, as well as the process and next steps for the Council agreeing a business plan and budget for future years. The table in section 3.5 of the report detailed the Council's budget gap, which had been reduced from £22m to £19.5m through the identification of savings since the previous update had been presented to the Committee in November 2021. Attention was drawn to section 6 of the report, which provided an overview of the savings and income proposals specifically within the remit of the Committee. Two specific savings targets had been identified, including one of £250k through efficiencies across the Communities and Partnerships directorate, and another of £200k via increased income through the Registration service.

While discussing the report, Members welcomed that the Council was considering a further round of funding for the Communities Capital Fund.

The following amendment to recommendation 'b' was proposed by Councillor Criswell, seconded by Councillor King and agreed unanimously (removal in strikethrough):

b) Comment on ~~and endorse~~ the budget and savings proposals that are within the remit of the Committee as part of consideration of the Council's overall Business Plan; and

It was resolved unanimously to:

a) Note the progress made to date and next steps required to develop the business plan for 2022-2027;

b) Comment on the budget and savings proposals that are within the remit of the Committee as part of consideration of the Council's overall Business Plan; and

c) Note the updates to the fees and charges for 2022-23.

42. Finance Monitoring Report – October 2021

The Committee received the Finance Monitoring Report for People and Communities, as well as Public Health, covering the period to the end of October 2021. The Communities and Partnerships directorate had a forecast overspend of £488k, which mainly resulted from reduced levels of income through the Library service as a result of the impacts of the Covid-19 pandemic, and additional costs for the Coroners service, which were also related to the pandemic.

It was resolved unanimously to:

Review and comment on the report.

43.   Communities Social Mobility and Inclusion Committee Agenda Plan

The Service Director for Communities and Partnerships confirmed that there would be a Committee workshop on 3rd February 2022, instead of a Committee meeting, with the next scheduled meeting to be held on 10th March 2022.

It was resolved to:

Note the Committee Agenda Plan.

Chair
10th March 2022

Communities, Social Mobility and Inclusion Committee Minutes Action Log

This is the updated action log as at 3rd November 2021, and it captures the actions arising from recent Communities, Social Mobility and Inclusion Committee meetings and updates Members on the progress in complying with delivery of the necessary actions.

Minutes of Committee Meeting Held on 8th July 2021					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
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.	The outcome of the review was delayed and will be presented to the Committee on 14th April 2022. Once the Committee has agreed the proposals of the review, we will set a date for Member training around the new fund criteria.	Action Ongoing
Minutes of Committee Meeting Held on 2nd September 2021					
18,	Decentralisation of Services and Decision Making	A Chapman	Identify some suitable KPIs and provide the Committee with further information on risk once discussions had progressed with partner authorities in developing the approach.	A progress report on performance management and the broader approach to decentralisation will be included in the Decentralisation report being presented to the Committee on 10th March 2022.	Action Complete
		A Chapman	Raise the issue of potential environmental impacts of decentralisation with the Environment team.	An update on these discussions will be provided in the Decentralisation report being presented to the Committee on 10th March 2022.	Action Complete

		M Oliver	Provide Members with a briefing on the feedback that had been received from the 22 community engagement events.	Engagement events to all Members were held setting out the work that had been completed, power point slides have been sent and follow up, district engagement activity has been completed highlighting the community activity completed in 2021/2022.	Action Complete

Minutes of Committee Meeting Held on 2nd December 2021

35.	Report of the Service Director for Communities and Partnerships	A Chapman	Investigate whether a universal offer of safeguarding training could be developed to offer to groups wanting to work with young people.	The Youth in Communities Team have developed their universal introduction to safeguarding course and offer this to any community groups or partner wishing to develop their local youth offer. This is currently being adapted to include an in depth look at exploitation via County Lines. Courses are run monthly digitally and in person and are promoted through newsletters, as part of the innovate and cultivate fund and through our community contact via Youth in Community Coordinators.	Action Complete
		A Chapman	Provide Members with some details of the projects that had received funding through the residual area partnership fund.	Details of projects have been sent to Members	Action Complete

37.	Cambridgeshire Registration Service Annual Report	P Gell	Arrange a focus group involving officers and external stakeholders to help improve the Registration Service.	The Service is currently identifying representatives to sit on two focus groups one will cover registration matters, and the other ceremonies. The intention is that the first meetings will take place in the new financial year	Action Ongoing
38.	Cambridgeshire Libraries Service Review	G Porter	Confirm the final membership of the Libraries Service Working Group.	Following the further proposed appointment of Councillor Costello (to be confirmed at the Committee meeting on 10th March 2022), the final membership will be Councillors Costello, Cox Condron, Criswell, Sanderson, Slatter and Thompson.	Action Complete
		G Porter	Establish whether the Council could apply for the 'Library of Sanctuary' award.	Work is underway to prepare for an application.	Action Ongoing

Cambridgeshire and Peterborough Coroner Service Mortuary Facilities

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	10th March 2022
From:	Coroner Service Business Manager
Electoral division(s):	All
Key decision:	Yes
Forward Plan ref:	2022/014

Outcome:	The provision of mortuary facilities in Cambridgeshire and Peterborough.

Recommendation:	The Committee is asked to:

a) Approve the contract between Cambridgeshire County Council (the Commissioner on behalf of HM Coroner) and North West Anglia NHS Foundation Trust (the Provider) which covers the provision of mortuary facilities during the period 1st April 2018 to 31st March 2023; and

b) Delegate responsibility for awarding the contract between Cambridgeshire County Council (the Commissioner on behalf of HM Coroner) and Cambridge University Hospital (Addenbrookes Hospital) which covers the provision of mortuary facilities from 1st April 2022 to the Executive Director: People and Communities], in consultation with the Chair of the Communities, Social Mobility and Inclusion Committee.

Officer contact:
Name: Rachel Lovelidge
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Email: rachel.lovelidge@cambridgeshire.gov.uk
Tel: 01480 372247

Member contacts:
Names: Councillor Tom Sanderson and Councillor Hilary Cox Condron
Post: Chair/Vice-Chair
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1. Background

1.1 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.

1.2 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, therefore though appointed by the local authority, they are not employed by it. Appointments require the consent of the Chief Coroner and Lord Chancellor.

1.3 The number of deaths registered annually averages 4000 with approximately 14% of cases referred to the Senior Coroner. Post-mortem examinations are conducted at Addenbrookes and Peterborough City Hospital by hospital pathologists.

1.4 In order to be able to fulfil the statutory duties of the HM Coroner it is necessary to have arrangements in place for mortuary services including body storage and post-mortem facilities.

2. Main Issues

2.1 Mortuary services

Cambridge University Hospital (Addenbrookes Hospital) and the North West Anglia NHS Foundation Trust (NWAFT) at Peterborough City Hospital both provide Cambridgeshire and Peterborough Coronial Jurisdiction with full mortuary services including body storage and post-mortem facilities.

2.2 Services provided

2.2.1 Body Storage

Addenbrookes and NWAFT will store bodies under the jurisdiction of the Coroner in refrigerated facilities while investigations are ongoing into the cause of death, and until the Coroner releases the bodies to the funeral director or other individual appointed by the deceased person's next-of-kin. They will undertake the reconstruction of bodies as and when necessary for the purposes of viewing and identification.

2.2.2 Post mortem facilities

Addenbrookes and NWAFT will provide the facilities and equipment required to conduct post-mortems. The premises are required to be licensed by the Human Tissue Authority and accredited by Clinical Pathology Accreditation.

2.2.3 Staffing

Staff will be provided to complete post-mortem examinations, and to care for the bodies. NWAFT train Pathologists approved by HM Coroner to conduct all Coroner post-mortems.

2.2.4   Post-Mortem Examination

Examinations will be conducted as soon as possible and always within 3 working days of permission to proceed having been received from the Coroner or Coroners Service.

2.3   Finance

Estimated cost of the NAWAFT contract is £350k per year. The contract period is 1st April 2018 – 31st March 2023. The estimated cost of the Addenbrookes contract is £225k per year, this running from 1st April 2022. Both costs are in line with what other Local Authority Coronial Services pay.

2.4   Challenges

There have been a number of challenges that have prevented the NWAFT contract from going to the Committee earlier, these include:

2.4.1   Legacy financial disagreements

In October 2018 NWAFT retrospectively increased their fees, backdating them to April 2018, without giving the required notice of 6 months. These financial discrepancies had to be resolved before progressing the contract renewal.

2.4.2   Contract format

It was thought that the previous contract format would be used. However, in December 2019, NWAFT requested that new format be used (which is a standard NHS Contract). Therefore, significant delays were due to the re-writing of the contract.

2.4.3   Staff changes

Staff changes at NWAFT, LGSS and the Coroners Service has meant there has been a lack of consistency and continuity in progressing the contact, adding to the delays in the finalisation of the contract.

2.4.4   Due diligence

Initial drafts of the contract contained potential risks to the council in that ambiguity and some contract terms could result in escalating costs, it was necessary to challenge and renegotiate these based on best practice elsewhere which has resulted in a more advantageous contract for the council.

2.4.4   COVID-19

Due to the global pandemic, and the competing priorities for all parties during this period, the delays as outlined above have been compounded further.

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 findings of an inquest will at times identify sector wide improvements that are needed, and can consequently lead to a better life for others, subsequent changes remedying deficiencies of the past.

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

There are no significant implications for this priority.

3.5 Protecting and caring for those who need us

The Service plays a role in supporting bereaved family members and friends, helping them through what can be a difficult time during an inquest investigation.

4. Significant Implications

4.1 Resource Implications

This cost of this contract is budgeted for within the Coroner's budget.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The contracts were negotiated with Addenbrookes and NWAFT as they were the only potential providers within the required vicinity to be able to undertake the work, collectively they provide the required capacity. As agreement over terms with NWAFT had not been reached before the new contract period commencing, retrospective authorisation is being requested to award a contract and authorise the procurement waiver to cover this contract award.

4.3 Statutory, Legal and Risk Implications

The Local Authority has a statutory duty to provide the necessary resources to deliver the Coroners Service. 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 Mortuary Service supports the role of the Coroner who has an important public health role in terms of monitoring deaths, identifying any untoward issues and trends.

4.8   Environment and Climate Change Implications on Priority Areas

There are no significant implications within this category.

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

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

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

5.1   None

Domestic Abuse Safe Accommodation

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	10 March 2022
From:	Assistant Director: Community Safety, Rob Hill
Electoral division(s):	All
Key decision:	Yes
Forward Plan ref:	2022/048
Outcome:	Domestic Abuse Mobile Advocacy provision and Domestic Abuse Dispersed Accommodation will be successfully commissioned, as described in the published Safe Accommodation Strategy. Contracts will also be awarded to ensure the provision of Refuge space.
Recommendation:	The Committee is recommended to:

a) Approve the contract for the provision of refuge accommodation, as set out in section 2.1 of the report;

b) Approve the procurement exercise for a domestic abuse outreach service and delegate responsibility for awarding the contract to the Executive Director: People and Communities, in consultation with the Chair of the Communities, Social Mobility and Inclusion Committee; and

c) Approve the procurement exercise for dispersed safe accommodation and delegate responsibility for awarding the contract to the Executive Director: People and Communities, in consultation with the Chair of the Communities, Social Mobility and Inclusion Committee.

Officer contact:
Name: Vickie Crompton
Post: Domestic Abuse & Sexual Violence Partnership Manager
Email: Vickie.crompton@cambridgeshire.gov.uk

Member contacts:
Names: Councillor Tom Sanderson and Councillor Hilary Cox Condron
Post: Chair/Vice-Chair
Email: tom.sanderson@cambridgeshire.gov.uk
                hilary.coxcondron@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

1.1 The Domestic Abuse Act 2021 came into force in late April 2021. The Act places a statutory duty on local authorities regarding the provision of safe accommodation for victims of Domestic Violence. This includes refuge accommodation which is currently commissioned in Cambridgeshire until March 2022. The new requirements were brought to this committee in July 2021.

1.2 This duty comes with funding specifically for this purpose, and for Cambridgeshire in 2021/22 this was £1,140,318. The amount for 2022-23 has been confirmed as £1,140,318. This comes to the authority as a non-ringfenced grant and will be taken to the Strategy and Resources Committee for approval. The Government has confirmed continuation of funding in future years.

1.3 The required Safe Accommodation Strategy was agreed and has been published on the Cambridgeshire and Peterborough Domestic Abuse and Sexual Violence Partnership's website.

1.4 This report is being brought for three elements of the Safe Accommodation Strategy which require key decisions in order to proceed with commissioning arrangements, as these will be over the value of £500,000 over the course of the contract.

2. Main Issues

2.1 Refuge Accommodation

2.1.1 The Committee previously approved the recommissioning of domestic abuse refuge provision in July 2021. Following this, a procurement exercise took place in Autumn 2021 to 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 is funding for children's support workers and a flexible fund to enable those who need it to access talking therapies.

2.1.2 In July 2021, approval to delegate the award of contract to the Executive Director of People and Communities was not requested and therefore, in the interim, before returning to the Committee to gain approval to award, a waiver to notify of intent to award has been granted.

2.1.3 This waiver has been agreed by the Monitoring Officer, the Chief Finance Officer and the Chief Officer under section 5.11 of the contract procedure rules, outlined below.

> 5.11 Waivers over the Council's Key Decision Threshold
>
> Waiver requests cannot be sought for Waivers equal to or above the Council's Key Decision threshold.

The single exception is in circumstances where a minimum of three bids cannot be obtained following a competitive procurement process (excluding a Framework Agreement etc.) and the total value is equal to or above the Key Decision threshold, written approval must be obtained from;
• The Chief Officer,
• The Monitoring Officer ,
• The Chief Finance Officer.

The Officer must not make an award or carry out an award of contract unless they have a fully approved Waiver.

This approval must be obtained prior to notifying any bidders of an intention to award. This would not alter the Officer's requirement to notify Committee that it intends to procure over the key decision limit nor seek approval of the outcome (unless delegated earlier by Committee) '

2.1.4   This has been granted on the grounds that there was only one compliant bid for each lot of the tender. Through the evaluation of the tenders, there was assurance that the value for money was adequately demonstrated. Approval is now required from the Committee to award these contracts.

2.1.5   These contracts are for 4 + 2 years, with a total contract value of £2,490,000 over the 6 years.

2.2   Mobile Advocacy

2.2.1   In this context, "mobile advocacy" is referring to domestic abuse support which can be accessed by anyone regardless of level of risk, to enable them to remain safe in their own home or to find alternative accommodation. This is also sometimes referred to as outreach support.

2.2.2   This service would ensure victims and survivors can access direct support, and this is an independent confidential service. It is essential that those suffering domestic abuse who need a service can access support before they need other statutory help from agencies such as housing, social care or police.

2.2.3   From April 2022, there is no open access provision for domestic abuse support in place. The Safe Accommodation funding will be granted to the three existing providers, for 6 months, until alternative provision is in place, to ensure no gaps for those who require this service. This period will be funded via grant the funding amounts for this provision will be in the region of £140,000 split across these three providers.

2.2.4   Reporting on numbers of victims supported is unclear but is in the region of 2,200 victims per year. Data can be inconsistent year on year, however without mobile advocacy provision there will be a significant unmet need.

2.2.5   The approach across Cambridgeshire and Peterborough is currently inconsistent, with three providers working differently. Staff are paid and trained differently, and the service offer varies.

2.2.6   In August 2021, a wide stakeholder consultation event was held in relation to the Safe Accommodation Strategy, where the need to ensure a consistent approach across the area was highlighted as desirable.

2.2.7   In October 2021, a workshop was held with partners in the police (Head of Public Protection), the office of the Police and Crime Commissioner (Director of Commissioning) and the Clinical Commissioning Group (Head of Adult Safeguarding). The view from the workshop was that there needs to be a single service delivering this work across the area, which ensures effective working with the Independent Domestic Violence Adviser (IDVA) service.

2.2.8   This support service would be funded for two years, using the DLUHC Safe Accommodation Funding and would be a single service commissioned for delivery across Cambridgeshire and Peterborough.

2.2.9   A "Soft Market Testing" exercise was carried out in January 2022 to ask potential bidders what sort of service they would consider delivering. It is anticipated that such a service would cost approximately £700,000 over a two-year period. As this is over the threshold, a key decision is required from this Committee to proceed with procurement and delegate responsibility for award of contract to the Executive Director of People and Communities.

2.3   Dispersed Safe Accommodation

2.3.1   As set out in the Safe Accommodation Strategy, this 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
- BAME victims whose needs are not met with traditional refuges.

2.3.2   Being supported in this accommodation may mean the survivor does not have to give up their job, which 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.

2.3.3   A number of models for delivery have been considered, having consulted with the Heads of Property and Procurement. It will be necessary to follow a procurement process to lease units of accommodation from "Registered Providers" (Housing Associations), who will manage the property, and carry out the landlord function. The Safe Accommodation Manager will work closely with these providers, and all nominations into those properties will go via this post. The IDVA service (Housing IDVAs) will provide support to those

residing in these properties. The landlord will claim all appropriate rent in the form of Housing Benefits, and these will be repaid to the Council on an agreed timeframe. It is estimated around 50 victims and their children could be supported with this model each year.

2.3.4   It is anticipated that over the course of a two-year contract, the cost is likely to be around £500,000, and therefore requires a key decision from this committee to approve and delegate responsibility for award of contract to the Executive Director of People and Communities

3.   Alignment with corporate priorities

3.1   Communities at the heart of everything we do

Domestic abuse and sexual violence both have significant impacts on health and independence. A report for the Home Office into the economic and social costs of domestic abuse (2017), estimates the physical and mental health care costs of domestic abuse is £2333m annually, averaging £1200 per victim.

3.2   A good quality of life for everyone

In a report for the Home Office into the economic and social costs of domestic abuse (2017), the estimated lost economic output attributed to domestic abuse was £14098m per year (an average of £7245 per victim). Therefore, any actions to tackle, reduce or challenge the issue is likely to reduce this lost output.

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

It is estimated that between a quarter and a third of children have been exposed to domestic abuse at some point during their lives, but it is not possible to estimate the cost of the impact on children due to incomplete and inconsistent data.

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

No significant implications.

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.

4.   Significant Implications

4.1   Resource Implications

The report above sets out details of significant implications in Section 2

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 paper.

4.3   Statutory, Legal and Risk Implications

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

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

See wording under 4.4.

4.6   Localism and Local Member Involvement

No significant implications.

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.
       Positive/neutral/negative Status:
       Explanation: Neutral, this project looks to use existing infrastructure and therefore does not have a positive or negative impact of energy efficient, low carbon buildings.

4.8.2 Implication 2: Low carbon transport.
       Positive/neutral/negative Status:
       Explanation: Neutral, the project does not impact either way on low carbon transport.

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
       Positive/neutral/negative Status:
       Explanation: Neutral, this project uses existing infrastructure rather than constructing new buildings which could have a negative impact on habitats.

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
       Positive/neutral/negative Status:

Explanation: Neutral, the project does not impact waste management or plastic pollution. By using existing infrastructure the project prevents waste from potential construction.

4.8.5 Implication 5: Water use, availability and management:
Positive/neutral/negative Status:
Explanation: Neutral, this project does not impact water use, availability and management.

4.8.6 Implication 6: Air Pollution.
Positive/neutral/negative Status:
Explanation: Neutral, the project does not impact air pollution.

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Positive/neutral/negative Status:
Explanation: This project is helping vulnerable people but not with climate change and is therefore 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 Head of Procurement? Yes
Name of Officer: Clare Ellis

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

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

5. Source documents

5.1 [Cambridgeshire Domestic Abuse Safe Accommodation Strategy 2021-2024](#)

CUSPE Policy Challenges Research – How Can We Best Align Partners and Community Assets to Ensure Whole Communities Can Access Opportunities to Enhance Social Mobility?

To:	Communities, Social Mobility, and Inclusion Committee
Meeting Date:	10 March 2022
From:	Service Director for Communities and Partnerships, Adrian Chapman
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Outcome:	The Committee is being asked to consider the research and recommendations of the CUSPE report. The intended eventual outcome is a decision as to whether and to what extent the research report's recommendations will be agreed to and implemented within the relevant Council services.
Recommendation:	The Committee is asked to:

   a) Note and comment on the research undertaken by CUSPE aligning partners and community assets to ensure whole communities can access opportunities to enhance social mobility;

   b) Consider the recommendations made by CUSPE, as set out in Section 7 of the CUSPE report; and

   c) Task officers to consider which of the CUSPE recommendations, if supported by the Committee, can and should be driven forward and delivered, either by the Council or in collaboration with its partners.

Officer contact:
Name: Paul Fox
Post: Social Mobility Manager
Email: paul.fox@cambridgeshire.gov.uk
Tel: 01733 863887

Member contacts:
Names: Councillor Tom Sanderson and Councillor Hilary Cox Condron
Post: Chair/Vice-Chair
Email: tom.sanderson@cambridgeshire.gov.uk
              hilary.coxcondron@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

1.1 In October 2016, Cambridgeshire County Council initiated an annual collaboration with the Cambridge University Science and Policy Exchange (CUSPE). The programme, known as the CUSPE Policy Challenges, brings teams of researchers from the University of Cambridge together alongside supporting Members and officers to explore challenges the Council faces in the form of research questions.

1.2 In February 2021, it was decided that the 2021 round of the CUSPE Policy Challenges would be scaled down to a later start and shorter timeframe in light of the May 2021 elections, and that research topics would be limited to follow up questions based on previous CUSPE reports. In April 2021, the Service Director for Communities and Partnership proposed the question "How Can We Best Align Partners and Community Assets to Ensure Whole Communities Can Access Opportunities to Enhance Social Mobility?"

1.3 The research project began in July 2021, with the Social Mobility Manager and a Senior Transformation Advisor as the officers supporting the researchers, and Councillor Tom Sanderson, Chair of the Communities Social Mobility and Inclusion Committee, as the supporting Member. The research report under consideration here is the outcome of the researchers' development of and response to the research question.

1.4 The researchers adopted a mixed methods approach, with extensive literature reviews supplemented by structured interviews with several relevant stakeholders.

2. Main Issues

2.1 The main point of the CUSPE research report is the consideration of the potential of a digital platform to address specific issues with regards to cooperation, collaboration and networking among community groups. This approach has previously been recommended for consideration by the joint Price Waterhouse Cooper / County Councils Network paper on 'The Future of Local Government' (July 2021).

2.2 The introductory section discusses the improvement of social mobility through the concept of capitals. This reinforces the conceptual framework for social mobility and inequality previously presented to the Committee at its meeting in July 2021. It also frames the research question by discussing the complexity of the social mobility system. This leads to the conclusion that collaboration within and between organisations is required to tackle the issues of poor social mobility. How to best align these partners and community assets is therefore a key issue for action on social mobility and inequality.

2.3 The report considers connections and capital at both individual, organisational and system level. In particular it highlights and how tightly bound, clearly defined communities, teams and organisations can become inward-looking and lead to silos. While this can be valuable in terms of focus and forming cohesive work units, silos lead to 'structural holes' that predicate against flows of information and effective joint working between departments or organisations. Efforts bring together groups that otherwise might be subject to silo working are considered to build 'bridging' social capital. Building such bridges is the concept that

underpins the Council's Think Communities approach and service. This 'bridge-building' approach is commonly delivered through the establishment and support of networks – approaches with which the Council supports through bodies such as Cambridgeshire Food Poverty Alliance and Cambridgeshire Digital Partnership.

2.4   The report then sets out the benefits of 'joining up' in order to "eliminate contradictions and tensions between different policies", "to make better use of resources, through the elimination of duplication and/or contradiction between different programmes", and to "to improve the flow of good ideas". The CUSPE team have focussed on one possible way of working towards this goal – the use of digital platforms.

2.5   Section 4 of the CUSPE report then focusses on both the promise and problems of the use of digital platforms and their applicability to this purpose, A suggested digital platform with a defined purpose and a suite of potential features was envisaged and put to stakeholder interviewees for comment.

2.6   Based on the broadly negative responses to this proposition, the research team reconsidered and considered alternative approaches that might enhance horizontal communication in the community and voluntary sector. These encompassed volunteer management, improving awareness of opportunities and effective relationship building. These considerations led to the recommendations that are set out in Section 7 of the CUSPE report.

3.   Alignment with corporate priorities

3.1   Communities at the heart of everything we do
         The CUSPE report seeks to examine how collaboration between partners and community assets can be best aligned to improve our approach to social mobility.

3.2   A good quality of life for everyone
         The links between social mobility, inequality and quality of life are well established. Enhancement of social mobility will improve the live and life chances of those most in need.

3.3   Helping our children learn, develop and live life to the full
         There are no specific implications for this priority aside from those benefits that come from a more socially mobile society.

3.4   Cambridgeshire: a well-connected, safe, clean, green environment
         The report considers how individuals and organisations may best be connected to help promote the capitals that promote social mobility, Environmental capital is a key part of such an approach.

3.5   Protecting and caring for those who need us
         The links between social mobility, inequality and quality of life are well established. Enhancement of social mobility will improve the live and life chances of those most in need.

4. Significant Implications

4.1 Resource Implications
There are no significant resource implications at this stage, though should specific recommendations be taken forward this would likely be the case. Such implications would be identified in any further scoping.]/feasibility work on the recommendations.

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

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

4.4 Equality and Diversity Implications
The research report recommends the adoption of recommendations which may impact work on poor social mobility in Cambridgeshire and so tackling social and economic inequality geographically and between a range of communities and groups.

4.5 Engagement and Communications Implications
The research report advises the Council to conduct primary research to better understand what improvements in wellbeing mean to local residents.

4.6 Localism and Local Member Involvement
Implications would vary depending on which recommendations (if any) were taken forward, but given the nature of the recommendations significant voluntary and community sector engagement would be required to take them forward/co-produce them

4.7 Public Health Implications
The overarching theme of the research report is the improvement of upward to social mobility and our approach to this aim. There is significant overlap here with a 'wider determinants of health' approach to health improvement and health inequality.

4.8 Environment and Climate Change Implications on Priority Areas

4.8.1 Implication 1: Energy efficient, low carbon buildings.
While there is a general connection between environmental capital and social mobility there are no specific implications arising from the recommendations in this report as currently drafted.

4.8.2 Implication 2: Low carbon transport.
Neutral Status: As 4.8.1

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Neutral Status: As 4.8.1

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Neutral Status: As 4.8.1

4.8.5 Implication 5: Water use, availability and management:
5 Neutral Status: As 4.8.1

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5.8.6 Implication 6: Air Pollution.
Neutral Status: As 4.8.1

5.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable
people to cope with climate change.
Positive Status:
Explanation: The research report recommends actions to improve social mobility, which in
turn increases the ability to individual to economic, environmental and other challenges.

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

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

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

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

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

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?
Name of Officer: No

5. Appendices

5.1 Appendix 1 – CUSPE Report

6. Source documents

6.1 The Future of Local Government – Joint Paper from Price Waterhouse Cooper and the
County Councils Network

6.2 Think Communities Approach to Social Mobility, Anti-Poverty and Inequalities

How Can We Best Align Partners and Community Assets to Ensure Whole Communities Can Access Opportunities to Enhance Social Mobility?

Will Brown, Susannah Salter, Kai Xing Yap, Chen Qu, Miranda Robbins

Cambridge University Science and Policy Exchange (CUSPE) in collaboration with Cambridgeshire County Council

January 2022

Contents

Acknowledgements

Executive summary

Research Question: How can we best align partners and community assets to ensure whole communities can access opportunities to enhance social mobility?

The diverse county of Cambridgeshire is simultaneously home to some of the most, and least, deprived communities in England. It is posited in the below report that by connecting people with the social, cultural and economic capital that they need to improve social mobility, this gap may be narrowed. One such method in achieving this goal is vis-a-vis the utilisation of a digital platform.

Through a process of literature review and interviews, this report evaluates the potential of a digital platform to address specific issues with regards to cooperation, collaboration and networking among community groups - organisations that provide so many tangible benefits for their members.

Although a platform solution theoretically appears ideal, in practice there are several concerns about its creation and practical utility. Reflecting on these findings, the report concludes with six recommendations to address the research question:

1. Enrich the Cambridgeshire County Council website's current online directory;
2. Create a database of ready-to-go volunteers;
3. Provide opportunities for mediation for community groups and share evidence of the positive impact of collaboration;
4. Invest in community hubs with affordable premises for hire;
5. Consult with community groups on the utility of a digital platform enabling networking between groups close in function and/or proximity;
6. Model information flow in local communities to identify communication gaps; the results may be used to predict the reach of advertised opportunities and monitor the success of outreach initiatives.

Section 1: Introduction

Cambridgeshire is home to a shade over 850,000 people (UK Population Data, 2021), with these residents living in a broad spectrum of geographic settings. There are the urban population centres of Cambridge and Peterborough, the historic city of Ely, the market towns of Huntingdon, St Neots and St Ives, new and emerging towns such as Camborne and Northstowe and a dense network of small villages and parishes. Echoing this diversity of space is the diversity in wealth and life chances. Cambridgeshire is both home to some of the most, and least, deprived wards, districts and LSOAs (Lower Layer Super Output Areas) in England. For instance, when considering education, skills and training, the county is simultaneously home to England's 10th *least* deprived district and the nation's 3rd *most* deprived (See: Cambridgeshire Insight: South Cambridgeshire & Fenland, 2019). With such polarisation present, the question is how can this gap be closed, how can those towards the more deprived side of the scale move towards being less deprived?

One potential answer to this question lies in the cultivation of upward social mobility. In short, social mobility is "the link between a person's occupation or income and the occupation or income of their parents. Where there is a strong link, there is a lower level of social mobility. Where there is a weak link, there is a higher level of social mobility" (Social Mobility Commission, 2022). However, the complication with this approach is the ability to actually enhance an individual's income and, therefore, their social mobility. There are numerous barriers to labour market participation which embody a range of elements, from skills and training, to mental and physical health (See: Aliva, 2019). Therefore, for a complex issue, a solution which addresses this complexity is required. What is key in the provision of services to enhance social mobility, is the ability of those involved to cross-collaborate and work together.

To this end, this project has been tasked with answering the following question: how can we best align partners and community assets to ensure whole communities can access opportunities to enhance social mobility? This report - formulated by a combination of researchers from Cambridge University and Cambridge itself - has been moulded to reflect the current reality of inter-organisational collaboration whilst also interrogating the potential for alternative approaches, and is structured as follows.

Firstly, an extensive literature review has been conducted which covers the multi-faceted concept of social mobility and connects its potential enhancement through the utilisation of a 'capitals' framework. This feeds into a discussion on free flowing information and 'desiloisation' between different entities, as well as the provision of joined-up services. It is subsequently argued that a potential means of enabling joined-up services is through the use of digital platforms. A segment, which consists of an overview of platforms in general before our hypothetical approach, is put to those working within local government and the voluntary and community sector (VCS) across Cambridgeshire. This section is followed by an analysis of numerous examples of successful collaboration in order to elicit this project's recommendations; which are provided in both the executive summary and following the concluding section. Before the report begins in earnest, the following section comprises an overview of the methodological approach utilised by both the researchers and the project as a whole.

Section 2: Methodology

The methodology employed consists of two key elements, a substantive literature review and the carrying out of interviews, in order to answer our research question. In the first instance, the literature review allows the project to, on one hand, contextualise and understand the issues within our research topic - namely social inequality and social mobility - and the notion of 'alignment' and a joined-up approach, on the other. It thus gives us the theoretical springboard from which we come up with proposed solutions to the problems identified in the literature.

The second part of our method involves interviews with professionals within local government and the voluntary and community sector (VCS) who are either working on issues related to social mobility or are interested in promoting collaboration within the sector, in order to gather their feedback on our proposed solution. We choose interviews over surveys for its ability to allow for thicker description and more in-depth insights. The interviews are semi-structured in nature, with a set list of questions and topics but also the freedom to deviate from them should something interesting and useful come up (see: Appendix 4 for the interview template).

We sent out a range of emails and were able to set up 5 interviews. Of our interviewees, 3 are working at District Councils, 1 is from an organisation specialising in providing services to other community groups within the VCS, and 1 is a community group. Amongst those working at District Councils, two are from Fenland and one from South Cambridgeshire. Due to time and logistical constraints (not least because the period of interviews - late 2021 - was a very busy time for many community groups), we were unable to conduct more than a limited number of interviews with a skewed distribution of representation across Cambridgeshire. However, given that 4 out of 5 of our interviewees are in positions that require regular contact with diverse community groups across Cambridgeshire, we have reason to believe that their opinions would reflect to some extent the experiences and perspectives of these groups.

Finally, we synthesise the feedback and suggestions given in the interviews by looking for patterns and repetitions in order to draw out key themes from which we make recommendations on (a) how our proposal can be tweaked, and (b) what other potential solutions might better serve the purpose of promoting social mobility by aligning partners and community assets.

Section 3: Literature Review

Set against a backdrop of ever expanding and entrenched social inequality (Dorling, 2014, p3 & Savage et al, 2013, p220), the notion of social mobility has been a prominent feature of political discourse within the U.K for the past 25 years (See: Campkin, 2013, p97, Kisby, 2010, p484, Freedman & Laurison, 2019, p29 & Jennings et al, 2021, p302). Whilst seldom mentioned by name, the enhancement of social mobility is the driving concept behind the various approaches adopted by central government. According to the government's independent social mobility commission (SMC), social mobility is defined as "the link between a person's occupation or income and the occupation or income of their parents. Where there is a strong link, there is a lower level of social mobility. Where there is a weak link, there is a higher level of social mobility" (Social Mobility Commission, 2022). For the big society or levelling up to take place, an increase in wealth between the generations is an essential component. However, social mobility is not inherently a positive phenomena, for downward social mobility can take place (McKnight, 2015, pii).

Yet, as argued by Abigail McKnight of Centre for Analysis of Social Exclusion, "more advantaged families are able to protect early low attaining children in cognitive tests from downward mobility who appear to benefit from their parents' higher levels of education [through] being able to secure places in Grammar or Private secondary schools and being more likely to attain a degree qualification." (ibid, piii). Building upon the government's definition, which ties into McKnight's assertion, Lucinda Platt states that social mobility is the "movement from the class of family of origin to a different class in [their] own adult life" (Platt, 2014, p24). This is an important addition to the SMC's definition, because it brings in the notion of class, for social mobility concerns much more than solely the level of income one accrues over their lifetime.

Within the social sciences, class is often associated with the notion of 'capital'. This is embodied through the work of Mike Savage, who led the research behind the BBC's *Great British Class Survey* experiment. Within this survey, respondents were tasked with answering questions which concerned three broad topics - economic, social and cultural capital (Savage et al, 2013, p223). These three capitals were selected owing to their well established lineage within the social sciences. According to Savage *et al*, "there has been a striking renewal of interest in the analysis of social class inequality, driven by accumulating evidence of escalating social inequalities, notably with respect to wealth and income, but also around numerous social and cultural indicators, such as mortality rates, educational attainment, housing conditions and forms of leisure participation" (ibid, p220). This interest has been accelerated through the utilisation of seminal French sociologist Pierre Bourdieu's "conceptual armoury to elaborate a model of class linked not exclusively to employment inequalities, but to the interplay between economic, social and cultural capital" (ibid).

Bordieu's Capitals

According to Bourdieu's work, there are three forms of capital which are utilised to interpret social phenomena. Firstly there is *economic* capital, or that "which is immediately and directly convertible into money and may be institutionalised in the forms of property rights" (Bourdieu, 1986). Simply put,

someone's access to finances and property. For Bourdieu, "economic capital is at the root of all the other types of capital" (ibid); this is bound in the idea that the more money and property an individual possesses, the more they can access as a result. The other two forms of capital are the *social* and the *cultural*.

Social capital is the notion that "the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalised relationships of mutual acquaintance and recognition – or in other words, to membership in a group" (ibid). A more detailed analysis of social capital features in the following section on digital technologies and de-siloization. Finally there is *cultural* capital, which, according to Bourdieu exists in three forms: as *embodied*, *objectified* and *institutionalised* (ibid).

The embodied state of cultural capital "presupposes a process of embodiment, incorporation, which, insofar as it implies a labour of inculcation and assimilation, costs time, time which must be invested personally by the investor (ibid). Embodied cultural capital is akin to gaining "a suntan, it cannot be done second hand" (ibid), and is centred upon the individual cultivation of knowledge and the "work of acquisition is work on oneself (self-improvement), an effort that presupposes a personal cost" (ibid). In short, embodied cultural capital is produced by an individual working on themselves. For instance learning how to paint through learning theories is an example of embodied capital. Emerging out of embodied cultural capital springs the *objectified.*

As the name alludes to, the objectified takes on an empirical dimension and serves as the physical manifestation of one's embodied capital. For instance, an individual can learn how to paint and can purchase brushes, a canvas and an easel; yet, the mere ownership of these entities does not an artist make. Rather, to possess these artefacts, they "only need economic capital; to appropriate them and use them in accordance with their specific purpose [they] must have access to embodied cultural capital" (ibid). Anyone can own art supplies, but it takes skill and practice to produce a work of art. The creation of a painting is the objectification of embodied cultural capital - a physical manifestation of a learned skill.

Finally there is the *institutionalised* form of cultural capital, which is premised upon the notion that embodied and objectified cultural capital can be officially sanctioned. This objectification is what "makes the difference between the capital of the autodidact, which may be called into question at any time [...] and the cultural capital academically sanctioned by legally guaranteed qualifications, formally independent of the person of their bearer" (ibid).

Examples of institutionalised cultural capital are the provision of formal qualifications and the recognition of a skill by an institution. For instance if an individual who paints in their spare time attained a formal qualification in painting, or if their work was presented at an exhibition. Institutionalised cultural capital gives weight and, in a sense, justification to an embodied skill or body of knowledge. Ultimately, cultural capital can be subdivided into the learning of a skill or a body of knowledge (how to paint), using this to produce tangible, real world entities - which can therefore be appreciated by others

(making art) - and for this skill or knowledge to be recognised by some sort of authority (that art to be hung in a gallery).

The above focus upon Bourdieu's capital is merited, for if class itself can be assessed vis-a-vis the access to economic, social and cultural capital (Savage et al, 2013, p223 & Williams, 1995, p599), then so can social mobility. For, if the distinction between class position is defined by the level of 'Bourdusian' capital, then the provision of that capital, and the enhancement of socio-economic standing that brings, is essential in the entrenchment of upward social mobility. Therefore, the SMC definition of social mobility is limited. For, it is not solely a question of enhancing income or occupation (although this is an essential quality of social mobility), but rather the cultivation of social and cultural capital *as well as* the economic. This view of social mobility is one already held by Cambridgeshire County Council.

Social Mobility in Cambridgeshire
In 2016, the city of Cambridge was deemed to be a so-called 'social mobility cold-spot', but has "recently been identified (Social Mobility Commission (SMC), 2020) as one of the ten English local authorities outside of London with the smallest pay gaps between the sons of the most and least deprived" (Chapman, 2021, p3). Despite Cambridgeshire being one of the more affluent counties in the U.K, pockets of deprivation abound - most notably in the rural Fenland region and within the cities of Cambridge and Peterborough (Baird et al, 2020, p9). Therefore, despite there being wealth, it is not holistically distributed across the region. According to *Think Communities,* the county council's approach to building community resilience (See: Think Communities, 2018), "poor social mobility results from a lack of social, cultural, human, environmental, and economic capital" (Chapman, 2021, p5), who also argue that "the main driver of social mobility is good quality participation and progression in the labour market" (ibid). However, attaining this 'good quality participation' in the labour market is in and of itself a strenuous undertaking for many individuals across Cambridgeshire.

According to Zulum Avila of the International Labour Organisation, jobseekers facing complex barriers to employment are vulnerable to long periods of unemployment or precarious work. Frequent and prolonged unemployment spells often result in skills deterioration and lower wages, pushing many workers to take informal work, search for jobs abroad or give up looking for work and withdraw from the labour market. Improving employment outcomes for this category of jobseekers very often requires a combination of services to address both direct barriers to employability and other challenges (e.g. poor literacy, long-term illness, housing and financial constraints) that might influence job-search ability" (Avila, 2019, p2)

Within Cambridgeshire, the most deprived area in relation to both employment and education, skills and training is Fenland. According to the nationwide *Indices of Deprivation* study, published in 2019, Fenland is the 54th most deprived region in the U.K with regard to employment and is the *third* most deprived region when concerning education, skills and training (Cambridgeshire Insight: Fenland, 2019). Compare these significant results with those of South Cambridgeshire - home to much of the fabled 'Cambridge Phenomenon' cluster of high-tech industries and those who work within it - which sits as the 13th least

deprived area for employment and is the 10th least deprived region for education, skills and training (Cambridgeshire Insight: South Cambridgeshire, 2019).

When concerning education, skills and training, this equates to a chasmic gap of 304 places between two districts which exist within a handful of miles of each other. Within the past decade, and going forward to 2030, South Cambridgeshire, as a component of the Greater Cambridge Partnership, is receiving a proportion of upwards of £500 million from central government as a means to "realise the economic potential of the area, to unleash the next wave of the 'Cambridge Phenomenon', to improve connectivity and enhance reliability of journeys" (GCP Meeting, 2015, p5).

This stark division in employment and educational opportunities illustrates a key feature of enhancing social mobility in not only Cambridgeshire, but the U.K as a whole. For, according to the aforementioned Lucinda Platt, "the range of difference between the various class positions, between the top and the bottom - clearly have a bearing on the interpretation of what observed social mobility means" (Platt, 2014, p40). It is, at least theoretically, easier to be upwardly socially mobile when the positions between class strata are closer together (See: appendix 1 for more detail). As Bourdieu stated earlier, "economic capital is at the root of all the other types of capital" (Bourdieu, 1986) and if social mobility is taken as the increase in capitals and income, it would be harder to be upwardly mobile if one lacks the ability to attain the means to expand their capital - primarily through participation in the labour market.

Yet, as the Covid-19 pandemic has revealed, the issues facing contemporary society are definitively complex in nature, requiring numerous positions, viewpoints and expertise to not only understand but to also combat and essentially solve. This is equally true of enhancing upward social mobility. Therefore, what is required is a means for enabling and facilitating interdisciplinary and cross departmental collaboration in order to provide cooperative, wraparound services. What follows in this section is the theoretical underpinnings behind such an approach, along with the considerations required for it to become a reality.

Free Flowing Information and Siloization
For any organisation or, indeed, groups of organisations to work collaboratively, the base element required is the free flow of information. For if one group or faction within an organisation hoards insight or knowledge, they are potentially hoarding the tentative opportunity for joined-up work. What is desired, if not essential, is what sociologist of science Ron Westrum calls, a 'generative' organisational culture. Within such environments "organisations focus on the mission [and] everything is subordinated to good performance, to doing what we are supposed to do" (Westrum, 2014, p59). This is in opposition to so-called 'bureaucratic' organisations, where "those in the department want to maintain their 'turf,' insist on their own rules, and generally do things by the book—their book" (ibid) and the holistically restrictive 'pathological' organisational culture which is "characterised by large amounts of fear and threat. People often hoard information or withhold it for political reasons, or distort it to make themselves look better" (ibid).

At the very base of developing joined-up, collaborative or wraparound services lies the notion of free information flow (IF). Westrum argues that "pathological organisations have low IF, bureaucratic organisations have middling IF, and generative organisations have high IF. That means that if you ask a pathological organisation to use its information, it will have big problems doing that [which] means that often generative organisations will succeed where pathological organisations fail, because the former are better at utilising the information they have" (ibid, p61). Therefore, for collaboration to effectively take place, generative organisational cultures are a prerequisite.

The manifestation of a pathological or bureaucratic organisational culture is the 'silo' - an image drawing on the immense tubular silos in which grain is stored (Sennett, 2013, p166). According to the esteemed sociologist Richard Sennett, silos are defined by 'isolation', which in his terms "is the obvious enemy of cooperation [where] workers in silos communicate poorly with one another" (ibid). The silo concept has entered into the managerial lexicon and has been used to describe not only individual organisations, but also entire systems, such as with Patrick Dunleavy's observation that the "UK central government is split up horizontally into around 14 vertical silos, headed in each case by a department of state in Whitehall with its attendant 'departmental group' of quasi-government agencies, or with smaller-scale departmental counterparts in the devolved administrations" (Dunleavy, 2010, p12).

As Sennett alludes to, silos and the broader process of 'siloisation' isolate and insulate different individuals, departments and organisations from one another depending on scale. Yet, the silo often arises from what is often viewed as a positive and desirable trait within organisations. Todd Pittinsky, a professor within the Department of Technology and Society at Stony Brook University, illustrates a potentially oxymoronic phenomenon where "a production team that works together like a well tuned machine [...] the stuff of division managers' dreams [can] also be a big headache for top management - that's when we call it siloization" (Pittinsky, 2010, p10). On the one hand a tightly knit, 'well tuned' group can be easy to manage and effective, yet, "the tighter the members of an organisation's units bind together, the harder it can become for them to work effectively with other units and the more likely they are to act in their own best interests at the expense of the company's overall performance" (ibid).

To refer back to the above discussion on Pierre Bourdieu's concepts of economic and cultural capital, at the micro level, silos are the manifestation of *social* capital. To reiterate, Bourdieu stated that social capital is "the aggregate of the actual or potential resources that are linked to possession of a durable network of [...] relationships of mutual acquaintance or recognition" (Bourdieu, 1985), with Nan Lin *et al* stating that it appears "as resources embedded in one's social networks, resources that can be accessed or mobilised through ties in the networks" (Lin *et al*, 2001, p58). In short, the concept of social capital ascribes value to the connections and relationships people have with one another.

Within the concept of social capital is composed of three forms, *bonding*, *bridging* and *linking*. According to Dan Aldrich "each type identifies variation in strength of relationships and composition of networks and thus different outcomes for individuals and communities" (Aldrich & Meyer, 2015, p258). Aldrich identifies bonding social capital as "the connections among individuals who are emotionally close, such as friends or family, and result in tight bonds to a particular group" (ibid). The clearest example of

bonding social capital is family, for "bonding social capital is commonly characterised by homophily (i.e., high levels of similarity) in demographic characteristics, attitudes, and available information and resources" (ibid). Within the social settings where bonding social capital is the definitive form of social connection, a side effect is the potential for a group to "reinforce exclusive identities and homogenous groups" (Putnam, 2000, p22). This 'reinforcement' of an exclusive identity is the social equivalent of the silo wall. At an organisational level, silos (and the bonding social capital upon which they are erected) create what Ron Burt has termed 'structural holes'.

A structural hole emerges when "people focus on activities inside their own group, which creates holes in the information flow between groups" (Burt, 2004, p353), therefore a structural hole is a "[discontinuity] between exchange relations" (ibid, p355). The above paragraphs have emphasised the organisational level, yet structural holes are an element of any system. Therefore, they can exist at the micro level between individuals within an organisation or department, in between different groups, or even between separate organisations who operate within an ecosystem. Yet, a structural hole is not solely an obstacle to be overcome, but rather a potential well-spring for novel collaboration. In an optimistic turn, Burt argues that structural holes "are entrepreneurial opportunities to broker the flow of information between people on opposite sides of the structural hole" (Burt, 1997, p355).

Building bridges, or networking, is an obvious prerequisite to collaboration, for free informational flow and the generation of nuanced insight is an impossibility if that very information remains locked up within the silos of a bureaucratic or pathological organisational culture. What is needed, as Burt alludes to, is a bridging between the silos, an opening up of bonded relations, in order to facilitate the flow of information from one group to another. This connection is entrenched in 'bridging' social capital.

For the aforementioned Dan Aldrich, "bridging social capital describes acquaintances or individuals loosely connected that span social groups [...] These ties are more likely to display demographic diversity and provide novel information and resources that can assist individuals in advancing in society" (Aldrich & Meyer, 2015, p258). Whereas groups defined by bonding social capital are exclusionary and, in a sense, 'inward looking', those which are rich in bridging social capital are "outward looking and encompass people across diverse social cleavages" (Putnam, 2000, p22). The interrelation between bonding and bridging social capital is best summarised by Robert Putnam in his highly influential work *Bowling Alone*, where he states that "bonding social capital constitutes a kind of sociological superglue, whereas bridging social capital provides a sociological WD-40" (ibid, p23).

This observation on Putnam's part highlights the importance of both bonding and bridging social capital within an organisation or social system. This is equally attributed by Todd Pittinsky, who argues from a managerial perspective that "silos serve a purpose [for] when people feel tightly connected to a relatively small group, they are likely to feel more comfortable, work harder, and take more responsibility. Unfortunately, they can be less effective in working with people in other units and less willing to try" (Pittinsky, 2010, p19). Rather than 'dismantling' silos, Pittinsky argues that silos, and siloization generally, are a "tension to be managed, not a disease to be eradicated" (ibid).

Theoretically speaking, a means of 'softening' a silo is the integration of bridging social capital in and amongst the bonding social capital which holds a group or organisation together. According to Mario Luis-Small "bridging social capital often comes from involvement in organisations including civic and political institutions, parent–teacher associations, and sports and interest clubs along with educational and religious groups" (Small, 2010 in Aldrich & Meyer, 2015, p258). Numerous groups, organisations and working groups exist across Cambridgeshire which facilitate the development of bridging social capital.

Bridging Social Capital in Cambridgeshire - Closing the Digital Divide
An example of this is the Cambridgeshire Digital Partnership (CDP), a "network set up to improve digital inclusion across Cambridgeshire" (Cambridgeshire Digital Partnership, 2021) and "share information, promote good practice and working relationships between service provider organisations and individuals from the voluntary, community and statutory sectors, who work to alleviate digital exclusion issues" (ibid). Digital exclusion is a significant issue across Cambridgeshire and Peterborough, as revealed by a survey conducted during the early days of the pandemic to ascertain the scale of inaccessibility to digital technologies which can enable remote learning and found that "around 8,000 children and families were suffering disadvantage [in ability to access technology]" (Cambridge - in Pursuit of Equality, 2021). Within the CDP, numerous organisations approach the multi-faceted nature of digital exclusion from different positions.

For instance, the *Cambs Youth Panel* and *Laptops 4 Learning* approach digital exclusion from an 'access' position - the so-called 'first' level of the digital divide (Van Dijk, 2017, p1), with the latter taking "large organisation's [...] surplus tech, [to] repurpose and deploy through charities and local authorities" (Laptops 4 Learning, 2021). Yet, someone having access to digital technology will not intrinsically eradicate digital exclusion, rather, with a nod to the aforementioned concept of cultural capital, they will also have to be able to use the technology. This is known as the 'second level' of digital exclusion. This is a salient problem in advanced settings where "digital divides seem to be closing in terms of access, but inequalities that affect people's ability to make good use of digital resources persist" (Vassilakopoulou & Hustad, 2021, p1). Within the CDP, *Cambridge Online* - located and primarily focused upon Cambridge itself - embody the closure of the second level of digital exclusion by offering up their service to

> help people from the Cambridgeshire area to get online by teaching digital skills, and we then provide a range of courses to help people make the most of being online – including searching and applying for jobs, literacy and numeracy skills, shopping online, using Facebook and socialising online, contacting government and health services, leisure and healthy living (Cambridge Online, 2021)

The above quote touches on an important element of digital inclusion, especially when concerning the enhancement of social mobility, for access to, and use of, technology is in and of itself an isolated phenomenon, unless it can be used to generate real world benefits to the user. According to Massimo Ragnedda, individuals who utilise digital technologies in a self-beneficial manner are in possession of 'digital capital', vis-a-vis "a set of internalised abilities and aptitudes (digital competencies) as well as externalised resources (digital technology) that can be historically accumulated and transferred from one arena to another" (Ragnedda, 2018, p2367). The importance of digital capital within the arena of social

mobility concerns its manifestation as a 'conversion capital', insofar as "the level of digital capital that person possesses influences the quality of the Internet experience (second level of the digital divide), which, in turn, may be "converted" into other forms of capital (economic, social, cultural, personal and political) in the social sphere, thus influencing the *third level* of digital divide" (ibid, p2367 - emphasis added). This third element of digital exclusion is approached within the CDP by Cambridge Online along with CHS' 'New Horizons' project and Cambridgeshire Libraries.

This example highlights a means of cross-collaboration towards assuaging a multi-faceted, complex issue which requires multiple perspectives. However, the work of the Cambridgeshire Digital Partnership and the other organisations like it within the county is essential and effective, the complexity inherent with enhancing social mobility requires a broader approach which has the potential to bring together multiple organisations such as the Cambridgeshire Digital Partnership and others like it. Whilst digital inclusion is considered an important element in enhancing upward social mobility (Lane-Fox, 2010, p3), according to John Clayton and Stephen Macdonald the "lack of access to and appropriate use of ICT may be factors in extending exclusion, but according to [their] data are not the primary causes of social exclusion" (Clayton & Macdonald, 2013, p962).

As is ever so within the social realm, the barriers to upward social mobility are numerous and therefore intersect with each other. Therefore, whilst being able to access technology, use it and generate positive benefits from said use is a positive step in the right direction, a reliable internet connection and an ability to use LinkedIn does not an upwardly mobile individual make. To enhance upward social mobility, a means of bringing together the various organisations within Cambridgeshire and Peterborough who deal with the various intersections which limit mobility is required. Therefore, a solution which links those tasked with ending digital exclusion with, for instance, educational institutions, council services, mental health support, employability services, housing providers, the NHS and numerous others is required. The manifestation of such a demand is referred to as 'joined-up' service provision.

Joined-up Services and Governance
Within the U.K, the concept of joined-up governance or government, is not a new phenomenon. Initially raising its head during "the first term of the Blair Government, joined-up government [...] was a central objective of public sector reform" (Ling, 2002, p615). However, over time the "agenda of public reform [moved] on to a focus on 'delivery' and 'quality services' rather than 'modernising government'" (ibid). According to Christopher Pollitt, "joined-up government is a phrase which denotes the aspiration to achieve horizontally and vertically coordinated thinking and action" (Pollitt, 2003, p35). It is subsequently argued that there are four benefits to adopting, or at least striving for, a joined-up approach:

1. Situations in which different policies undermine each other can be eliminated.
2. Better use can be made of scarce resources.
3. Synergies may be created through the bringing together of different key stakeholders in a particular policy field or network.
4. It becomes possible to offer citizens seamless rather than fragmented access to a set of related services (ibid).

These benefits each relate to "the wish to eliminate contradictions and tensions between different policies", "to make better use of resources, through the elimination of duplication and/or contradiction between different programmes", "to improve the flow of good ideas and co-operation between different stakeholders in a particular policy sector, thus producing 'synergy' or smarter ways of working" and " to produce a more integrated or 'seamless' set of services, from the point of view of the citizens who use them" respectively (ibid).

The desire to achieve joined-up governance lies not only in the complexity of social phenomena and problems, but the complexity within the government itself. Patrick Dunleavy, of the London School of Economics, opined in 2010 "why is not government more like Marks and Spencer? Why can it not have an integrated outlet on every High Street or shopping centre in the places where people want to go anyway?" (Dunleavy, 2010, p9). This hypothetical question often raised by focus group participants, hints at the complexity of government. As referred to above, Dunleavy has identified "thirteen types of citizen-government relationships in the UK" (ibid, p10), overall estimating "that there are at least 40 different and substantively important ways of organising the inter-relations across tiers of government in most areas in the UK, each of them with their own distinctive peculiarities, institutional histories and characteristic ways of working" (ibid, p12). The reason why the relationship between citizen and government isn't as simple as that between customer and retailer is the vastly increased complexity of the former over the latter (ibid, p10).

Depending on the intended outcome foreseen by the citizen, the means upon which they interact with government services will vary significantly on a case by case basis. If one has issues with taxation or benefits they would directly approach the relevant national ministries (HMRC or the DWP respectively) whereas, if a citizen took issue with the manner in which a local school is being run they, according to Dunleavy, would be interacting with "services implemented by micro-local agencies in a public service delivery chain" (ibid, p11), which requires the citizen to work through two separate entities (a micro-level agency and the local government) before being in contact with central government (ibid, p10).

This complexity is entrenched within the mechanisations of government. To reiterate, Dunleavy reminds us to "bear in mind also that UK central government is split up horizontally into around 14 vertical silos, headed in each case by a department of state in Whitehall with its attendant 'departmental group' of quasi-government agencies, or with smaller-scale departmental counterparts in the devolved administrations" (ibid, p12). As can be observed by these examples, the means of combating social issues is in and of itself incredibly complex, as are the social issues themselves. The overriding goal of this project is to enhance social mobility through answering the question of *how can we best align partners and community assets to ensure whole communities can access opportunities to enhance social mobility*? To reinforce a point raised earlier, according to the council's own research, "the main driver of social mobility is good quality participation and progression in the labour market" (Chapman, 2021, p5). Therefore, the spectre of unemployment and the means in which to overcome, or at least combat it, provides a useful case study to interrogate the complexity at hand.

As mentioned above, according to Zulum Avila (2019) "improving employment outcomes for [longterm] jobseekers very often requires a combination of services to address both direct barriers to employability and other challenges (e.g. poor literacy, long-term illness, housing and financial constraints) that might influence job-search ability" (Avila, 2019, p2). This quotation not only highlights the multifaceted reality behind long term unemployment, but also the requirement for a 'combination of services' to combat this significant barrier to social mobility. Within the same document a table is presented (below) detailing the 'potential barriers to employment' (ibid, p4). As can be seen there are five 'employment and skill related barriers' and twelve identified external barriers which affect the ability for an individual to take up a job (ibid). This table illustrates the breadth and depth required to tackle long term unemployment and, thus the necessity for a joined-up approach towards vaulting one of the major hurdles preventing social mobility.
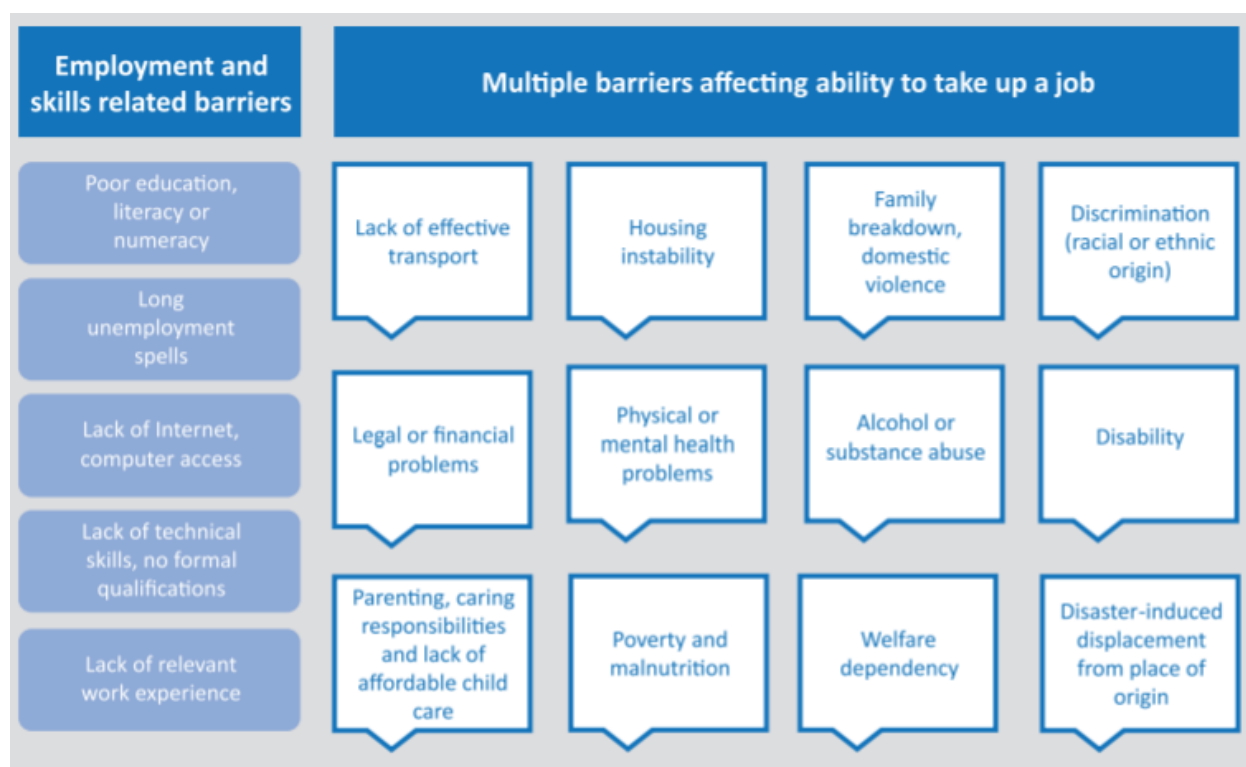
Fig2. Barriers to employment by Zullum Aliva (Aliva, 2019, p2)

The preceding handful of paragraphs have looked into the notion of joined-up services and the necessity for such an approach in enhancing social mobility. The question still remains, however, how does one go about developing a joined-up service? The aforementioned Patrick Dunleavy, vis-a-vis the work of Nick Frost (2005) has developed a potential path upon which to do so. What is proposed is a potential series of stages to be followed in order to achieve full integration - a merger of two or more entities.

To begin there are two separate entities, both tasked with the "provision of services is planned separately by each organisation or service stream involved, within highly siloed professional or

organisational compartments" (Dunleavy, 2010, p17). This stage embodies the bureaucratic organisational culture identified by Ron Westrum (2014). The following stage emerges when "organisations or service-streams [...] recognise that their activities are complementary and acknowledge a need to fit them together in order for the coverage for clients or communities to be improved" (Dunleavy, 2010, p17). This is the domain of bridging social capital and is a scenario where platforms could be of use in facilitating the grounds of realisation. This stage is a positive step towards a joined-up approach, but "progress is limited because organisations or service-streams do not significantly modify their own strong cultures" (ibid). Here Dunleavy is calling for the effective dismantling of the silo, in opposition to Pittinsky's argument that silos are 'tensions to be managed' and are in many ways positive (Pittinsky, 2010, p19).

The third stage builds upon the previous two when "organisations or service-streams now formulate joined-up plans, that at least cross refer to each other. And crucially, they make some efforts to collect information on how (joint) outcomes are being achieved" (Dunleavy, 2010, p17). The rate of progress here is embodied by two separate entities, who subsequently identify similarities and begin to develop a plan to collaborate. The fourth stage moves from the theoretical realm of planning and organisation and to

> some common or overarching goals, which follow through from plans into implementation and even into detailed working on cases or areas. They work together in a planned and systematic way towards realising shared objectives. For example, information sharing or information pooling begins, ICT systems start to routinely communicate, and 'front-line' staff know each others' processes and methods of working well (ibid, p18).

This lays the groundwork for the important fifth stage, where "services work together in a planned and systematic manner towards shared goals that are agreed consensually" (ibid). Behind the scenes, this collaboration, according to Dunleavy includes "joint committees [meeting] regularly at senior levels and managers [emphasising] the need for effective joint working inside each organisation or service stream involved" (ibid). The sixth stage is split into four sub-sections, titled "difficult next-stage, or 'something more', developments" (ibid) and the seventh stage is a full merger. However, for the scope of this project these two stages are beyond consideration, for the goal is to provide a means for collaborative working, rather than a vehicle for the merger of separate entities.

Conclusion

This review began with a focus on social mobility, noting the concept's centrality in the development of government policy, which led to an expansion of the social mobility commission's definition of social mobility, through the addition of a class dimension. This enables the interpretation of not only class, but social mobility, to be viewed through a 'capitals' lens by drawing on the work of Pierre Bourdieu. The 'capitals' approach to social mobility has been adopted by Think Communities at the county council level and is also used here. Following on from this assertion, this project shares the view that the best means of which to build upward social mobility is the provision of stable and sustained access to the labour market. However, there are multiple barriers to sustained employment for many residents in

Cambridgeshire, which encompass a mixture of social, environmental, health, economic, skills and cultural factors.

The entwined nature of these barriers calls for the necessity for a 'joined-up' approach to combating social issues and problems, because their very nature is, in and of itself, joined-up. Social mobility, or at least the provision of upward social mobility is an incredibly complex issue consisting of numerous other complex issues and thus, a joined-up approach is required. However, the prevalence of silos and siloisation within organisations stands as one of many obstacles to developing a joined-up approach. Therefore, this review looked into the underlying factors behind the formulation of silos and the potential means of, not necessarily dismantling them, but at least managing them. This was in the form of social capital and the 'structural holes' present in between silos, and the potential of 'bridging' social capital as a means of linking the 'bonded' groups within the silos.

This need to bridge the gap between silos is embodied via the second stage of Patrick Dunleavy's seven proposed stages of joined up service formulation by bringing different groups, organisations, entities and individuals onto the same table as it were. This review has provided a theoretical underpinning to this project's approach in answering the question of *how can we best align partners and community assets to ensure whole communities can access opportunities to enhance social mobility?* The following question is, what method would be best suited to bringing together the disparate and diverse groups of Cambridgeshire to best enhance social mobility? One such means of achieving this goal is the utilisation of digital platforms.

Section 4: The Promise and Problems of Digital Platforms

The word platform has many different uses and connotations across the English language, with it spanning the 'computational', 'architectural', 'figurative' and 'political' realms (Gillespie, 2014, p349-50). Within the business realm, platforms have become a central component of the contemporary economy, with, according to Nick Srnicek's work *Platform Capitalism* (2017), "numerous companies [incorporating] platforms: powerful technology companies (Google, Facebook and Amazon), dynamic start-ups (Uber, Airbnb), industrial leaders (GE, Siemens) and agricultural powerhouses (John Deere, Monsanto)" (p43) to name a few. In this digitised context, a platform is best understood as a "digital infrastructure where two or more groups interact. They therefore position themselves as intermediaries that bring together different users" (Srnicek, 2017, p43).

According to Srnicek, platforms have four 'essential characteristics' (ibid, p44), the first of which being the above mentioned provision of a "basic infrastructure to mediate between different groups" (ibid). A contemporary example of this feature is embodied in the drive for social prescribing within the NHS (See: Appendix 2). The second characteristic concerns the notion that platforms "produce and are reliant on 'network effects'" (Srnicek, 2017, p45). Network effects are bound in the notion that "the more numerous the users who use a platform, the more valuable that platform becomes for everyone else" (ibid). Thirdly, "platforms often use cross-subsidisation: [where] one arm of the firm reduces the price of a service or good (even providing it for free), but another arm raises prices in order to make up for these losses" (ibid, p46). The final characteristic asserts that "platforms are designed in a way that makes them attractive to its various users" (ibid). Yet, despite platforms "presenting themselves as empty spaces [...] the rules of product and service development, as well as marketplace interactions, are set by the platform owner" (ibid, p47). These four characteristics refer to the essence of the platform as a concept:

1. A means of facilitating collaboration or a market
2. Their social situatedness
3. If there is no broad desire to utilise the platform, it will cease to function as a platform
4. The economic considerations of running a platform and the underlying political and power considerations of a platform.

These characteristics are all to be considered when developing or utilising a platform. They also offer a useful means to interpret pre-existing examples of platform use.

Within the perpetually expansionist realm of the smart city (Sadowski & Pasquale, 2015, p9), the platform has adopted a vaulted status as an approach to reducing siloisation within the urban realm (Brown et al, 2020, p7). One such example comes from Peterborough and is manifest in the (now defunct) *Share Peterborough* platform, "an online, resource sharing platform for businesses and other organisations in Peterborough" (Share Peterborough, 2016). The Share Peterborough platform is philosophically grounded in the circular economy. According to Julian Kirchherr *et al*'s 2017 literature review into the concept, a circular economy is an economic system that is based on business models which replace the 'end-of-life' concept with reducing, alternatively reusing, recycling and recovering

materials in production/distribution and consumption processes, thus operating at the micro level (products, companies, consumers), meso level (eco-industrial parks) and macro level (city, region, nation and beyond), with the aim to accomplish sustainable development, which implies creating environmental quality, economic prosperity and social equity, to the benefit of current and future generation (Kirchherr et al, 2017, p224)

For the Share Peterborough platform, the drive to enhance environmental, social and economic conditions is central to the platform's existence (Share Peterborough, 2021). The 'mediation' proposed by the platform encompases the sharing of resources, ruminating that "Share Peterborough is a totally free, member only, online sharing community for Peterborough businesses. Whether you have a meeting room to spare, or you need some office chairs; as a member you can use this site to exchange products, skills, and services, and offer exclusive promotions to other members" (ibid). Thus presenting a digital means of reducing the 'end-of-life' concept imbued within 'linear' approaches to resource consumption.

The above paragraph relates to the first of the four platform characteristics posited by Srnicek. The second of which, concerning 'network effects', represents an issue with this particular platform, for at the time of writing there were no active listings on the digital map (app.sharepeterborough, 2021).[1] This uncovers an inherent tendency within platforms; they are inescapably monopolistic. The value of a platform is ascribed to the power of network effects, for the more people who utilise a platform, the more valuable it becomes as a mediator, owing to the greater range of interactions that can take place on it (See: Srnicek, 2017, p45). The platforms which Share Peterborough have utilised to advertise its existence - Facebook and Twitter - already possess a relative monopoly on local advertisement (the effective function of the platform) owing to their substantial network effects. This realisation doesn't in and of itself discount using platforms in the public realm, but it highlights a particular concern, being, that if a platform possesses insufficient network effects, then the reason for its existence - the mediation of interaction between groups - may not come to pass.

The Share Peterborough platform is one interpretation of what platforms can be used for. There are other platforms being utilised within Cambridgeshire for other means. One such platform is Cambridge's *Intelligent City Platform* (ICP) which functions as a means of producing "real-time data from an array of sensors around the city that can be used in a host of applications" (Intelligent City Platform, 2019). The data which flows into and through the platform concerns waste, air quality and temperature, busses, parking, traffic control, road network and other sources including twitter timelines, weather, google traffic and train departures (ibid). Whilst the Share Peterborough platform and the ICP on the surface share little, they are both underpinned by a defining essence: the asuasion of the limiting factors contained within information silos.

The Share Peterborough platform approached this phenomena vis-a-vis connecting different organisations and businesses through the provision of a means of limiting wastage and enhancing the principles of the circular economy; if one entity has an excess of something, there reasonably may be

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[1] The Share Peterborough platform was shut down on 30/11/2021 owing to a lack of use.

another entity who are lacking in that regard, and the platform could facilitate the eradication of that need without resorting to resource extraction and the negative environmental impacts that entails. The ICP, on the other hand, approaches 'desiloization' through an information provision lens. The platform brings together numerous different viewpoints of the city in one place, therefore connecting the various departments and interests under one roof.

Despite approaching the same phenomena via different means, the end result, or at least the desired end result is the same; sharing. Put in another way, the bridging of structural holes via the facilitation of bridging social capital. However, whilst the facilitation of interconnecting previously isolated and insulated siloised groups is in and of itself a noble and desired outcome, it doesn't implicitly entail the formulation of 'joined-up' services.

The preceding paragraphs have sketched out the theoretical boundaries of what makes a digital platform, and highlights the potential of a platform focused approach to the facilitation of bridging social capital between separate organisations and groups. However, whilst an approach may seem sound, or even obvious on paper, the instance the rubber meets the road, the conditions of its feasibility change. Therefore, this project took the notion of a platform approach and put it to a number of local figures in the local voluntary sector to ascertain the validity of such an approach.

Applying Platforms

Given the multifaceted nature of inequality that the goal of social mobility aims to counter, this project recognised that one solution would not be sufficient to cover all our bases. Therefore, we were interested in furthering the joined up approach that the Cambridgeshire County Council had been focused on, with the aim of synergising partnerships and facilitating connections between already existing formal and informal community assets. The thinking was that, by allowing these groups to come into more frequent contact and partnership with each other, we could build a comprehensive network that would allow residents from one part of Cambridgeshire to access the full range of knowledge, resources, and opportunities that the voluntary and community sector (VCS) and relevant local authorities could provide. This resonates with Recommendations 7 and 8 of the 2020 CUSPE-CCC report (See: Baird et al, 2020), which was to renovate the existing council directory of services as a broader digital platform in order to raise awareness of volunteering opportunities in a place-based format.

In developing our ideas for a proposed platform, we drew inspiration from a peer-to-peer platform promoting volunteer-host engagement named the national STEM Ambassador programme. Through a digital marketplace (and supported by regional hubs), expert volunteers from the science, technology, engineering and maths sectors may advertise their specific skills. Host organisations (which include every school in the UK) may also advertise one-off or ongoing opportunities for volunteers to register for. Volunteer engagement is encouraged through the use of incentives (via employers, training opportunities, and through certificates of annual volunteering hours) while hosts benefit from access to a vetted community of 30,000 specialist volunteers. One element of this approach was particularly appealing for this project, that being the idea of a marketplace for volunteers and information-sharing.

We were therefore drawn to the use of a digital platform as a tool for connection between different community assets, which comprise anything from informal interest groups and community safety patrols, to food banks and parish councils. We were also encouraged by the findings in previous surveys of the Voluntary and Community Sector within Cambridgeshire that emphasised the interest and desire of groups in forming peer networks amongst themselves. In particular, more than 80% said that networks for those within similar fields (e.g. health) was either slightly or very important, and around 70% said that networks for groups within the geographical area was either slightly or very important (Support Cambridgeshire). The digital platform was thus meant to be an affordable and accessible online space with the following purposes:

- To provide a (virtual) context by which community assets could build relationships
- To facilitate the sharing of information, volunteers, venues

As such, we put together the following suite of suggested features:

- Directory
- Community page to advertise information
- Marketplace for requests for and offers to help
- Discussion forums
- Direct messaging
- In-built video chatting function

The figure below demonstrates how our proposed digital platform would ideally contribute to aligning partners and community assets to enable communities to access opportunities and become more socially mobile.
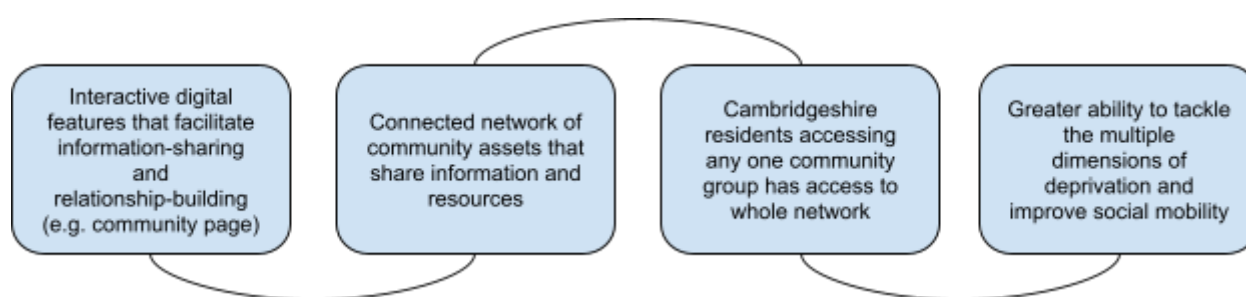
Fig.2 Proposed rationale behind the digital platform

The use of a digital rather than in-person platform was particularly appealing owing to: (a) its accessibility no matter the locale; (b) asynchronicity, allowing different groups to respond and engage at different times; (c) affordability, both for participating community groups and the County Council; and (d) inclusivity; allowing the broadest range of community groups to participate within the same space, which might not be achievable in-person.

Interview findings

Armed with these theoretical models, we interviewed four professionals within the public and third sector in order to understand their perspective on our proposed platform. We asked questions that aimed to evaluate the following dimensions:

- Usefulness - does it meet a real need?
- Feasibility - can it be done with current resources?
- Receptivity - will community groups be receptive to using it, and what can be done to make it more attractive to them?

However, despite our initial enthusiasm, our proposal was met with scepticism. Below, is an analysis concerning the rationale for such resistance.

Firstly, various forms of digital communication platforms are already in use across Cambridgeshire, with different groups preferring different platforms. The participants did not see the benefit of creating a new platform to facilitate networking between community groups. Many groups already had their own virtual methods of communication and switching from one to another might be potential sources of confusion and incur high transaction costs. This would also replicate, in online space, what Think Communities Place Coordinators were already doing in-person. Secondly, the county-wide nature of the proposed platform was seen as not particularly relevant, especially for partnerships between community groups that are strongly local in focus (e.g. Love Wisbech) and might not necessarily benefit from a Cambridgeshire-wide online network.

Thirdly, promoting uptake and maintaining engagement is a laborious process that requires dedicated time and personnel both from the County Council and the groups themselves. This is compounded by the relative lack of digital skills within the voluntary and community sector - which was estimated at around 20% in 2018 (Support Cambridgeshire, 2018) - as well as the digital inequalities between groups with different income levels and uptake of digital technology. It is, therefore, not feasible to expect that all groups will be able to participate and engage at the intended levels, and equipping them to use the network would thus be an added cost. Interviewees thus implied that the expense was likely to be high and that it may not achieve the proposed benefits. One interviewee suggested that a communication forum dedicated to coordination may be more useful for parish councils as node organisers, rather than the community groups themselves. Furthermore a site for interlinked public-facing parish council pages would be a good way to promote awareness equally of available services in a local area.

Fourthly, interviewees pointed out that a digital platform might be inadequate in facilitating relationships between community groups that may have had complicated histories of competition between one another for funding and/or volunteers. For example, the Love Wisbech partnership between community groups was the result of a yearlong period of communication between groups, with the help of an external mediation consultant, which allowed them to come to a written agreement of shared values that would facilitate their collaboration. Therefore, while a digital platform can provide the virtual

infrastructure for communication and connection, it can only work if there is a pre-existing relationship of goodwill and a culture of sharing. The results of our interviews can be summarised as follows:

Is it **useful**?	Other forms of digital communication are already in use.
	Other kinds of network-building initiatives exist (e.g. Think Communities).
	County-wide network might not be of use to groups that work within smaller localities.
Is it **feasible**?	Switching from one platform to another incurs transaction costs for community groups.
	It is costly to equip and teach community groups (with differing levels of digital skills) to use the platform.
	Staff costs and infrastructural investment to upkeep the network are high.
Will community groups be **receptive** to it?	Receptivity to information and volunteer sharing is predicated on a culture of goodwill and collaboration, which may be difficult to establish online.
	Voluntary staff may not consider interaction with the platform to be a good use of their time.

To conclude this segment on the role of digital platforms in facilitating cross collaboration and joined up approaches to service delivery, we argue that for a digital platform to be successfully utilised *in situ*, a number of factors need to be, at least, taken into consideration. Firstly a detailed understanding of the current landscape of technology and system utilisation amongst and between the different entities must be established. Secondly, a local, perhaps ward-by-ward approach is recommended to the rollout of new technological approaches. Thirdly, if a platform is to be utilised, a dedicated team is required to service, maintain and ensure its full functionality. However, the fourth finding is perhaps the most illuminating. For, platforms cannot be utilised to spark cross collaboration, but rather, their potential use lies in their ability to *enhance* pre-existing forms of collaboration.

Section 5: Key Successes and Key Needs

Key Successes

Despite the above discussion, interviewees noted several specific examples where community assets or organisations were able to achieve successful outcomes through networking, coordination or collaboration. We draw them out in order to understand how a potential solution can incorporate key learning points. Summaries of these are provided below.

Pandemic response

The coronavirus pandemic brought together diverse local groups to form community support networks across South Cambridgeshire (Interviews A, B, C) which was driven by the communities themselves and not by the council (Interview A). According to the county council's directory of services, 190 covid-19 related community groups sprung up in response to the pandemic (Directory of Services, 2022). Supporting robust local networks and relationships is also described as a priority in the wake of the pandemic (Interview B).

Also, the Hiraeth project (run by Cambridge Hub) have organised outdoor events in 2021, such as picnics and park visits for the vulnerable groups it focuses to help to address the situation influenced by the pandemic especially the lockdown, although it is underscored that more complex reviews and requirements for checking and hiring indoor spaces and designing the use of the spaces (such as meeting rooms) has negatively influenced the organisation of diverse activities as before (e.g., cooking and workshops for the vulnerable groups Hiraeth helps) (Hiraeth, 2019; Interview E).

Funding acquisition

Funding/overspending has been highlighted as an increasing problem for organisations during the pandemic and associated recession (Support Cambridgeshire, 2020). Communication is key to funding at different scales:

For a *single/small organisation*, reaching out to a coordinating body reveals funding opportunities that can be used to improve facilities and services. For example, CCVS assisted Hale Road Allotments, Swavesey to apply for funding to install waterless toilet facilities, greatly improving accessibility and the utility of the site for the local community (Cambridge Council for Voluntary Services, 2017). Fenland District Council worked with a local charity to disseminate funds to small organisations more effectively and quickly (Interview C).

For *multi-organisational partnerships*, the coordination of complementary expertise is crucial to address a fundable issue such as digital inequality. The Cambridge Digital Partnership (as discussed above) includes different organisations with roles to play in access, cost effective purchase, and training (Interview B). Love Wisbech, a partnership of 24 community groups, was borne out of a Support Cambridgeshire consultation project between local councils, organisations and residents. They have made joint applications for funding which were successful due to the brand recognition and momentum of a larger partnership (Interviews C, D).

Personalised support

Hiraeth is a volunteering project run by Cambridge Hub from 2019, a charity branch in the city of Cambridge (Hiraeth, 2019; Interview E). It aims to assist unaccompanied asylum seeking children (14 to 19 years old) in Cambridgeshire and the UK with social inclusion, which is of importance to increasing social mobility in the host country, and is conducted primarily through socialisation, English language acquisition and improvement of wellbeing. The Hub serves as a coordinator of a wide range of events, which promotes inclusivity and tenders collaboration between the attendees and case/social workers of Cambridge City Council. Despite a long chain of the service, which means the volunteers do not directly contact the children, based on the interviews with the project manager and previous student manager, it is suggested the personalised support provided by Hiraeth, with different partnerships locally/nationally, may benefit the social mobility of young immigrants. The typical community partnerships include:

A. A sports club located in the northern part of Cambridge (Histon), the Hub has built programmes to allow the children's participation in football, for example;

B. Centre (an organisation on mental health) on Mill Road, Cambridge, has good reach to the local community, with which the Hub has run a picnic on a piece in Cambridge in 2021 summer and some group therapy sessions to help the children address housing/financial problems;

C. A "Rainbow" project in Cambridge for disadvantaged youth;

D. Football activities and "boxing future" in Peterborough.

The Hub has also cooperated with Cambridge City Council and Peterborough City Council, which supported various in-person events, such as tutorial sessions (English and maths for the children usually with language barriers) and career-based workshops (including coding classes to facilitate the children's skills, which could be important to their employment and inclusion going forward), as well as other workshops based on the immigrants' interest, which is also the core of the project development by the Hub to increase the young people's motivation to join the events. The Hub is also associated with Derbyshire County Council for events on children and young people's wellbeing and inclusion (Interview E).

Additionally, Community hubs in Fenland are modelled on the South Norfolk and Broadland District Councils Early Help Hub, a portal providing diverse information including access to Community Connectors who can link up users with the services and support that they need (Interview D). These are intensive approaches to provide bespoke, high quality support.

Key Needs

Beyond successes, the interviewees, who are involved in coordination and close working with community groups, describe broadly similar priorities for future development. This is highly important in allowing us to identify the broad areas that a potential solution should address. These fall into three categories: *volunteers*, *awareness of opportunities*, and *relationship building*.

Volunteers

Volunteer efforts have been crucial during the coronavirus pandemic to support community-led projects delivering food, medicine, and running errands for people who are self isolating or shielding (Baird *et al*, 2020). The enthusiasm of the public to volunteer during a time of crisis has been extraordinary, and it is described as a great potential benefit to the voluntary service sector if this enthusiasm could be maintained going forwards (Interviews A and D). The shape of volunteering is changing, with more people interested in ad hoc "micro-volunteering" rather than a regular voluntary position in one place. Sharing volunteers or organising a flexible voluntary workforce of this sort is a complex challenge for individual organisations to address, and involves huge duplication of effort. Provision of this as a service would be attractive for host organisations (Interview D).

Challenge: How can volunteers be shared, sought and matched to opportunities with community organisations, while maintaining engagement of all parties?

Awareness

Informal and formal networks (re. bridging social capital) exist between community groups, voluntary organisations, services, and councils. When opportunities become available, such as funding or collaboration, these are disseminated through the network. Unknown entities may benefit hugely from these opportunities as well, but cannot apply for what they do not know about. Central coordinating bodies such as volunteer hubs can address this gap when groups reach out for help. But, for example, CCVS doubts that the majority of volunteer groups are known to them or the council (Interview B).

For specific groups, such as the children and young immigrants involved in the Hiraeth project, how to use digital platforms to help them associate or extend social networks seems to be overlooked. This is hindered by their age and living situation (for example, many of them live in specific relocation centres, where digital devices could be in limited use or no signals are available) and restricted investment to their equipment - if they live with other households, probably because they are expected to leave and be independent after they grow up several years later, the host families usually do not invest mobile phones or electronic devices for these children/teenagers (Interview E). Thus, it seems that the awareness of stakeholders (the children/young immigrants, the host families, governing organisations and the local welfare and relevant offices) should be raised about the use of digital networking, but also specific plans and budgets might be considered for more e-facilities accessible to young immigrants and other vulnerable groups with this need.

Challenge: How can the council increase its reach to improve awareness of opportunities, overcoming the current gaps in bridging social capital, to improve equity of funding?

Relationship building & networking

Community organisations may collaborate to access funds or to widen participation in their activities. Building relationships and trust in order to launch these collaborations is a significant barrier due to the time and commitment asked of volunteers (Interview B). Where funding is sought, the short time frame means that applicants may not be able to create these links and establish a proposal in time. Furthermore there can be resistance to collaboration due to groups wanting to maintain control over their projects, or due to perceived scarcity of resources (Interview C). As described above for Love Wisbech, a partnership may require mediation to overcome interpersonal problems (Interview D).

Challenge: How can complementary organisations establish and maintain positive, beneficial relationships without networking becoming a time sink?

Routes to Address the Stated Priorities

In response to feedback from interviewees, we reflect that a standalone digital platform to promote collaboration between community groups may not be successful. In this case, what possibilities are there for addressing these priorities?

Volunteer Management

How can volunteers be shared, sought and matched to opportunities with community organisations, while maintaining engagement of all parties?

Different strategies for volunteer management include:

A. A highly personalised, bespoke matching service similar to a traditional job agency may provide host organisations with volunteers that have appropriate skills or certifications; the burden of labour there lies with a central personnel organiser. The intense involvement of a coordinator may speed up the process and maintain engagement.

B. A peer to peer system allows host organisations and prospective volunteers to promote themselves and communicate directly. The workload is divided as both host and volunteer must invest time, but a coordinator may still need to provide support.

C. A noticeboard allows hosts to advertise volunteering opportunities but with no registration of volunteers. The labour of vetting candidates and managing communication falls to the host organisation, and extensive lists of vacancies may be overwhelming to volunteers. This does not promote volunteer sharing or collaboration between hosts, however it is a simple and widely used approach.

D. Under an automated volunteer matching service the volunteer supplies a profile that is algorithmically matched to a shortlist of suitable opportunities. This may be more time effective than other systems when there is a very large number of volunteers and/or opportunities.

There are existing services at the national level, including peer-to-peer systems (such as Do It, Be On Hand), online and app-based directories (such as Reach Volunteering, Charity Job, RestLess), and local nodes that may provide informal facilitation in Peterborough, Cambridge and Huntingdon.

Potential for added value

A volunteer database that is kept up to date (for example regarding DBS status and availability) could improve the return rate of volunteers for positions and remove the time obstacle from short term or cover vacancies, and remove an administrative burden from hosts. A highly localised "menu of opportunity" is attractive (Interview D). As a local service it would be well placed to accommodate or promote volunteer sharing initiatives between local organisations.

Recommendation 5, below, may be incorporated into strategy A, B or D according to the priorities and resources available.

Awareness of Opportunities

How can the council increase its reach to improve awareness of funding and collaborative opportunities, overcoming the current gaps in bridging social capital, to improve equity of funding?

Advertising opportunities may be targeted at specific geographic areas or demographics using existing networks that leverage metadata, such as Facebook. However, where the audience is not known, a dispersed approach may improve reach through community groups' members or relationship networks (exploiting bridging social capital in diverse groups). Responsive information provision occurs through node organisations as gatekeepers who are contacted by groups with a specific need. Offline dissemination such as through community hubs and parish councils is a crucial aspect as not all organisations are active online. Identifying the gaps to target may be a novel approach that supports existing information dissemination efforts.

Potential for added value

Identification of where localised gaps in communication exist could be a valuable tool for monitoring impact and progress, and is an ideal application of a digital approach. Several sources of data may feed into such a tool: mapping the geographical spread of potential (economic, social, cultural, human, environmental) capital from council service directory data (See: appendix 1), mapping the previous applicants and recipients of funding, mining social media sources for the footprint of unregistered community organisations, and modelling the spread of information through communities under different advertising campaigns. Though the mapping and modelling of social networks uses established mathematical principles (Yablochnikov, 2021), to our knowledge this would be a novel application.

Recommendations 3 and 4 address this priority in the offline and online realms respectively, with Recommendation 6 bringing in the added value of modelled information flow.

Networking

How can complementary organisations establish and maintain positive, beneficial relationships without networking becoming a time sink?

Volunteer organisations can be particularly time-poor, a point highlighted in all interviews. To improve the efficiency of networking and prevent it becoming a time sink, some relationships need to be prioritised and even incentivised. Local groups with complementary functions may achieve this

organically through their parish council, community hubs, or existing personal networks (Interview C). Node organisations with a wide spread of contacts can also create networking events.

Potential for added value

A more proactive approach to predicting upcoming funding priorities would improve efficiency for node organisations to target their networking initiatives. Patent benefits for community groups that engage may improve participation.

Section 6: Conclusions

The theoretical framework for social mobility clearly identifies the provision of economic, social, and cultural capital as a means of enhancing social mobility. The barriers to communities accessing these types of capital are complex and as such require a joined up solution. The concept of desiloisation is a process for improving information flow by bridging structural holes in organisations. Platforms may address this by facilitating communication and collaboration between distinct groups.

However, deploying a platform is not a simple, fast, or cheap task. Not only does the infrastructure need to be built, users may be reluctant to adopt it and unable to get the most out of it. This is alongside the required administrative support, which entails an ongoing cost. From the evidence gathered throughout this project, there was a clear scepticism among our interview subjects about the utility of a new platform to address this research question.

Furthermore, our interviews highlighted a key set of priorities in the realm of horizontal communication in the community and voluntary sector: volunteer management, improving awareness of opportunities, and effective relationship building. Each of these may be approached in diverse ways with differing financial and time burdens placed on the participating organisations. Therefore, in response to the question of how can we best align partners and community assets to ensure whole communities can access opportunities to enhance social mobility, this project proposes the following measures.

Section 7: Recommendations

As a result of our research, we make the following recommendations, which are presented in three elements. Firstly, recommendations 1 and 2 concern behind the scenes and information management approaches which are internal in nature and require little new research. Therefore, these are posited as being relatively short-term in nature. The second element, recommendations 3 and 4, are premised on the notion that investments are required for specific ends, particularly the provision of community hubs, and are therefore considered to be more long-term initiatives. Finally, the final two recommendations, 5 and 6, are centred on the need for future research, and possess the longest time frame of potential completion.

Short Term and Behind the Scenes

RECOMMENDATION 1: Enrich the Cambridgeshire County Council website's current online directory

Following concerns about the cost and work required to build a *de novo* platform to improve community group collaboration, we propose a compromise wherein the council directory of services infrastructure could be regenerated with extra functionality to facilitate information flow and offline relationship building efforts.

The Cambridgeshire Directory is currently accessed through more than 76,000 sessions per month (for comparison, per month the Suffolk InfoLink website is accessed through 74,000 sessions; the Norfolk Community Directory through 10,000 sessions; the Essex Directory of Children and Family Services is downloaded 341 times; and the Hertfordshire Directory receives 11,100 unique page views). This demonstrates that the Cambridgeshire Directory is a well-used resource with an established user base, which addresses the concerns about uptake and initial participation of a new platform and infrastructure expense.

Extra functions would include an associated noticeboard dedicated to announcements of funding opportunities and calls to action for community groups, richer profile information for listings (type of service, organisation size, geographic location and reach, social capital type), and a redesign as an interconnecting web of local resources including the parish councils as nodes. Community groups listed may opt-in for contact regarding funding opportunities, support, or local initiatives.

An enriched, locally interconnected directory will address the priority issues for horizontal communication in the following ways:

- It provides a central listing for opportunities (both financial and collaborative), greatly improving discoverability for groups who are not already on the grapevine. Community groups with listed contact details could be automatically notified of applicable news targeted using profile data, potentially driving novel partnerships.
- Public provision of contact details and the connection of listings through parish nodes will aid mutual visibility of groups.

● Specifically this also incentivises participation through the potential to be notified about funding.

Furthermore, the improved metadata attached to the directory would enable automated reporting on the frequency of user access (popularity) of different content types, adding a data source to feed into Recommendation 6 below.

RECOMMENDATION 2: Create a database of ready-to-go volunteers

To reduce the burden of temporary/ad hoc volunteer management, and to stimulate an environment of volunteer sharing, a database would be maintained with profiled volunteers (skills, experience) who are supported to keep DBS certification and availability up to date so that they can volunteer immediately. It may be appropriate to wrap this in a mobile app to encourage interactive browsing of opportunities and the spontaneity of microvolunteering: this embodies the "peer to peer" volunteer management strategy described in Chapter 5. It would have specific added value compared to current volunteering websites, as described previously. Existing volunteer centres may be well placed to support or deliver this service with additional funding. A Cambridgeshire centralised provision of volunteers will address the priority issues for horizontal communication in the following ways:

● As a shared resource it reduces unnecessary duplication of effort, such as DBS checks.
● The system may be used to facilitate relationship building through collaborative training initiatives: investing time in training shared volunteers may be the incentive to get groups in the room.

Long Term Investment and Community Provision

RECOMMENDATION 3: Provide opportunities for mediation for community groups and share evidence of the positive impact of collaboration

We recommend identifying histories of conflict and potential areas of competition between community groups and providing opportunities for mediation, as well as highlighting the advantages of collaboration, possibly facilitated by Think Communities Place Coordinators.

Our interview findings indicate that it is not necessarily the case that collaboration would be considered positive by community groups - rather, histories of conflict, and the current incentive to compete for funding and resources, would need to be addressed before collaborative relationships could be built between them. Interviewees highlighted the importance of explicitly stating and agreeing on shared norms and values between community groups as they undertook collaborative ventures. Lastly, they emphasised the importance of using evidence to convince community groups of the advantages of collaboration, usually through showing how this would attract larger funding to the region and highlighting its positive impacts on residents who might benefit from a wider network of help.

We therefore suggest that processes of dialogue can be conducted between community groups within individual districts, to bring about positive relationships of collaboration that can then be potentially optimised through digital platforms.

This can add to horizontal communication and strategic alignment between community groups in the following ways:

- It can unearth and address histories of conflict and areas of competition within a safe, conducive, and facilitated environment.
- When shown evidence of the positive impact of collaboration, this can provide common ground and shared motivation for community groups to work together.
- Facilitated mediation can lead to the explicit agreement on norms and values (e.g. culture of no blame) that can set the tone for future collaborations.

RECOMMENDATION 4: Invest in community hubs with affordable premises for hire

Reiterating the recommendation of the 2020 CUSPE-CCC report and to address the financial pressures previously reported by community groups, we propose that the council supports and improves existing community hubs or provides funding to create new ones. Affordable premises hire or local discount rates (as already in place across the county) should continue to be part of this.

Investment in community hubs will address the priority issues for horizontal communication in the following ways:

- The sharing of a physical space promotes shared routes of information and is a natural forum for collaboration and shared events.
- A hub location is an offline node for disseminating information about opportunities to engage, collaborate, or apply for funding - especially vital for groups who are not digitally connected. As in the case of libraries as community hubs, they may provide an access point for digital services.
- Community hubs are inherently place-based and as such are a good forum for rallying volunteers.

Furthermore, these venues can address stated funding pressures and incentivise community engagement through improved availability of premises.

Future Avenues for Potential Research

RECOMMENDATION 5: Consult with community groups on the utility of a digital platform enabling networking between groups close in function and/or proximity

We recommend identifying and consulting with smaller networks of community groups which have similarity by type (e.g. parish councils) or locale (e.g. all groups in South Cambridgeshire), to ascertain if a digital platform might be useful for their network.

Interview findings suggest that digital platforms might be useful forms of communication between groups that already have a connection, but less helpful in creating meaningful relationships between groups with little existing connection or similarity in function. We thus recommend that the digital platform can play the role of augmenting existing relationships rather than creating new ones, the latter of which can be achieved through other means, as we will touch on below (Recommendation 4).

This consultation can help to strategically align community partners and bring about social mobility in the following ways:

- Should the consultation end in an agreement about the utility of a digital platform and its eventual setup:
    - This leads to more communication between community groups, which can synergise and augment current relationships and provide the launchpad for initiatives of potential collaboration.
    - The platform can also raise awareness about the array of activities and programmes provided by community groups, and provide opportunities for potential referrals from one programme and/or group to another.
- Should the consultation end in consensus that a digital platform would not at present be useful to community groups:
    - This can provide further understanding on whether and how smaller networks of community groups currently communicate amongst themselves, and their thoughts on how this can be optimised.

RECOMMENDATION 6: Model information flow and reach

In order to improve awareness of opportunities among community groups, commission a novel tool (through commercial or academic partnership) based on modelling of digital and real world information flow specific to Cambridgeshire communities, approximating direct contact and word of mouth networks, to predict the reach of advertised funding/collaboration opportunities and overlay that with instances of successful funding or partnership. This tool may be used by the county and district councils to support dissemination of information through local communities. Modelling information flow will address the priority issues for horizontal communication in the following ways:

- The tool can be used to identify gaps in bridging social capital that may be used to target announcements or other interventions, in order to improve equity of funding.
- Targeted campaigns based on the tool's predictions may improve cost effectiveness of advertising.
- Prediction and post-analysis would allow monitoring of progress and improvement in deploying funding – a route to demonstrate impact.

To our knowledge, this would be a unique application of modelling to improve the uptake of collaborative/funding opportunities among community groups, and presents an opportunity for the council to engage in cutting edge research.

Appendix 1: Geographic Spread of Capitals Across Cambridgeshire

If social mobility is to be enhanced through the attainment of 'capital' - be it economic, social, cultural or educational, health or environmental - the question arises, how can individuals increase their stock? How can those set to gain from upward social mobility access the avenues through which the capitals flow? In order to interpret and answer these questions, a component of this project has analysed the County Council's directory of services, specifically the 'community listings' contained within, to not only geographically situate the services which could potentially be a source of capital provision, but to also observe which types of capital can be accessed. Whilst this approach is limited in scope (by being limited to one list of locations), it nonetheless reveals a number of traits which are of importance regarding the pursuit of upward, social mobility.

According to Thomas Piketty, capital "in all its forms, has always played a dual role, as both a store of value and a factor of production" (Piketty, 2014, p48), therefore, what is required is a means of discerning which services enhance, not only the value of one's capital, but also the production of it. To this end, this project analysed capital by not seeking to identify something as ethereal as 'capital', but rather, how it is produced. Rather than focusing on capital, the focus was geared towards identifying the conditions of its production. For instance, the concept of social capital is premised on the notion that the stronger the bond between a close group of people, as well as the wider the constellation of connections between a more dispersed group will lead to more resources to be utilised by an individual (See: Bourdieu, 1986 & Putnam, 2000). The more access to resources through a diverse set of connections, the greater the social capital. Therefore, social capital is enhanced by expanding an individual's connections, and if a locale offers the opportunity to meet new people, it will vicariously offer the opportunity to expand social capital.

This logic was applied to each of the six forms of capital outlined by the aforementioned Think Communities approach (See: Chapman, 2021). Alongside social capital, cultural capital was identified vis-a-vis opportunities to expand general knowledge and human capital - the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social, and economic well being (ibid) - is linked to conditions which could expand formalised knowledge/skills. The provision of environmental capital is catered by access to open or safe space and employability (read economic capital) is entwined with the notion that "good quality participation and progression in the labour market" is the main driver of social mobility. Therefore, employability capital is assessed via opportunities to enhance labour market participation. This project also added a health component, by assessing opportunities to enhance personal physical health, such as sporting groups or dance classes.

An example of this approach is particularly embodied in libraries. According to Anne Goulding, Reader in Information Services Management at Loughborough University, "libraries can contribute to the building of social capital by promoting the types of interaction and integration which enable social networking" (Goulding, 2004, p3). The same author also argues that "libraries might be considered sites for the production, dissemination and acquisition of cultural capital" (Goulding, 2008, p235). They also offer 'safe spaces' (Cambridgeshire Libraries, 2021), employability services and business start up support (Cambridgeshire Libraries.a, 2021) as well as, through free internet access, the capacity for online

learning. Therefore, libraries offer the potential to enhance social, cultural, human, environmental and employability capital through the opportunities they provide.

In total, 329 different entities were analysed. There are a total of 537 different entries within the directory, however, covid-19 support groups were not included owing to the potential short term nature of their existence and neither were logistical entities such as highways depots. This produced 878 different instances of potential capital provision. This was broken down into each form of capital as follows: Social - 239; Cultural - 204; Human - 84; Health - 134; Environmental - 127; Employability - 90. As can be seen here, the provision of social capital was the most prevalent form, with the means of gaining formal qualifications being the least common. However, whilst the overall presence of capital provision is of some interest, the geographic spread of these is of significance. For instance, if you are to compare Cambridge City (223) with Fenland (59), the residents of the former have over three and three-quarters more opportunities to enhance their capital than the latter.

Initially it appeared that there would be a loose correlation between the provision of capital and the relative position of the region on the Indices of Deprivation (IoD), however this is only part of the story. Whilst relative deprivation does have some correlation, a larger impact is the population density of the area. For instance, the district of Huntingdon which is home to the larger towns of Huntingdon and St Neots, plus St Ives and Ramsey, performs significantly better (165) than East Cambridgeshire (69), despite being separated by 24 places on the IoD (Cambridgeshire Insight: Huntingdon, 2019). Therefore, it appears that an individual's proximity to a population centre - either as a direct resident or by living on the periphery - is an important factor concerning the ability to enhance their capital.

This is a significant finding because Fenland, statistically the most deprived area within Cambridgeshire (excl. Peterborough) - which is the third most deprived LSOA in the country when education, learning and skills is considered (Cambridgeshire Insight: Fenland, 2019) - is also Cambridgeshire's least densely populated district (i.plumplot, 2022). This means that not only do the residents of Fenland have fewer opportunities to access capital, they have further to travel to those places, which emphasises the necessity of private vehicle ownership or public transport reliance, therefore placing more barriers in between those seeking to enhance their capital and the ability to indeed do so.

This side investigation into the provision of capital across Cambridgeshire has illustrated the skewed nature of access across the county. It illustrates an interesting insight, that it's easier for the residents of some places to enhance their own personal stock of capital than it is for others; a phenomenon purely determined by their place of residency. In theory, there is more opportunity for a resident of King's Hedges in Cambridge City (despite its relative deprivation: 6,022 most deprived area in the U.K) to enhance their capital (and vicariously their social mobility) than for a resident of the village of Wimbington (19,240 most deprived) (See: Cambridgeshire Insight: Deprivation Map, 2019). Therefore, a means of enhancing social mobility (amongst others) is to ensure the enhanced connection between areas of high capital provision (Cambridge/Huntingdon) and those with less opportunity. This could be physically (transportation) or virtually (Connecting Cambridgeshire).

Appendix 2: Social Prescribing for Equal Access to Services

Social prescribing (SP) is an initiative from the National Health Service (NHS) as part of the 'Universal Personalised Care' scheme. SP provides access to community groups allowing for both practical and emotional support.

A concern with SP is that personalised care is often considered as a costly service although it is intended to relieve the burden on general practitioners (GPs). It has been estimated that 20 % of GP consultations are for primarily social issues. Generating evidence for the effectiveness of SP is difficult as it is local context dependent and therefore highly heterogeneous (Husk et al, 2019). Therefore, the research that has attempted to measure SP effectiveness has so far been mixed (See: Bickerdike et al, 2017 & Husk et al, 2019). One study showed that although SP was correlated to better patient outcomes it did not reduce GP workload (Loftus et al, 2017). Despite the lack of sufficient studies to measure the effectiveness of SP between cost and patient outcomes, it is an example of a human-facing social platform. Alongside this, 59 % of GPs think SP has the potential to reduce their workload (NHS England, 2022). A study funded by NHS Rotherham Clinical Commissioning Group (See: Dayson & Bashir, 2014) also estimated that SP resulted in both NHS cost reductions and improved patient outcomes. SP could therefore be a viable platform model for users from increased demographic populations than currently targeted, and with a wider range of needs, with the potential of self-referral to reduce the burden on primary care.

Appendix 3: Interview contributors

Interviews and supporting quotations

A : Gareth Bell, Communications and Communities Service Manager, South Cambs District Council

B : Mark Freeman, CEO for Cambridge Council for Voluntary Service (CCVS)

C : Anonymous contributor, Think Communities

D : Anonymous contributor, Fenland District Council

E: Project Manager and Project Student Manager, the Hiraeth Project (interviewed on 2 November 2021; no direct quotations)

Interview A

● Impact of the coronavirus pandemic: departmental cooperation

"There is a post-pandemic push to coordinate some work… So the challenge is: how do we move beyond that post pandemic model, mainstream into how the council works in the future? The dynamic within South Cambs is now different to how it was in the past (quite departmental), the holistic public

health response is much stronger now and way we work with other departments is now a much stronger link"

- Successful local collaboration: hub and spoke

"[During the pandemic] neighbouring communities formed bubbles with [council] officers in support… they would come together [in virtual meetings] and reflect on how they were approaching things, share information and gather ideas from one another. The way they came together in a hub-and-spoke model within the district was really successful and we are reflecting on whether that has a place in future."

- Improving efficiency with time-poor collaborators: provide bespoke support

"We don't do [Community Flood Plans] *for* people because it needs that local engagement… In some cases it hasn't been successful due to capacity [lack of time and staff] but there is a recognition that it would be a really positive thing… the solution is to get an officer in the room with them, to get it over the line."

Interview B

- Incentivising networking: the coordinator's role

"There is a danger that unless groups are coming together with a particular focus, then people will think *'I've got a busy day job, why am I going to that networking meeting or spending time building that relationship?'* … It takes time to build these partnerships and relationships… Often you need someone in that initial period to have the capacity and resources to do all of that work, to make it happen".

- Building a successful platform

"[A platform] can't be seen as an easy and quick fix because it won't be. You have to work to make anything around relationships happen. Whether or not you are doing that on digital, face to face, or a mixture of the two. You have to invest in the management, the support, the encouragement, and the time to make that happen... Putting the platform in place is 10% of [the work]. It becoming useful and self-sustaining, is 90%".

- The priorities of a paid staff member are different to a volunteer

"No one volunteers for an organisation because they want to join a chat group".

- Awareness of opportunities

"[Unregistered, small voluntary organisations] are the grassroots of what makes communities work, what makes places that you want to live and work and study… If they're not [collaborating] the reason is perhaps because they never thought about the possibilities... Lots of organisations won't necessarily get involved, because they don't want to or need to. But lots of [others] would find benefits."

Appendix 4: Interview template

Topic	Questions	Answers
Existing interactions and relationships between formal / informal assets	How do formal assets interact with each other? What **successes** and **failures** have there been previously in facilitating cooperation? How do formal assets/services currently interact with community-based assets, and vice versa? How is impact measured in this network? What shared objectives do these assets have in your network?	
Types of useful interaction	How might a peer support network, where services find help or partnerships with other community groups, be useful (or not)? E.g.: ● Specific partnerships ● Organising joint events ● Sharing volunteers ad hoc ● Advertising / awareness ● Sharing resources to save costs ● Marketplace of requests for and offers of help Would a digital platform to facilitate such interactions be helpful, and if so, what particular features of this platform would be desirable and used? ● Community page ● Discussion forum ● Direct messaging ● Special advertisements / features of community groups ● Online meeting	
Opinions on capacity / resources of group to use a platform that enables such interaction	Would community groups/services have the capacity, resources and motivation to use a platform such as this?	
Opinions on infrastructure / practicalities	What steps or infrastructure would be required?	
Opinions on how to incentivise uptake	What specific challenges are there for access? How to incentivise participation?	

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Decentralisation

To:	Communities, Social Mobility, and Inclusion Committee
Meeting Date:	10 March 2022
From:	Director: Business Improvement and Development, Amanda Askham Service Director: Communities and Partnerships, Adrian Chapman
Electoral division(s):	All
Key decision:	No
Outcome:	Recognition and support for decentralisation as a key priority of the Joint Administration.
Recommendation:	The Committee is asked to:

    a) Agree that the overall purpose of decentralisation is to improve Council decision making, and thereby outcomes for Cambridgeshire residents, by giving residents more opportunities to influence decisions that affect them;

    b) Agree that the work of officers across the Council being more embedded in local communities is one of the main ways for decentralisation to fulfil that overall purpose;

    c) Comment on the overall approach to aligning County Council services to local communities, as set out in this report; and

    d) Agree that Strategy and Resources Committee should next consider the implications and opportunities decentralisation will bring across the Council's work, and how it connects with other strategic priorities.

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1.   Background

1.1   The Joint Administration Agreement touches upon the ambitions of decentralisation.

1.2   The 'Communities' priority contains the following:
   We will encourage and participate in place-based partnerships with District Councils and the Greater Cambridge Partnership where possible, to avoid duplication in local arrangements. We will task officers to consult with District Councils and other partners on ways to devolve more of the Council's budget to be managed locally.

1.3   In the 'Governance' priority the view is expressed, in response to the question of local government reorganisation, that:

   [I]t is best to devolve power as close as possible to people and local communities and for our Joint Administration to engage fully in the process and ensure that it is fully prepared to do so in advance.

1.4   The purpose of this report is to confirm the Communities, Social Mobility and Inclusion Committee's view on the overarching purpose, principles, and outcomes of decentralisation, with a view to further work beginning more widely across the organisation.

2.   Main Issues

2.1   As a local authority, we are enthusiastic advocates of the local delivery of services. We believe that even challenges which seem global or national in nature are often best addressed by local services. For example:

- The Think Communities approach has been encouraging residents to get more involved in the design and delivery of Council services such as libraries, youth provision and adult skills;

- Our climate and environmental strategy, while the product of global drives, depends on behaviour change at the local level which the Council can influence through engagement with residents;

- Pandemic recovery requires both Countywide and local approaches, including localised approaches to public health initiatives; and

- Our work to develop a food strategy relies on very local implementation of initiatives that are unique to a place, but which are underpinned by a Countywide strategic approach.

   These challenges may fall within the responsibilities of the Council but are impossible to tackle through its efforts alone. Decentralisation presents the opportunity to work more effectively with partners, residents, and communities to meet these challenges.

2.2   Additionally, and even more practically, much of the work that this Committee has been doing represents the beginnings of decentralisation in action. For example, the localised

networks and steering groups that we are setting up alongside the Cambridge Sustainable Food Alliance to create a whole-systems approach to addressing food poverty, the local organisations who are delegated to make direct decisions about funding for people they support via the Household Support Fund, the increasing role of Libraries becoming really active civic hubs responding to local needs, our Library Presents programme which is co-commissioned with residents to ensure appropriate, relevant and meaningful activity is programmed, mapping and developing localised responses to digital poverty, and our continued development of data sharing arrangements to develop very localised networks and support. There are many further examples beyond this committee's remit, including the Local Highways Initiative funding model, the commissioning of care provision at a place-based level, local climate change projects, and the alignment of services to the principles and priorities of the Council's role in the emerging Integrated Care System.

2.3   There are also some live workstreams that are in development but that also demonstrate a commitment to decentralisation, including the concept of Community Wealth Building, maximising the use of social value principles to ensure the decisions we make about what to procure and to provide benefit local people and communities, engagement with parish and town councils both through the Association of Local Councils and direct, and more recent discussions relating to deliberative democracy and how these approaches can help us to engage early with residents (and particularly those we rarely if ever hear from) and build ways to jointly make the right choices about the issues that are directly affecting them.

2.4   Underpinning all of this is our overall Think Communities approach, supported by other officers across the Council who operate across a defined locality. The decision to continue funding the Think Communities team provides the perfect impetus to strengthen the ways in which our own staff work alongside those embedded in each of our communities. The Think Communities staff are already acting as the link between communities and other County Council functions, connecting officers to residents, helping people navigate our structures, and building a rich sense of what the common issues are in order that we can consider changes to the ways we operate that simplify access for residents.

2.5   There are a range of broad principles that inform the decentralisation agenda. These principles can be characterised as follows:

- Even global or national challenges are often best addressed locally by services and partnerships that respond to the needs and goals of the people they serve

- The design of Council services should be as informed by the residents and communities they affect as possible

- Council officers working more closely with local communities and members enables residents to have a higher quantity and quality of opportunities to influence decisions that affect them

- Genuinely bottom up, local-driven change can reach its full potential when the expertise and resources of the Council are more accessible to residents

- The term 'communities' must be understood in both its geographical and non-geographical senses, to recognise that some residents, such as those in marginalised groups, do not yet have equal access to opportunities to influence decisions

2.6　Whilst widely shared across local government in the UK, these principles have also been informed by research into decentralised approaches to governing in other local authority areas. Those approaches can broadly be characterised in two basic categories:

i.　Engagement to inform decision making but where the ultimate decision still resides with the service delivery authority. (This can take the form of meetings within a council structure, or separate advisory panels or assemblies.)

ii.　Transfer of community-based assets and physical place-shaping services (such as grounds maintenance, parks and open spaces, public toilets, etc).

2.7　From the current practice landscape visible through this research, some common themes can be identified in sustainable work towards decentralisation. These themes could be identified as building blocks for decentralisation in the Council's work to date and future work. They are:

- Strong partner engagement built on a shared vision followed by early successes

- Clear local contribution to decision making. (This may be the direct involvement of residents in the decision-making process, or the involvement of partners who represent local communities.)

- Resource allocation to deliver work resulting from community input (initially focused on relatively narrow service areas, or budgets created from joint contributions)

2.8　It is worth bearing in mind that there are few examples of established decentralisation initiatives in two tier local authority areas. Furthermore, just as other local authorities' work in this respect has emerged from their own local circumstances, so must Cambridgeshire's. Therefore, there is no pre-existing model of decentralisation that can just be taken from elsewhere and applied here. Nevertheless, these limitations in evidence are quite consistent with an evidence-informed approach to innovative and more local-focused ways of working. This is because, alongside what has been noted above, the collection and use of evidence is an ongoing activity, not just a preliminary one, in the lifespan of any initiative, and if the Council restricts itself to replicating what has been done elsewhere, it will never do things that are both genuinely innovative and reflective of its distinctive local context.

2.9　There are clear stakes in decentralisation for the Communities, Social Mobility and Inclusion Committee, such as the potential for greater inclusion of residents and marginalised groups to influence Council decisions; identification of paths to higher and wider upward social mobility and Community Wealth Building through Council work being more embedded in local communities; and stronger connections between residents, local communities, and Council officers and members.

2.10　At the same time, since decentralisation goes to the core of how the Council carries out its work, it also concerns further priorities. For example, the Climate Change and Environment Strategy depends on work being done at the local level, which will be as varied as the environmental assets and priorities of local places are, and highways and transport issues are of broad interest to residents and communities because of the immediate effect on everyday lives.

2.11   There are multiple types of decentralisation (political, administrative, economic) just as there are multiple mechanisms and models (asset transfer, privatisation, citizens assemblies) to realise these types. However, the Joint Administration's ambitions for decentralisation do not neatly conform to these existing forms but instead concern a more fundamental change in the way the Council works as an organisation. In other words, the aim is a reorientation (rather than a transferral) of the Council's work to be more deeply embedded in local communities – giving residents more ownership of the Council's direction and giving the Council more accountability to residents.

2.12   The rationale behind this reorientation is that residents and local communities have a better understanding of their needs and wants than the Council does, and therefore that they would make better decisions about services and resources that affect them than the Council itself would. More resident- and community-informed decisions would thus produce more appropriate solutions to the challenges the Council faces, tailored to the diverse needs and strengths of the County's diverse communities. For this to be possible, though, the Council's standard way of working and making decisions needs to become one that is distinguished by its deeper knowledge of local places and greater accessibility to residents.

2.13   It seems vital that we build on existing work and on existing relationships as we progress towards implementation. We have developed some of the strongest and most positive and productive relationships for example with our district and city council partners over the past 2 or 3 years. These relationships have been built on trust and transparency and have been cemented as a result of us demonstrating that we will and do deliver on our promises. Discounting this progress – effectively resetting these relationships, even if advertently – will impact directly on our ability to embed a decentralised approach to governance and decision making at a local level.

2.14   Further, we have some very effective relationships with a significant number of parish councils, and the same principles apply. As with our district/city council relationships, we can and must always do better, but it would be unhelpful to disregard the existing dynamics. To evidence this, and in discussion with the Association of Local Councils for Cambridgeshire, they shared a very strong view that having parish councillor representation and participation in any form of decentralisation would be essential if we are to maximise the full potential from across local government.

2.15   There are also significant opportunities to pursue our decentralisation priorities alongside the Combined Authority, and especially its focus on communities. Discussions with the Combined Authority have continued throughout and follow on from the initial set of discussions with district and city council representatives previously reported to committee members. It is important that we return to these discussions with much more detail prior to finalising our models, in order that we establish appropriate local support.

2.16   We have held previous discussions about the form of governance that may be necessary to fully embed a decentralised approach. It is important to recognise that the approach we take will need to be agile and flexible such that it best suits the needs of the local communities, organisations and structures within each of our places.

2.17   For many of our residents, the services the County Council provides by default are sufficient to meet their needs, and they have no particular reason to engage directly with the Council.

For others, they are already in receipt of directly delivered County Council services, such as support from social care. However, there are likely to be a significant number whose needs are not yet being met by the County Council, or whose needs have not yet emerged but are very likely to over the coming months and years. This is particularly likely for households who are impacted by the effects of the pandemic on their household income, employment status, health and wellbeing, and social infrastructure and who have previously been relatively self-sufficient. The demand for support via the Household Support Fund evidences the realities for many of our residents.

2.18 We are concerned that many of our residents who have an emerging or future need may not know who to reach out to for help and support, and that they may only do so at point of crisis. This reduces our collective abilities to prevent escalation and increases the likelihood of growing demand across our statutory functions.

2.19 Our local government system is complex: parish, district/city, and county councils, and a combined authority. Added to this is the complex NHS system, and the role of other public sector partners including the police and fire services. Navigating the system and finding the right entry point is challenging for most people, and likely to be even more challenging if trying to do so when facing the pressure of an immediate crisis.

2.20 We need our residents to not be concerned with the ways in which the local government system works, but instead for them to be able to get the right information, advice and support however and whenever they try to access it. We need to prevent hand-offs between different parts of the local government system, as well as between our own Council departments, so that people don't need to keep repeating their stories and describing their challenges to multiple officers. We need to create a can-do public sector approach to problem solving, with the aim of helping people as early as possible to avoid uncontrolled demand across the system.

2.21 Many of the ways in which we have operated as a system during the pandemic pave the way to mainstreaming these approaches in a new business-as-usual approach. The approaches we have taken to intelligence sharing, joint problem solving, rapid decision making, and delivering local solutions backed by Countywide strategies need to become mainstreamed, and our decentralisation approach is a helpful way of providing a framework and purpose for achieving this.

2.22 Further, our own place-based staff, primarily but not exclusively within the Think Communities service, have developed close and practical working relationships with counterparts in both district/city and parish councils, parts of the NHS system including social prescribers and NHS integrated neighbourhood managers, local voluntary sector organisations, and partners supporting localised activity including those emanating from the community safety partnerships.

2.23 Alongside further developing and embedding the Think Communities approach, and the role of our staff as key connectors between place and system, members have referenced the need for an accessible tool that shows, comprehensively, the services and opportunities available within communities. This might include those services that households facing crisis can access, as well as opportunities that people may want to take up relating to voluntary action or learning new skills. This tool will be a further important mechanism for connecting the County Council to our residents without major structural change.

2.24   Finally, the scope of the Joint Administration's ambitions for decentralisation highlights the further changes the Council needs to make if residents are to have greater access to services and more influence on decisions that affect them. Decisions across the Council are still taken in relative isolation from the people directly impacted by them, and the Council needs the insights of local people and communities to meet the systemic challenges it faces. The view is that significant progress on this can be made if Council officers across the organisation work in ways that are more directly focused on, embedded within, and accessible to local communities.

2.25   As described throughout the report, decentralisation requires a wholesale change in the way the Council operates, alongside absolute support and commitment from all Council services. Whilst this Committee can and should drive forward many aspects of the approach, especially as they relate to communities and partners, as well as governing the overall approach in accordance with its terms of reference, for decentralisation to be meaningful and to fully exploit all of its positive potential, we are recommending that a further debate is held at the Strategy and Resources Committee to consider these broader Council elements.

3.   Alignment with corporate priorities

3.1   Communities at the heart of everything we do

Our decentralisation strategy exists to ensure that communities genuinely and meaningfully are at the heart of everything we do, as demonstrated throughout this report.

3.2   A good quality of life for everyone

Decentralisation seeks to achieve positive change, in collaboration with partners, which benefits our residents and their communities, offers opportunity for all, and ensures no community is excluded or disadvantaged. By focussing on these objectives 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

The report sets out proposals that will positively affect all residents, regardless of age. Moreover, achieving decentralisation to help build communities that are vibrant and have opportunity, and that enhances 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

There are multiple opportunities described in this report to positively contribute to our climate change priorities. Decentralisation offers us the opportunity to create or contribute to very local projects that support climate change, to reduce the need to for residents to travel long distances to access services, and to support voluntary sector groups to do more in this space.

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. Decentralisation seeks to support the development of a strong local identity, helping to protect those that live there.

4.   Significant Implications

4.1   Resource Implications
There are no significant implications within this category at this point. However, as specific proposals emerge they will be subject to detailed analysis to ensure financial implications are understood before final decisions are taken.

4.2   Procurement/Contractual/Council Contract Procedure Rules Implications
Any purchases to support the work described in this report 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 at this point. However, specific proposals may emerge which have an impact on local decision making, at which point full implications will be identified before final decisions are taken.

4.4   Equality and Diversity Implications
There are no significant implications within this category at this point. It is however anticipated that decentralised approaches to Council delivery will help ensure broader representation from more voices in communities, and a better understanding of the needs of our population at a local level.

4.5   Engagement and Communications Implications
There are no significant implications within this category at this point. However, as detailed proposals emerge it will be clear that they will significantly enhance the opportunities for broader and deeper engagement with residents and partners.

4.6   Localism and Local Member Involvement
The role of our Members in the decentralisation agenda is vital; they will help lead the development of locally developed models of delivery, will be integral to local decision making, and will hold services to account to ensure that the agreed principles of decentralisation are being followed.

4.7   Public Health Implications
Key to Public Health is the improvement of health and wellbeing across the population, which needs action across many determinants. The developments described in this report aim to focus on needs at the local level and addressing them though local solutions and partnerships. The economic hardships experienced by many communities is a particular focus and the report identifies the support that will be given which will help mitigate their impact on health and wellbeing .Officers will continue to work closely alongside Public Health professionals to develop and embed approaches that support this.

4.8   Environment and Climate Change Implications on Priority Areas
       There are no significant implications within this category at this point. However, there are
       significant opportunities to develop more localised projects that directly contribute to our
       climate change priorities, and for services to be delivered more locally to reduce the need
       for residents to travel longer distances to access them.

4.8.1 Implication 1: Energy efficient, low carbon buildings.
       Positive/neutral/negative Status: Neutral

4.8.2 Implication 2: Low carbon transport.
       Positive/neutral/negative Status: Neutral

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
       Positive/neutral/negative Status: Neutral

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
       Positive/neutral/negative Status: Neutral

4.8.5 Implication 5: Water use, availability and management:
       Positive/neutral/negative Status: Neutral

4.8.6 Implication 6: Air Pollution.
       Positive/neutral/negative Status: Neutral

4.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable
       people to cope with climate change.
       Positive/neutral/negative Status: 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 Head of Procurement? Yes
       Name of Officer: Clare Ellis

       Has the impact on statutory, legal and risk implications been cleared by the Council's
       Monitoring Officer or LGSS Law? Yes
       Name of Legal Officer: Fiona 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?
No
Name of Officer:

5. Source documents

5.1 Source documents

None

Anti-Poverty and Social Mobility

To:	Communities, Social Mobility, and Inclusion Committee
Meeting Date:	10 March 2022
From:	Head of Think Communities, Matt Oliver
Electoral division(s):	All
Key decision:	No
Outcome:	That the approach to address social immobility and tackle poverty is reviewed and scrutinised, and that it delivers sustainably improved outcomes for our residents.
Recommendation:	The Committee is asked to:

a) Note and comment on the key themes discussed in the report;

b) Endorse the proposals to take forward a whole Council approach to social mobility, anti-poverty, and Community Wealth Building;

c) Recommend to Strategy and Resources Committee a joint workstream to take forward the roadmap described in Section 2.5 of this report to take forward social mobility and community wealth building as organisational priorities, with this approach supported and mirrored by officers;

d) Comment on the options set out in section 2.6.12 of this report, to amend the way the current Household Support Fund wider scheme operates, and to identify further ways of achieving maximum value for money and impact; and

e) Delegate the approval of the final design of the new Household Support Fund wider scheme to the Service Director for Communities and Partnerships, in consultation with the Chair of the Communities, Social Mobility and Inclusion Committee, in order that the scheme can launch from April 2022.

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Tel: 01223 706398

1. Background

1.1 The Council's Strategic Framework 2022-23 was agreed by Full Council on 8th February 2022. The 'Places and Communities' section of the Corporate Priorities set out within that document includes the commitment that the Council will "Establish the principles and practice of Community Wealth Building to enable the economic system to build wealth and prosperity for everyone". This builds upon the intentions set out in the Joint Administration Agreement to improve social mobility, to eradicate poverty, and to ensure equality and inclusion are at the heart of our services and organisation.

1.2 In its 2020 report, 'Monitoring Social Mobility 2013-2020', the Social Mobility Commission indicated that progress on social mobility requires a coherent strategic approach, a central dedicated team to coordinate action, and a simple but robust mechanism to coordinate policy and action. While these reflections related to the national government, the underpinning rationale is applicable at a more local level.

1.3 A report to this Committee in December 2021 presented a range of practical actions being undertaken to address inequality and the consequences of poverty. This paper considers how such positive practical actions may be enhanced to tackle the embedded issues of social immobility that are the root causes of such poverty and inequality.

2. Main Issues

2.1 The Social Mobility System

2.1.1 As presented to the Committee in July 2021, the causes and consequences of social immobility, inequality and poverty are complex and inter-related.

2.1.2 The kind of practical initiatives, such as those reported to the Committee in December 2021 (e.g. food poverty work and the provision of direct financial support to individuals), offer vital and practical support to those in need or in a crisis. However, such approaches do not address the complex root causes of social mobility and poverty. Figure 1 uses a simplified version of the social mobility systems map to illustrate this point.

2.1.3 Similarly, the breadth and interconnectedness of the social mobility system tend to limit the impact of approaches that are based on a single issue or theme (e.g. educational attainment) or taking a certain approach (e.g. grant funding streams for small projects).

2.1.4 To impact on social mobility and the causes of poverty, approaches to practical support, together with other tools at our disposal (and those of our partners), need to be part of a wider strategic approach.
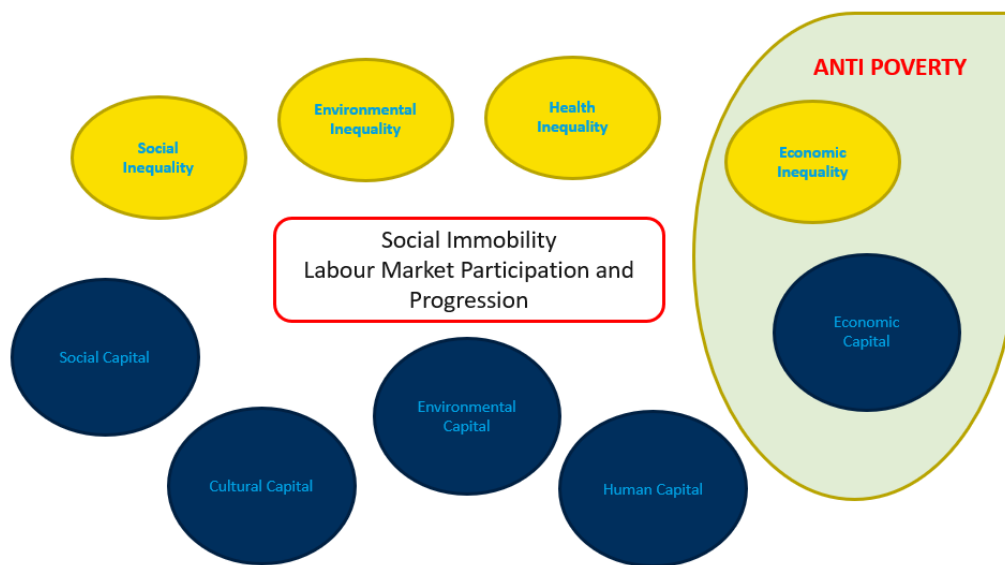
Figure 1: Simplified Social Mobility System Map, highlighting anti-poverty activity

2.1.5 One of the local challenges with adopting what the Social Mobility Commission call a 'coherent strategic approach' to talking poor social mobility (paragraph 1.2), is that the actions that need to be taken cut across both service delivery structures and Committee responsibilities. 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 those Council functions covered by the remit of the Communities, Social Mobility and Inclusion Committee.

2.2 Community Wealth Building

2.2.1 Section 2.4 of December's Committee report on anti-poverty and social mobility defined the principles and practices of Community Wealth Building (CWB). Broadly, CWB encompasses a breadth of approaches that aim to make the wealth of a local area 'stick' in that area.

2.2.2 CWB is consistent with the Joint Administration's move towards decentralisation and devolution. For example, Locality (the national network of community organisations) and the National Association for Voluntary and Community Action (NAVCA) have five key principles for devolution to people and communities. One of these is 'creating an economy that works for the people in it, strengthening communities and prioritising social justice'.

2.2.3 While CWB has been described as 'a mindset not a toolset', there are several themes which can be used to characterise the approach. These are:
- Progressive Procurement
- Socially Productive Use of Land & Property
- Fair Employment and Just Labour Markets
- New Forms of Financial Power
- Plural and Democratic Ownership of the Economy

2.2.4　These themes map more broadly across the social mobility system (Figure 1) than approaches to addressing the consequences of poverty and income inequality. Consequently, as with approaches required to tackle social immobility set out in paragraph 2.1.5, the actions that take forward Community Wealth Building cut across committee boundaries and organisational delivery structures alike

2.3　Anti-Poverty, Social Mobility and Think Communities

2.3.1　The Think Communities model was established prior to the pandemic as a means of fostering more effective and equal relationships with our district and city council partners. It is based on the principles of place-based working responding to a shared set of priorities with delivery carried out by the most appropriate organisation.

2.3.2　That model has evolved during the pandemic and Think Communities teams now work closely and alongside district and city council colleagues, parish and town councils, the broader public sector and voluntary, community and faith sector partners, to create shared plans and to implement ways of working that reflect the needs and capacity of local communities.

2.3.3　Additionally, the Think Communities service administers the Innovate and Cultivate Fund, which provides small grants to community groups to deliver transformational projects that contribute to the Council's overall priorities and deliver a return or help reduce demand.

2.3.4　Paragraph 2.1.4 suggests that valuable approaches such as direct financial aid and grant schemes will be enhanced by making them part of a wider strategic approach to social mobility. The approach undertaken by the Think Communities service already does this to the extent that it takes a more holistic view of anti-poverty and social mobility through its demand-driven work with statutory and non-statutory stakeholders. However, its decentralised and 'bottom-up' nature (while being one of its strengths), means that this approach alone will lack the capacity or capability to engender systemic change.

2.4　Summary/Analysis

2.4.1　Given the analysis above it is suggested that:

2.4.2　Approaches that provide practical support to deal with the impact of economic inequality are vital lifelines for those in crisis but need to be part of a wider approach that addresses the causes of that inequality – that is, social mobility.

2.4.3　The complexity of the social mobility system must define our organisational approach to it.

2.4.4　Community wealth building provides a core around which we can build a coherent strategic approach to social mobility and therefore anti-poverty. Our Think Communities approach and service, as well as resources such as the Innovate and Cultivate Fund, can then be 'wrapped around' this strategic approach in a way that will enhance the impact of both those services and our approach to social mobility (see Figure 2).

2.4.5　Social mobility and community wealth building approaches align well with concepts such as decentralisation and Doughnut Economics and a well-being economy.

2.4.6   Issues that cut across organisational and departmental boundaries require coordinated action, not stand-alone responses.

2.4.7   The leadership and ownership of such cross-cutting issues does not sit neatly within service-defined organisational structures or committees.

2.5   A Road Map for Action

2.5.1   The analysis above is a compelling argument for a clear, cohesive, organisation-wide approach to social mobility and anti-poverty. That is not the same as an argument for an extensive process of strategy development within the current organisational and committee structures and responsibilities.

2.5.2   It is recommended that the Communities, Social Mobility and Inclusion Committee recommends to the Strategy and Resources Committee that a joint workstream be developed to agree a clear joint understanding of the structures, responsibility, capacity, and capabilities needed to take forward the Council's approach to social mobility, community wealth building and anti-poverty.

2.5.3   That workstream should begin with a joint meeting or workshop of this Committee and the Strategy and Resources Committee, which should:

i.   Endorse a whole-Council approach to social mobility and community wealth building adopting the principles set out in Section 2.4. Such a whole-Council approach should be endorsed by a clear organisational commitment that is central to the Council's strategic plan.

ii.   Endorse the adoption of Community Wealth Building, recognising this requires a whole-organisation approach with drive and 'buy-in' from the top and centre of the organisation, supported by dedicated capacity and an approach to culture change. These are key features of successful CWB approaches elsewhere.

iii.   Consider the relationship between the two (and other) committees and develop a clear sense of their relative responsibilities for social mobility and community wealth building.

iv.   Be mirrored and supported by officers undertaking work on how the distinct parts of the organisation come together to take forward the social mobility, community wealth building and anti-poverty agendas as a corporate approach.

v.   Recognise that such an approach needs to connect social mobility and community wealth building with Think Communities approaches, the Innovate & Cultivate Fund, wider Council activity and other new initiatives into the social mobility and the CWB agenda. Bringing these approaches together is not in conflict with a devolutionary agenda, but may be seen as recognising the need to 'centralise to more effectively decentralise'

2.5.4   As these issues are being addressed, a wider approach to community wealth building should be developed, seeking early engagement and alignment with partners who will

ideally be part of this approach and may be developing complimentary approaches (e.g. Cambridgeshire and Peterborough Combined Authority Growth Ambition).

2.5.6 The essence of these recommendations is represented diagrammatically below:

STRAEGIC APPROACH TO SOCIAL MOBILITY AND ANTI-POVERTY
COMMUNITY WEALTH BUILDING
People & Communities; Corporate Centre
CoSMIC; Strategy & Resources Committee

THINK COMMUNITIES APPROACH, THINK COMMUNITIES
SERVICE, INNOVATE & CULTIVATE FUND
People & Communities
CoSMIC Committee

WIDER COUNCIL SERVICES
Relevant Directorate/Department
Appropriate Service Committee

Figure 2: Proposed organisational approach to Social Mobility, using Community Wealth Building as a core

2.6 Household Support Fund

2.6.1 It is timely to provide Members with an update on the work of the Household Support Fund.

2.6.2 The Government launched the Household Support Fund to run from 6 October 2021 to 31 March 2022, with a £3,581,424 allocation for Cambridgeshire. The purpose of the fund is to support those experiencing immediate financial hardship.

2.6.3 The Children and Young People Committee agreed in October 2021 to allocate £1,124,266 to a Direct Voucher Scheme for eligible families over the October half-term, Christmas school holiday, and February half-term periods. This funding has been fully committed.

2.6.4 The Fund balance of £2,457,158 was made available for a wider support fund, the principles of which the Communities, Social Mobility and Inclusion Committee agreed to in November 2021.

2.6.5 At the time of writing, there have been 16,289 applications to the wider support fund, with, on average, around 350 applications received per day (the highest in a single day was 673). Since the scheme launched in November, we have experienced significant fluctuations in demand week on week, but the primary reasons are thought to include:
- Growing awareness of a 'new' scheme
- A long Christmas holiday period

- A 'January effect' (demand for Citizens' Advice services for debt is always highest in January)
- The impact of various communications activities
- The enhancement of the scheme to offer everyone on Universal Credit £20

2.6.6 The average amount awarded per supported application is £117 (this is not an amount per application, as many applicants are not eligible, may have submitted multiple applications etc). Our primary provider of support is Family Fund, and Figure 3 below show the proportion of Family Fund activity by category:

Figure 3:

Family Fund Items

Legend:
- Paypoint Cashout
- Blackhawk Food
- PayPoint Energy SMS
- BACS Payment
- The Furnishing Service En...
- Argos Payment Card

49.67%
40.02%
8.12%
1.18%
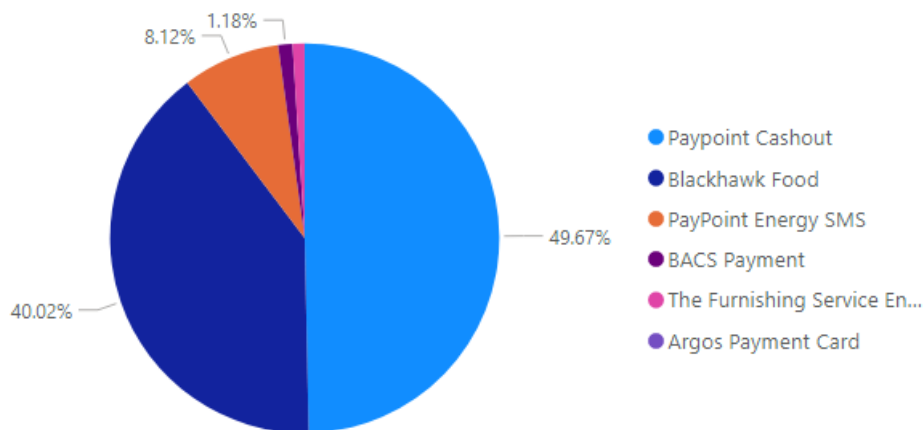
2.6.7 Figures 4a, 4b and 4c below shows the primary pressures that applicants are facing, when responded to in our application process.

Figure 4a: Are you having difficulty feeding your family?

Are people having difficulty feeding ...

1632 (10.02%)
13825 (84.87%)

● yes ● no ● (Blank)
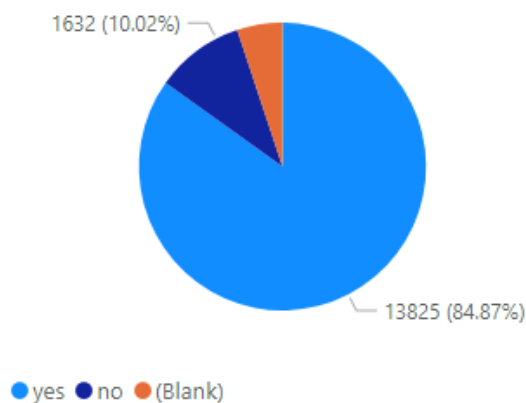
Figure 4b: Are you having difficulty paying household bills?

Are people having difficulty paying...

832 (5.11%)
1772 (10....)
(84.01%)

● (Blank) ● no ● yes
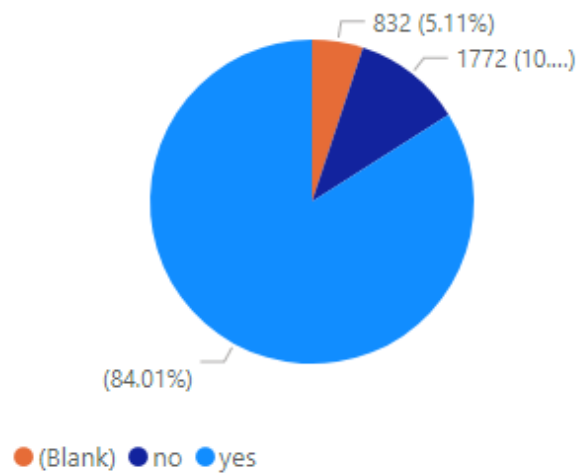
Figure 4c: Do you need other forms of support?

Do people need other support?

(5.11%)
(21.97%)
11879 (72.93%)

● no ● yes ● (Blank)
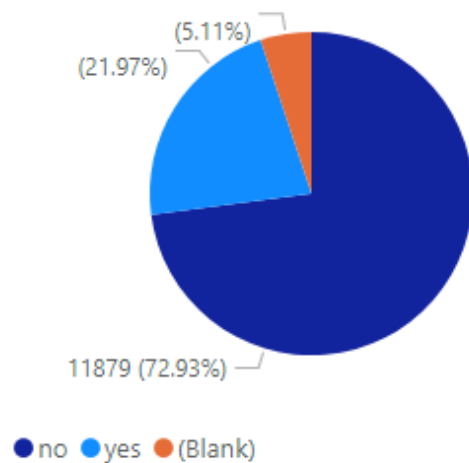
2.6.8 Finally, the diagram at figure 5 shows the type of welfare benefit applicants are in receipt of:

Figure 5

Proportion of Applications made by people in receipt of certain benefits

Benefits
- Universal Credit
- Income-related Employment and Support Allowance
- Income Support
- Working Tax Credit
- (Blank)
- Pension Credit
- None of the above
- Income-based Job Seekers Allowance

(Pie chart values: 10174 (67.6%), 1550 (10.3%), 904 (6.01%), 806 (5.36%), 775 (5.15%), 410 (2.72%), (2.25%))
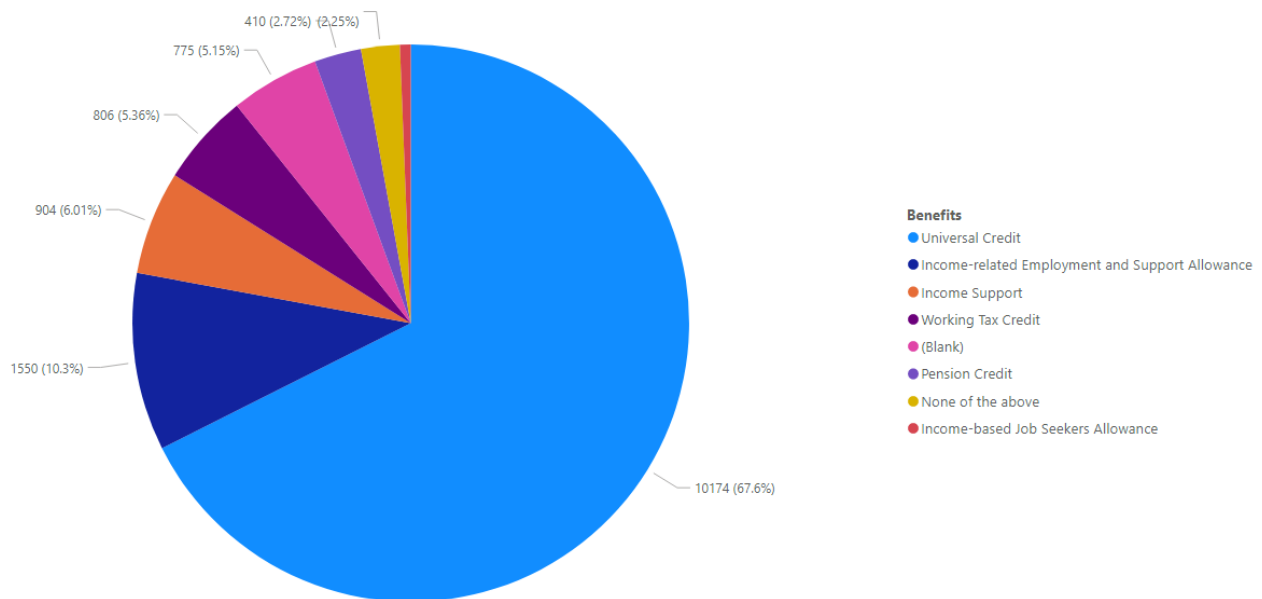
2.6.9   Based on the current levels of spend as a result of the demand, the wider support fund will use the budget allocation set out in paragraph 2.6.4 by around the end of February 2022. A package of measures to allow the scheme to continue has therefore been implemented. These measures comprise the use of one-off underspend, the refocussing of the fund to its core purpose to support food and energy costs and limiting the fund to one application per individual. Members were notified of these changes by way of a briefing note on 21st February.

2.6.10 The measures set out above will enable the fund to continue to support those with the most immediate and urgent needs until it is replaced by a council funded scheme for 22/23. Full Council has now approved an allocation of £1m for a Household Support Fund wider scheme, alongside an investment of £3.6m to fund the direct award voucher scheme throughout 2022/23, in the event that government funding is discontinued. At the current run rate of £25,000 per day this amount would fund the scheme in its current form for just 40 days. It is clear therefore that the scheme cannot continue in its current form in 2022/23.

2.6.11 There are many different approaches that might be taken to targeting support to those most in need. A few of these are listed as bullet points below. In order to ensure continuity between the government funded HSF 21/22 and the local fund for 22/23, design work on the new scheme has commenced and will need to be agreed as soon as possible. That said, it should be noted that late government announcement of the 2021/22 Household Support Fund meant that consultation with partners on the design and operation of the fund was limited. To meet our own principles of decentralisation and partnership, the design of the 2022/23 scheme should seek to rectify this, however we should recognise the inherent

tension between this aspiration and the timescale for designing and launching a 'new' scheme.

2.6.12 Some of the ways in which a new scheme could operate in order to ensure the County Council investment achieves the greatest impact include (in alphabetical order):
- Delegation of funds to Districts, to be distributed via locally developed arrangements
- Delegation of funds to Trusted Partner organisations
- Delegation of funds to voluntary, community and faith sector groups
- Driving funding through the countywide Digital Partnership
- Driving funding through Food Poverty Alliance for a 'money first approach'
- Enhancement of the Cambridgeshire Local Assistance Scheme
- Investment in Citizens' Advice and/or other advice services
- Investment in income maximisation services
- Reduction of Council Tax Arrears for certain cohorts
- Scaled down version of the current scheme along the lines of options set out for the current scheme
- Target funds to energy bills by linking payments to signing up with switching schemes

2.6.13 Members are asked to comment on these options, and to identify further ways of achieving maximum value for money and impact. Given the time pressures set out in 2.6.12 and the fact that continuation of the scheme in its current form is not aligned with the budgetary allocation for 22/23, members are then recommended to approve the final design of the scheme be delegated to the Service Director for Communities and Partnerships, in consultation with the Chair of the Committee, in order that the scheme can launch in April 2022.

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. The advancement of social mobility is a key strategic approach to this.

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. The links between social mobility, inequality and quality of life are well established. Enhancement of social mobility will improve the quality of life for all and the life chances of those most in need.

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

All of the workstreams set out in this report directly or indirectly 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 immediate resource implications arising from the recommendations of this report. However, taking forward a community wealth building approach will require dedicated capacity and potentially some financial resource.

4.2   Procurement/Contractual/Council Contract Procedure Rules Implications

There are no immediate resource implications arising from the recommendations of this report. Any purchases to support 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. the adoption of recommendations which may impact work on poor social mobility in Cambridgeshire and so tackling social and economic inequality geographically and between a range of communities and groups.

4.5   Engagement and Communications Implications

There are and will be a number of communications and engagement aspects to the further development of the work of this Committee that our Communications team are aware of, and they are working closely and proactively with relevant officers where appropriate. The further development of a community wealth building approach will need to be built into this.

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
The approaches to poor social mobility and poverty set out in this report are akin to the 'wider determinants of health' model used by public health to consider and tackle health inequalities.   The approaches set out in this paper will therefore require close working with public health to maximise impact and avoid potential areas of duplication. The fundamental drive of this paper is to promote for 'cross-cutting' working, not just with public health but across the Council.

4.8   Environment and Climate Change Implications on Priority Areas:

4.8.1   Implication 1: Energy efficient, low carbon buildings.
Positive/neutral/negative Status: Neutral, potential for positive
Explanation: There is potential in this area as several approaches to community wealth building seek to develop and support projects and (social) businesses in this field.

4.8.2   Implication 2: Low carbon transport.
Positive/neutral/negative Status: Neutral
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: Neutral
Explanation: There are no significant implications within this category.

4.8.4   Implication 4: Waste Management and Tackling Plastic Pollution.
Positive/neutral/negative Status: Positive.
Explanation: Item on Food Poverty Alliance sets out a framework that includes 'Tackling the climate and nature emergency through sustainable food and farming and an end to food waste'.

4.8.5   Implication 5: Water use, availability and management:
Positive/neutral/negative Status: Neutral
Explanation: There are no significant implications within this category.

4.8.6   Implication 6: Air Pollution.
Positive/neutral/negative Status: Neutral, potential for positive.
Explanation: Community Wealth building approaches often include actions to localise provision of goods and services throughout the supply chain.

4.8.7   Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Positive/neutral/negative Status: Neutral
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: Clare Ellis

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

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

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 guidance

5.1   [Monitoring Social Mobility 2013-2020](#) (Report from the Social Mobility Commission)

5.2   [Anti-Poverty and Social Mobility](#) (Committee report from December 2021)

5.3   [Think Communities Approach to Social Mobility, Anti-Poverty and Inequalities](#) (Committee report from July 2021)

5.4   [Devolution for People and Communities](#) (Report from Locality and NAVCA)

Finance Monitoring Report – January 2022

To:	Communities, Social Mobility & Inclusion Committee
Meeting Date:	10 March 2022
From:	Executive Director: People and Communities Director of Public Health Chief Finance Officer
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	N/A
Outcome:	To provide the Committee with the January 2022 Finance Monitoring Report for People and Communities and Public Health. The report is presented to provide the Committee with the opportunity to comment on the financial position as at the end of January 2022.
Recommendation:	The Committee is asked to Review and comment on the report.

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

Member contacts:
Names: Councillor Tom Sanderson and Councillor Hilary Cox Condron
Post: Chair/Vice-Chair
Email: tom.sanderson@cambridgeshire.gov.uk
          hilary.coxcondron@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

1.1 Finance Monitoring Reports (FMR) are produced monthly, except for April, by all services. They report on a range of financial information to enable a view of each service's financial position to be taken.

1.2 Budgets for services are agreed by Full Council in the business plan in February of each year and can be amended in-year by budget virements. In particular, the FMR provides a revenue budget forecast showing the current projection of whether services expect to be over or underspent at the end of the current financial year against those budgets.

1.3 The detailed FMR for People and Communities (P&C) and Public Health (PH) is attached at Appendix 2. This report covers the whole of the P&C, and PH Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 1.

1.4 The table below provides a summary of the budget totals relating to CSM&I Committee:

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2021/22 £000	Actual Jan 22 £000	Forecast Outturn Variance £000
456	Communities and Partnerships	11,506	8,784	428
456	**Total Expenditure**	**11,506**	**8,784**	**428**
0	Grant Funding (including Adult Education Budget etc.)	-4,321	-4,193	0
456	**Total**	**7,185**	**4,591**	**428**

A more detailed breakdown may be found on page 16 of Appendix 2. Please note that the Youth and Community budgets are excluded from the above as they report into CYP Committee.

2. Main Issues - Revenue

2.1 At the end of January 2022, the overall P&C position shows a forecast underspend of £9,028k; around -3% of budget. The budgets within the remit of CS&I are currently forecasting an overspend of £428k (+4% of budget).

2.1.2 The significant issues as highlighted in the main FMR are:

Public Library Services continue to report a pressure of £301k as a result of a reduction in income related to the Covid-19 pandemic. See note number 8, on page 25 of Appendix 2 for more detail.

The Coroners Service is reporting a revised pressure of £127k mainly as a result of additional costs related to Covid-19; there has been a slight reduction (from £155k) since

last month as the previous forecast included a contingency which is now unlikely to be needed. See note number 9, on page 25 of Appendix 2 for more detail.

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
There are no significant implications for this priority.

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
There are no significant implications for this priority.

3.5   Protecting and caring for those who need us
There are no significant implications for this priority.

4.   Significant Implications

4.1   Resource Implications
This report above sets out details of the overall financial position of the P&C and PH Services

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

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

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
There are no significant implications within this category.

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

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

Explanation:

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

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

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

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

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

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

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

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

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

Have the equality and diversity implications been cleared by your Service Contact?
N/A
Name of Officer:

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

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

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

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

5. Appendices

5.1 Appendix 1 - Communities, Social Mobility and Inclusion Committee Revenue Budgets within the Finance Monitoring Report

5.2 Appendix 2 - Finance Monitoring Report (October 2021) - People & Communities and Public Health

6. Source documents

6.1 As well as presentation of the FMR to Committees, reports are made available online each month: https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/

Communities, Social Mobility and Inclusion Committee Revenue Budgets within the Finance Monitoring Report

- Communities & Partnerships Directorate
- Strategic Management - Communities & Partnerships
- Public Library Services
- Cambridgeshire Skills
- Archives
- Cultural Services
- Registration & Citizenship Services
- Coroners
- Trading Standards
- Domestic Abuse and Sexual Violence Service
- Think Communities

The finance position for these lines may be found on page 16 of Appendix 2. Please note that the Youth and Community budgets are excluded from the above as they report into the Children and Young People Committee.

Appendix 2

Service: People and Communities (P&C) and Public Health (PH)
Subject: Finance Monitoring Report – January 2022
Date: 15th February 2022

Key Indicators

Previous Status	Category	Target	Current Status	Section Ref.
Green	Revenue position by Directorate	Balanced year end position	**Green**	1.2
Green	Capital Programme	Remain within overall resources	**Green**	2

Contents

1. Revenue Executive Summary

1.1 Overall Position

People and Communities reported an underspend of -£9,028k at the end of January.

Public Health reported an underspend of -£3,185k at the end of January.

Forecast Outturn 2021/22
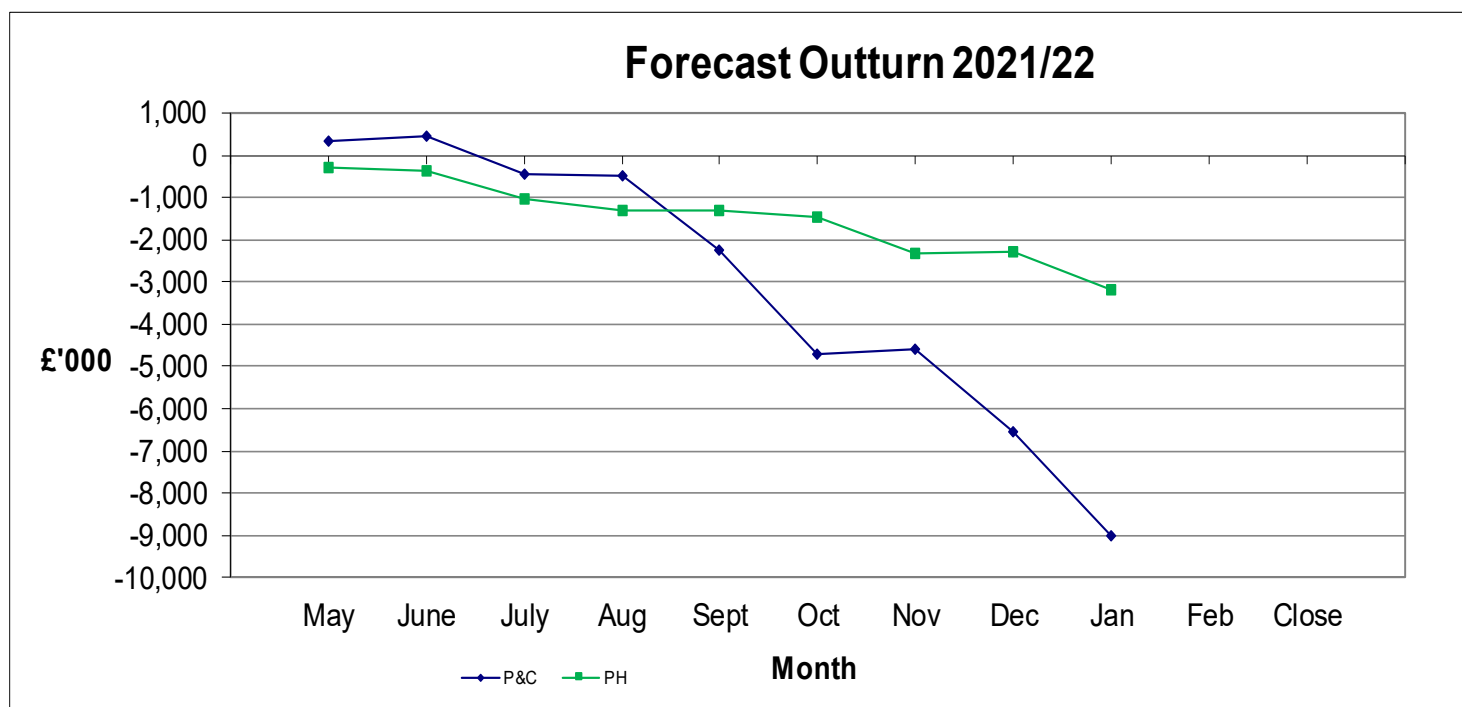
1.2 Summary of Revenue position by Directorate

1.2.1 People and Communities

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2021/22 £000	Actual £000	Forecast Outturn Variance £000	Outturn Variance %
-6,476	Adults & Safeguarding	174,535	137,517	-7,937	-4.5%
1,383	Commissioning	41,546	28,218	1,413	3.4%
456	Communities & Partnerships	11,887	8,947	428	3.6%
-2,755	Children & Safeguarding	58,985	39,793	-3,905	-6.6%
1,740	Education - non DSG	37,927	26,846	1,911	5.0%
14,369	Education - DSG	75,160	72,831	14,822	19.7%
-885	Executive Director	3,068	502	-938	-30.6%
7,831	**Total Expenditure**	**403,107**	**314,654**	**5,794**	**1.4%**
-14,369	Grant Funding	-103,537	-96,308	-14,822	14.3%
-6,537	**Total**	**299,570**	**218,346**	**-9,028**	**-3.0%**

1.2.2 Public Health

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2021/22 £000	Actual £000	Forecast Outturn Variance £000	Outturn Variance %
-0	Children Health	9,317	9,113	-0	0.0%
-33	Drugs & Alcohol	5,918	1,223	-33	-0.6%
-200	Sexual Health & Contraception	5,290	1,206	-224	-4.2%
-596	Behaviour Change / Preventing Long Term Conditions	4,114	2,585	-785	-19.1%
-27	Falls Prevention	87	44	0	0.0%
-11	General Prevention Activities	13	-8	-11	-84.9%
0	Adult Mental Health & Community Safety	257	196	0	0.0%
-1,434	Public Health Directorate	23,361	-5,524	-2,132	-9.1%
-2,302	**Total Expenditure**	**48,356**	**8,835**	**-3,185**	**-6.6%**

The un-ringfenced Covid-related grants from central government are held centrally within the Council, and so the numbers in the table above are before any allocation of the funding to specific pressures.

1.3 Summary by Committee

P&C and PH services are overseen by different Committees – these tables provide Committee-level summaries of services' revenue financial positions.

1.3.1 Adults & Health Committee

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2021/22 £000	Actual Jan 22 £000	Forecast Outturn Variance £000
-6,476	Adults & Safeguarding	174,535	137,517	-7,937
-117	Adults Commissioning (including Local Assistance Scheme)	18,503	9,964	-117
-2,302	Public Health (excl. Children's Health)	39,039	-278	-3,185
-8,895	**Total Expenditure**	**232,077**	**147,203**	**-11,240**
0	Grant Funding (including Improved Better Care Fund, Public Health Grant etc.)	-54,425	-39,270	0
-8,895	**Total**	**177,652**	**107,933**	**-11,240**

1.3.2 Children and Young People Committee

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2021/22 £000	Actual Jan 22 £000	Forecast Outturn Variance £000
1,500	Children's Commissioning	22,354	17,870	1,530
0	Communities & Safety - Central Integrated Youth Support Services	380	163	0
-2,755	Children & Safeguarding	58,985	39,793	-3,905
1,740	Education – non DSG	36,927	25,846	1,911
-0	Public Health - Children's Health	9,317	9,113	-0
485	**Total Expenditure**	**127,962**	**92,785**	**-464**
0	Grant Funding (excluding Dedicated Schools Grant etc.)	-16,741	-14,467	0
485	**Total Non-DSG**	**111,222**	**78,318**	**-464**
0	Commissioning – DSG	245	0	0
14,369	Education – DSG (incl. contribution to combined budgets)	76,160	73,831	14,822
14,369	**Total DSG (Ringfenced Grant)**	**76,405**	**73,831**	**14,822**

1.3.3 Communities, Social Mobility and Inclusion Committee

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2021/22 £000	Actual Jan 22 £000	Forecast Outturn Variance £000
456	Communities and Partnerships	11,506	8,784	428
456	**Total Expenditure**	**11,506**	**8,784**	**428**
0	Grant Funding (including Adult Education Budget etc.)	-4,321	-4,193	0
456	**Total**	**7,185**	**4,591**	**428**

1.3.4 Cross Cutting P&C Policy Lines

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2021/22 £000	Actual Jan 22 £000	Forecast Outturn Variance £000
-0	Strategic Management – Commissioning	444	384	-0
-885	Executive Director	3,068	502	-938
-885	**Total Expenditure**	**3,512**	**886**	**-938**
0	Grant Funding	0	0	0
-885	**Total**	**3,512**	**886**	**-938**

1.4   Significant Issues – People & Communities

People & Communities started 2021/22 with a balanced budget including around £3m of funding to meet Covid-related demand pressures and savings of £4.2m.

P&C budgets have been facing increasing pressures each year from rising demand and changes in legislation, and now have additional pressures because of the pandemic. The Directorate's budget has increased by around 10% in 2021/22 to meet these pressures. In 2020/21, the pandemic severely impacted the financial position in P&C, and this is continuing through 2021/22.

At January 2022, the forecast P&C outturn is an underspend of -£9,028k; around 3.0% of budget. This reflects services' best estimates of their financial position at this point in time but remains very uncertain. Unlike last year, we have had the opportunity to estimate and budget for some expected pressures from the pandemic this year. The Council also has un-ringfenced grant funding from central government to meet Covid pressures across the whole Council which is held centrally and reported in the Integrated Finance Monitoring Report.

P&C will receive specific grant funding from government to deal with aspects of the pandemic as well which is included in the numbers in this report. The £3.4m infection control and testing grant for the first six months of the year was passed to social care providers and has been topped-up by a similar amount to cover the second half of the year, and our first three months' of lost income from fees and charges will be met by a separate grant.

Appendix 1 provides the detailed financial information by service, with Appendix 1a providing a more detailed breakdown of areas funded directly from the Dedicated Schools Grant (DSG) and Appendix 3 providing a narrative from those services projecting a significant variance against budget.

1.4.1   Adults

Like councils nationally, Adult Services in Cambridgeshire has faced cost pressures for several years. This has been due to the rising cost of care home and home care provision due to both the requirement to be compliant with the national living wage and the increasing complexity of needs of people receiving care (both older people and working age adults). Budgets have been set broadly based on this trend continuing, with some mitigations.

At the end of January, Adults are forecasting an underspend of £7,937k (4.5%), with pressures in learning disability services more than offset by underspends forecast in strategic management, older people's services and physical disability services. This is an increased underspend from December reflecting the fact that we are continuing to see fewer service users than budgeted for across many Adults Services, particularly Older People services, and in addition are now seeing underspends arising from the level of vacant posts across Adult Social Care services.

The financial and human impact of Covid-19 has been substantial for Adult Services, resulting in an overspend in 2020/21 because of the need to provide additional support to care providers and increased support needs of vulnerable adults. Some adults who were previously supported at home by friends, family and local community services have not been able to secure this support during Covid due to visiting restrictions during lockdown. This has increased reliance on professional services; the ability to focus on conversations about the use of technology, community support or other preventative services have been restricted due to the reprioritisation of staffing resources towards discharge from hospital work and supporting care providers. Many vulnerable adults have developed more complex needs during lockdown as they have not accessed the usual community-based or early help services. We are expecting the longer-term financial impact of this to be significant. We are also experiencing a high volume of referrals from hospitals and the level of need and complexity of patients needing care or Reablement support is increasing.

Despite this, some services over 2020/21, and continuing through 2021/22, have seen service user numbers and expenditure at less than budgeted levels. This is particularly the case with spend on residential and nursing care for older people as a result of the devastating impact of Covid-19 on the older people's population and a notable reduction in the number of people having their care and support needs met in care homes. Spend and service user numbers today are below the level budgeted for and

therefore budget is available for rising demand or costs. However, the financial position of this service is considerably uncertain. There is a growing number of people who have survived Covid, being left with significant needs, and many vulnerable adults have developed more complex needs as they have not accessed the usual community-based or early help services due to lockdown. The impact of delayed health care treatments such as operations will also impact individual needs and health inequalities negatively. It is anticipated that demand will increase as we complete more annual reviews, many of which are outstanding due to the pandemic.

Care providers are currently reporting substantial difficulties including workforce issues and price inflation. Workforce pressures have been recognised by the government, and additional grant funding has been given to support areas such as recruitment and retention. The Adults and Health committee has approved additional funding for uplifts paid to providers this year, as well as support for recruitment and retention activity, which will be partly funded through this new grant funding. The budgetary impact of market pressures has been included within the forecasts in this report and is largely offset by increasing underspends at the current time compared to budget.

Hospital Discharge systems continue to be pressured and we expect some substantial cost increases as both NHS funding is unwound fully at the end of March 2022, and the medium-term recovery of clients assessed as having primary health needs upon hospital discharge return to social care funding streams.

Learning Disabilities (LD) is the one area of Adult Services which has cost pressures that are driving a forecast overspend for the year. Levels of need have risen greatly over the last year, and this is accompanied by several new service users with LD care packages with very complex health and care needs, requiring significant levels of care that cost much more than we budget for an average new care service. We are reliant on a small number of providers for very specialist types of support. LD services in Cambridgeshire work in a pooled budget with the NHS, so any increase in cost in-year is shared. We do have some examples of care providers wishing to return packages of care or placements due to workforce difficulties.

1.4.2   Children's

Although the levels of actual spend in relation to Covid-19 have remained relatively low within Children's, there are a number of areas which are showing significant pressures or underspends as we near the end of 2021/22:

- Due to the lockdown and lack of visibility of children, referrals to Children's saw a significant reduction, particularly in the earlier stages of the pandemic. We predicted that there would be demand building up with a need for an increase in staff costs resulting from an increase in the number of referrals, requiring assessments and longer term working with families, whose needs are likely to be more acute, due to early support not having been accessed, within both early help and children's social care.

- We have seen an increase in the numbers of referrals of children and young people with more complex needs. This has been the case in other areas and signals that there is likely to be an increase in demand both in terms of volumes and complexity of need.

- Despite a relatively stable position in the number of Children in Care (CiC) we are seeing increasing cost pressures due to changes in complexity of need, and continuing cost inflation within the sector resulting in an in-year forecast pressure of £1.5m. Specifically, changes in legislation from the 1st September which required all local authorities to ensure no young people in care under the age of 16 were placed within unregistered provision. The consequence of this has been a knock-on effect within the residential and fostering markets responding to increased demand as young people moved on from unregistered provision. This has led to a significant increase in weekly cost for some placements. Also, we are seeing an increase in complexity of need within both existing and new placements. This increased demand, coupled with an overall shortage of availability, has led to price increases within the sector.

- Children's and Safeguarding (including the CiC placement budget held in Commissioning) is now reporting a significant net underspend of circa £2.4m. A large proportion of this underspend is as a

result of an over achievement of the vacancy savings target across the service due to a combination of the difficulty in recruiting to Social Workers posts and also posts becoming vacant with recruitment to vacancies taking longer than anticipated in the current climate. Some of these savings also relate to planned restructures, and the need to keep some posts vacant prior to consultation launches.

1.4.3   Education

Education – A number of services within Education have lost income as a result of the Covid-19 pandemic. Some areas have been able to deliver services in different ways or have utilised their staff and/or buildings to provide support to other services to mitigate the overall impact. Outdoor Education is now forecasting an in-year overspend of £623k due to school residential visits not being allowed until mid-May and a reduction in numbers in order to adhere to Covid-19 guidance.

Within 0-19 Organisation and Planning there is a revised forecast overspend on core funded activity of £293k. This reflects the reduced income from penalty notices issued for children's unauthorised absences from school because of the pandemic. This is not expected to return to pre-pandemic levels this academic year.

The overall impact has been significant for many services with a traded element and may continue to deteriorate if schools and other providers choose not to access this provision as frequently in the future.

Home to School Transport Special is now forecasting a revised overspend of £1,200k reflecting the significant increase in numbers of pupils with Education, Health and Care Plans (EHCPs). The revised position is due to the continuing demand for places at Special Schools and High Needs Units combined with an increase in complexity of transport need, often resulting in children being transported in individual taxis with a Passenger Assistant.

Children in Care Transport is now forecasting an overspend of £118k reflecting the increases in complexity and shortage of availability of local placements.

Home to School Transport Mainstream is now forecasting an underspend of -£500k. The 2021/22 budget was based on 2020/21 contracts as it was not possible to retender routes due to Covid, resulting in increased forecast costs. However, tendering has now resumed, resulting in efficiencies for some routes.

All transport budgets have been impacted by the underlying national issue of driver availability which is seeing less competition for tendered routes. This has also resulted in numerous contracts being handed back by operators as they are no longer able to fulfil their obligations and alternative, often higher cost, solutions are required.

Dedicated Schools Grant (DSG) –Appendix 1a provides a detailed breakdown of all DSG spend within P&C. The budget figures are net of recoupment for academies and High Needs place funding.

Due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise.   At the end of 2020/21 the High Needs Block overspent by approximately £12.5m, which was in line with previous forecasts. However, there were a number of one-off underspends in other areas of the DSG which resulted in a net DSG overspend of £9.7m to the end of the year.

When added to the existing DSG deficit of £16.6m brought forward from previous years, and allowing for required prior-year technical adjustments, this resulted in a cumulative deficit of £26.4m to be carried forward into 2021/2, which has now been adjusted to £26.8m following clawback of funding relating to Early Years. Based on initial budget requirements for 2021/22 an underlying forecast pressure of £11.2m relating to High Needs was identified. However, as the number of EHCPs has continued to increase at a faster rate than previous forecasts the in-year forecast pressure on High Needs has now risen to £14.734m.

There are some minimal overspends and underspends elsewhere within the DSG resulting in a net forecast overspend of £14.822m. This is a ring-fenced grant and, as such, overspends do not currently

affect the Council's bottom line. We continue to work with the Department for Education (DfE) to manage the deficit and evidence plans to reduce spend.

1.4.4 Communities

The Coroners Service is now reporting a revised pressure of £127k mainly as a result of additional costs related to Covid-19.

Public Library Services continue to report a pressure of £301k as a result of a reduction in income related to the Covid-19 pandemic.

1.4.5 Executive Director

The Executive Director line is forecasting an underspend of £938k, principally due to a large provision for £900k of spend on Personal Protective Equipment (PPE) built into the budget but no longer required as central government has extended its cost-neutral PPE scheme for councils for 2021/22.

1.5 Significant Issues – Public Health

The Public Health Directorate is funded wholly by ringfenced grants, mainly the Public Health Grant. The work of the Directorate has been severely impacted by the pandemic, as capacity has been re-directed to outbreak management, testing, and infection control work. The Directorate's expenditure has increased by nearly 50% with the addition of new grants to fund outbreak management, mainly the Contain Outbreak Management Fund.

At the end of January, the Public Health Directorate is forecasting an underspend of £3,185k (6.6%).

The pandemic has caused an underspend on many of PH's business as usual services. Much of the Directorate's spend is contracts with, or payments to, the NHS for specific work. The NHS re-focus on the pandemic response and vaccination has reduced activity-driven costs to the PH budget. Activity was starting to pick back up, but with the emergence of the new Omicron variant, and the increased pressures on primary care, activity levels are likely to be suppressed for some time to come. As part of addressing the backlog in these services a request is being made for the use of Public Health reserves to contribute towards 2021/22 missed health checks as well as ensuring targets are met for 2022/23. This is in addition to £2.9m of PH reserves approved by the Adults and Health Committee in December 2021 to be spent on a wide range of non Covid related PH services across the next 3 years. This leaves current PH reserves fully committed, but further work is also being developed on options for the use of the current year underspend when it is transferred to reserves at year end.

A significant proportion of staff time throughout 2020/21 and 2021/22 has been spent on outbreak management in relation to the Covid-19 pandemic and this is funded by the Contain Outbreak Management Fund rather than the Public Health grant. In addition, with the unprecedented demand for Public Health staff across the country, recruitment is proving difficult resulting in further underspends on staffing budgets.

2. Capital Executive Summary

2021/22 In Year Pressures/Slippage

At the end of January 2022, the capital programme forecast underspend is £9,711k. The level of slippage and underspend in 2021/22 has exceeded capital Variation Budget of £5,805k

Details of the currently forecasted capital variances can be found in Appendix 4.

3. Savings Tracker Summary

The savings tracker is produced quarterly to monitor delivery of savings against agreed plans. The third savings tracker of 2021/22 is shown in Appendix 5.

4. Technical note

On a biannual basis, a technical financial appendix will be included as Appendix 6. This appendix will cover:
- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) into or out of P&C from other services (but not within P&C), to show why the budget might be different from that agreed by Full Council
- Service reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

5. Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

5.1 Children and Young People

5.1.1 Key activity data at the end of January 22 for Children in Care Placements is shown below:

Service Type	BUDGET				ACTUAL (January 22)				FORECAST		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements January 22	Yearly Average	Forecast Outturn	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	7	£1,204k	52	3,307.62	8	6.37	£1,168k	2,930.26	-0.63	-£36k	-377.36
Residential - secure accommodation	1	£365k	52	7,019.23	1	0.48	£265k	10,500.00	-0.52	-£100k	3,480.77
Residential schools	10	£1,044k	52	2,006.99	7	6.92	£572k	1,736.25	-3.08	-£472k	-270.74
Residential homes	35	£6,028k	52	3,311.90	43	40.17	£8,241k	4,314.42	5.17	£2,213k	1,002.52
Independent Fostering	230	£10,107k	52	845.04	201	213.13	£9,599k	897.52	-16.87	-£508k	52.48
Tier 4 Step down	0	£k	0	0.00	1	0.88	£195k	4,224.67	0.88	£195k	4,224.67
Supported Accommodation	20	£1,755k	52	1,687.92	17	20.26	£2,012k	2,020.02	0.26	£257k	332.10
16+	8	£200k	52	480.41	3	3.47	£56k	286.66	-4.53	-£144k	-193.75
Supported Living	3	£376k	52	2,411.58	3	2.83	£375k	2,428.83	-0.17	-£1k	17.25
Growth/Replacement	0	£k	0	0.00	0	0.00	£95k	0.00	-	£95k	0.00
Additional one off budget/actuals	0	£k	0	0.00	0	0.00	£k	0.00	-	£k	0.00
Mitigations required	0	£k	0	0.00	0	0.00	£k	0.00	-	£k	0.00
TOTAL	314	£21,078k			284	294.51	£22,578k		-19.49	£1,500k	
In-house Fostering	240	£5,093k	56	382.14	186	180.08	£4,238k	374.25	-59.92	-£855k	-7.89
In-house fostering - Reg 24	12	£121k	56	179.09	27	21.59	£196k	173.66	9.59	£75k	-5.43
Staying Put	36	£210k	52	111.78	42	41.45	£235k	124.22	5.45	£25k	12.44
Supported Lodgings	9	£80k	52	171.01	5	6.10	£48k	145.42	-2.9	-£32k	-25.59
TOTAL	297	£5,503k			260	249.22	£4,716k		-47.78	-£787k	
Adoption Allowances	97	£1,063k	52	210.16	95	91.38	£1,098k	220.22	-5.62	£35k	10.06
Special Guardianship Orders	322	£2,541k	52	151.32	283	283.37	£2,211k	148.35	-38.63	-£330k	-2.97
Child Arrangement Orders	55	£462k	52	160.96	51	52.53	£427k	155.52	-2.47	-£34k	-5.44
Concurrent Adoption	3	£33k	52	210.00	0	0.38	£4k	210.00	-2.62	-£29k	0.00
TOTAL	477	£4,098k			429	427.66	£3,740k		-49.34	-£358k	
OVERALL TOTAL	1,088	£30,680k			973	971.39	£31,035k		-116.61	£355k	

NOTES:

In house Fostering payments fund 56 weeks as carers receive two additional weeks payment during the summer holidays and one additional week each for Christmas and birthday.

5.1.2 Key activity data at the end of January 22 for SEN Placements is shown below:

The following key activity data for SEND covers 5 of the main provision types for pupils with EHCPs.

Budgeted data is based on actual data at the close of 2020/21 and an increase in pupil numbers over the course of the year.

Actual data are based on a snapshot of provision taken at the end of the month and reflect current numbers of pupils and average cost

Provision Type	BUDGET				ACTUAL (January 22)					FORECAST	
	No. pupils	Expected in-year growth	Average annual cost per pupil (£)	Budget (£000) (excluding academy recoupment)	No. Pupils as of Jan 22 Actual	Variance	% growth used	Average annual cost per pupils as of Dec 2021 Actual (£)	Variance (£)	Forecast spend (£)	Variance (£)
Mainstream top up *	1,913	174	8,130	16,155	2,785	872	601%	8,121	-9	17,155	1,100
Special School **	1,326	121	10,755	20,904	1,602	276	329%	10,812	57	21,004	100
HN Unit **	202	n/a	13,765	3,182	278	76	n/a	13,645	-120	3,532	350
SEN Placement (all) ***	243	n/a	53,464	13,012	254	11	n/a	50,344	-3,120	14,262	1,250
Total	3,684	294	-	53,253	4,919	1,235	519.37%	-	-	55,953	2,700

* LA cost only

** Excluding place funding

*** Education contribution only

Provision Type	BUDGET				ACTUAL (January 22)					FORECAST	
	No. pupils	Expected in-year growth	Average weekly cost per pupil (£)	Budget (£000) (excluding academy recoupment)	No. Pupils as of Jan 22 Actual	Variance	% growth used	Average weekly cost per pupils as of Dec 2021 Actual (£)	Variance (£)	Forecast spend (£)	Variance (£)
Out of School Tuition	84	n/a	1,200	3,834	151	67	n/a	1,015	-185	5,024	1,190
Total	84	0	-	3,834	151	67	n/a	-	-	5,024	1,190

5.2   Adults

In the following key activity data for Adults & Safeguarding, the information given in each column is as follows:

- Budgeted number of care services: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual care services and cost: these reflect current numbers of service users and average cost; they represent a real time snapshot of service-user information.

A consistent format is used to aid understanding, and where care types are not currently used in a particular service those lines are greyed out.

The direction of travel (DoT) compares the current month's figure with the previous month.

The activity data for a given service will not directly tie back to its forecast outturn reported in Appendix 1. This is because the detailed forecasts include other areas of spend, such as care services which have ended and staffing costs, as well as the activity data including some care costs that sit within Commissioning budgets.

5.2.1 Key activity data at the end of January 22 for Learning Disability Partnership is shown below:

Learning Disability Partnership	BUDGET			ACTUAL (January 2021/22)				Forecast		
Service Type	Expected No. of Care Packages 2021/22	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	DoT	Current Average Unit Cost (per week)	DoT	Total spend/ income	DoT	Variance
Accommodation based										
~Residential	251	£1,759	£24,664k	248	↓	£1,931	↑	£26,559k	↓	£1,896k
~Nursing	6	£2,385	£813k	5	↔	£2,523	↔	£743k	↓	-£70k
~Respite	13	£855	£382k	11	↓	£776	↑	£388k	↓	£6k
Accommodation based subtotal	**270**	**£1,688**	**£25,860k**	**264**		**£1,861**		**£27,691k**		**£1,832k**
Community based										
~Supported Living	456	£1,338	£35,159k	489	↑	£1,333	↑	£36,086k	↑	£927k
~Homecare	386	£380	£6,341k	384	↑	£411	↑	£7,056k	↑	£714k
~Direct payments	403	£446	£8,874k	405	↑	£459	↑	£8,537k	↑	-£337k
~Live In Care	15	£2,033	£1,709k	13	↓	£2,153	↓	£1,645k	↑	-£64k
~Day Care	437	£175	£4,190k	447	↑	£182	↓	£4,318k	↓	£128k
~Other Care	57	£86	£856k	57	↔	£85	↓	£895k	↓	£39k
Community based subtotal	**1,754**	**£598**	**£57,129k**	**1,795**		**£618**		**£58,537k**		**£1,408k**
Total for expenditure	**2,024**	**£743**	**£82,989k**	**2,059**		**£778**		**£86,228k**	↑	**£3,239k**
Care Contributions			-£4,396k					-£4,359k	↓	£37k

The LDP includes service-users that are fully funded by the NHS, who generally have very high needs and therefore costly care packages

LDP Activity and Weekly Cost from April 2020

Community service users | Accommodation based service users | Community weekly cost | Accommodation based weekly cost
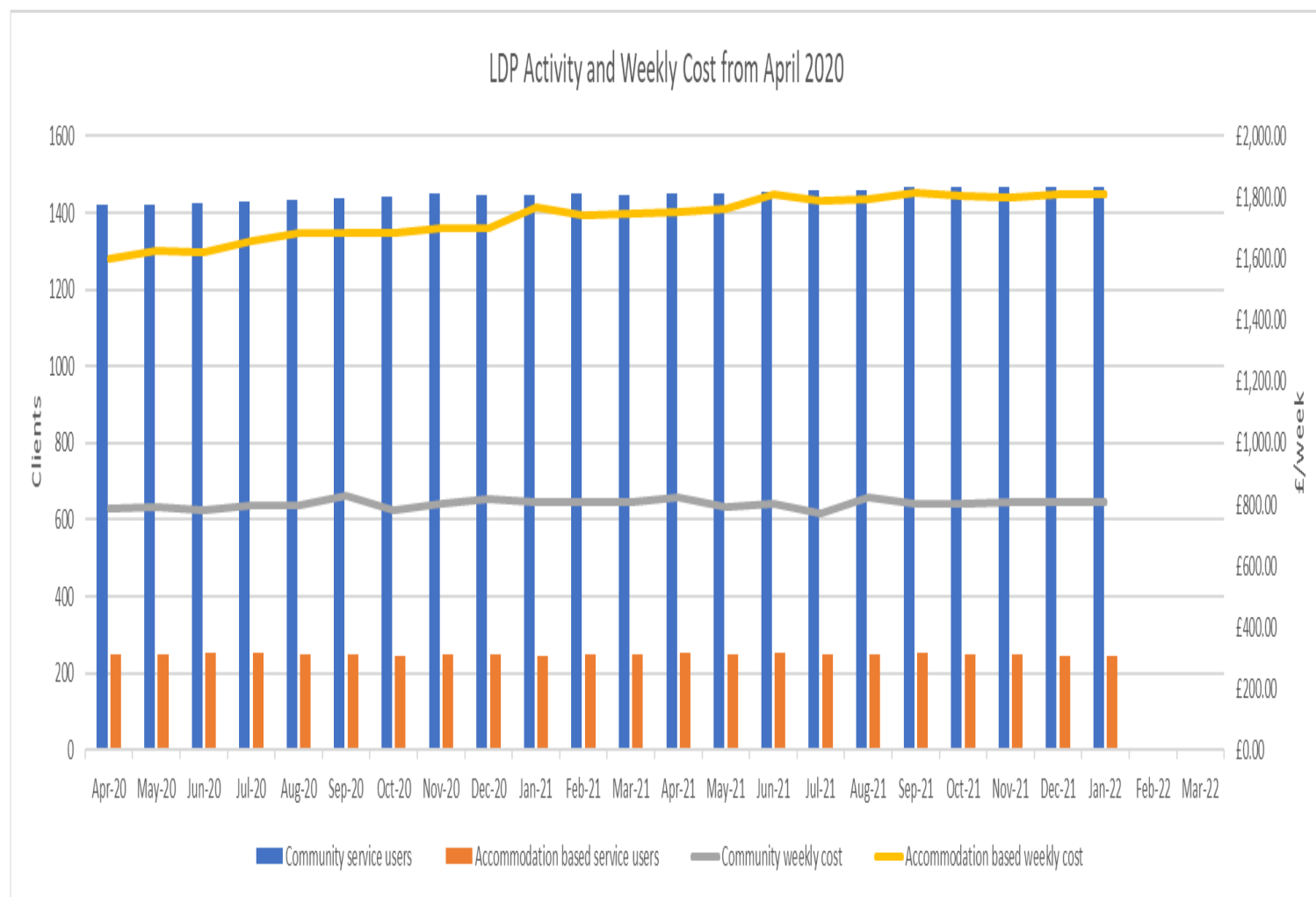
5.2.2 Key activity data at the end of January 22 for **Older People's (OP) Services** is shown below:

Older People	BUDGET			ACTUAL (January 2021/22)				Forecast		
Service Type	Expected No. of Care Packages 2021/22	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	DoT	Current Average Unit Cost (per week)	DoT	Total spend/ income	DoT	Variance
Accommodation based										
~Residential	410	£672	£14,592k	353 ↔		£642 ↓		£11,951k ↑		-£2,641k
~Residential Dementia	517	£657	£17,768k	445 ↓		£671 ↓		£15,743k ↑		-£2,025k
~Nursing	290	£808	£12,639k	261 ↓		£763 ↓		£11,668k ↓		-£971k
~Nursing Dementia	203	£809	£8,541k	172 ↑		£838 ↓		£8,441k ↑		-£100k
~Respite	41	£679	£1,584k	53				£1,072k ↑		-£511k
Accommodation based subtotal	**1,461**	**£694**	**£55,124k**	**1,284**		**£677**		**£48,876k**		**-£6,248k**
Community based										
~Supported Living	320	£368	£5,603k	372 ↓		£156 ↓		£5,709k ↓		£106k
~Homecare	1,510	£230	£18,320k	1,219 ↑		£241 ↓		£18,781k ↑		£461k
~Direct payments	160	£320	£2,465k	134 ↓		£359 ↓		£2,549k ↓		£84k
~Live In Care	30	£822	£1,250k	27 ↓		£880 ↑		£1,431k ↓		£180k
~Day Care	267	£54	£763k	72 ↓		£72 ↑		£752k ↓		-£11k
~Other Care			£163k	6				£216k ↑		£53k
Community based subtotal	**2,287**	**£243**	**£28,564k**	**1,830**		**£234**		**£29,438k**		**£873k**
Total for expenditure	**3,748**	**£419**	**£83,688k**	**3,114**		**£417**		**£78,313k ↑**		**-£5,375k**
Care Contributions			-£23,528k					-£24,905k		-£1,377k

OP Activity and Weekly Cost for Care Homes from April 2020
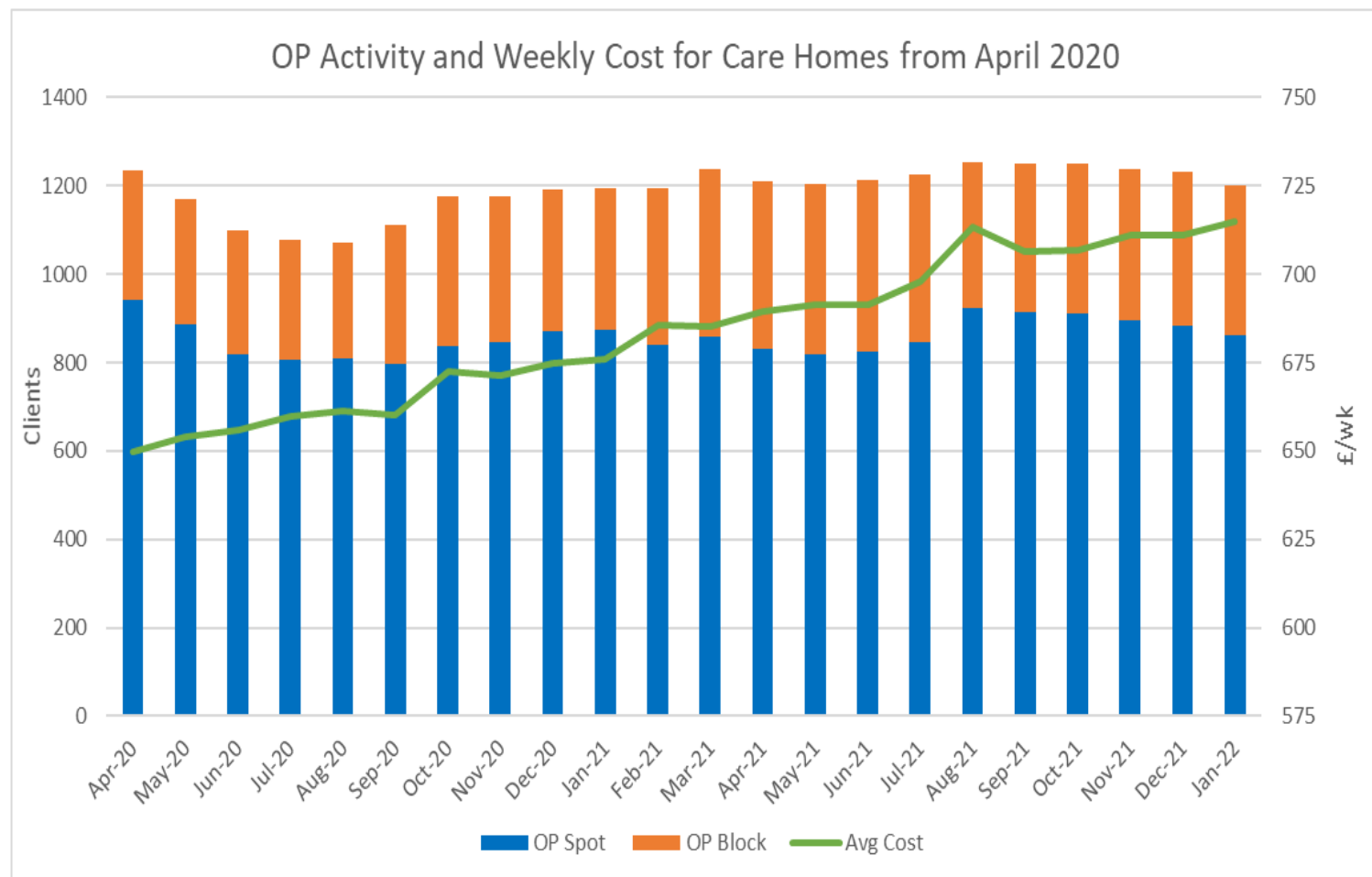
5.2.3 Key activity data at the end of January 22 for **Physical Disabilities Services** is shown below:

Physical Disabilities	BUDGET			ACTUAL (January 2021/22)				Forecast		
Service Type	Expected No. of Care Packages 2021/22	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	DoT	Current Average Unit Cost (per week)	DoT	Total spend/ income	DoT	Variance
Accommodation based										
~Residential	33	£905	£1,611k	37	↔	£998	↑	£1,537k	↑	-£73k
~Residential Dementia	4	£935	£195k	10	↓	£667	↑	£246k	↑	£51k
~Nursing	38	£1,149	£2,438k	46	↓	£974	↓	£2,048k	↓	-£390k
~Nursing Dementia	3	£1,192	£192k	4	↓	£857	↔	£133k	↑	-£60k
~Respite	2	£685	£114k	10		£340		£144k	↑	£30k
Accommodation based subtotal	**80**	**£1,010**	**£4,550k**	**107**		**£858**		**£4,108k**		**-£442k**
Community based										
~Supported Living	7	£843	£551k	44	↔	£335	↑	£502k	↑	-£48k
~Homecare	389	£257	£5,326k	445	↑	£263	↑	£5,662k		£336k
~Direct payments	285	£398	£5,279k	260	↓	£386	↑	£4,793k	↑	-£487k
~Live In Care	35	£862	£1,627k	41	↑	£857	↓	£1,796k	↑	£168k
~Day Care	21	£85	£94k	21	↑	£101	↑	£95k	↓	£1k
~Other Care			£4k	2	↔	£65	↔	£15k	↑	£11k
Community based subtotal	**737**	**£341**	**£12,882k**	**813**		**£332**		**£12,862k**		**-£20k**
Total for expenditure	**817**	**£406**	**£17,432k**	**920**		**£393**		**£16,970k** ↑		**-£462k**
Care Contributions			-£2,154k					-£2,365k		-£211k

5.2.4 Key activity data at the end of January 22 for **Older People Mental Health (OPMH) Services**:

Older People Mental Health	BUDGET			ACTUAL (January 2021/22)				Forecast		
Service Type	Expected No. of Care Packages 2021/22	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	DoT	Current Average Unit Cost (per week)	DoT	Total spend/ income	DoT	Variance
Accommodation based										
~Residential	32	£717	£1,010k	35	↔	£696	↑	£1,042k	↓	£32k
~Residential Dementia	28	£755	£860k	33	↔	£701	↓	£983k	↓	£123k
~Nursing	23	£826	£943k	26	↑	£773	↓	£1,083k	↑	£141k
~Nursing Dementia	69	£865	£2,788k	61	↓	£832	↑	£2,542k	↓	-£246k
~Respite	3	£708	£42k	1	↓	£72	↓	£46k	↑	£4k
Accommodation based subtotal	**155**	**£792**	**£5,643k**	**156**		**£758**		**£5,696k**		**£53k**
Community based										
~Supported Living	9	£340	£111k	12	↔	£293	↔	£107k	↓	-£4k
~Homecare	68	£221	£693k	66	↑	£236	↑	£841k	↑	£148k
~Direct payments	9	£273	£116k	7	↔	£477	↔	£128k	↑	£12k
~Live In Care	8	£1,079	£455k	12	↑	£1,026	↑	£568k	↑	£113k
~Day Care	4	£47	£k	5	↔	£53	↔	£1k	↔	£1k
~Other Care	2	£6	£1k	4	↓	£51	↓	£15k	↑	£14k
Community based subtotal	**100**	**£293**	**£1,376k**	**106**		**£332**		**£1,659k**		**£283k**
Total for expenditure	**255**	**£596**	**£7,019k**	**262**		**£586**		**£7,356k** ↑		**£336k**
Care Contributions			-£958k					-£1,449k		-£491k

5.2.5 Key activity data at the end of January 22 for Adult Mental Health Services is shown below:

Adult Mental Health	BUDGET			ACTUAL (January 2021/22)				Forecast		
Service Type	Expected No. of Care Packages 2021/22	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	DoT	Current Average Unit Cost (per week)	DoT	Total spend/ income	DoT	Variance
Accommodation based										
~Residential	56	£794	£2,369k	59 ↓		£796 ↓		£2,540k ↓		£171k
~Residential Dementia	1	£841	£267k	1 ↔		£624 ↔		£43k ↑		-£224k
~Nursing	10	£788	£427k	10 ↔		£732 ↑		£439k ↑		£12k
~Nursing Dementia	3	£686	£112k	1 ↔		£882 ↔		£44k ↑		-£68k
~Respite	1	£20	£k	1 ↔		£20 ↔		£k ↔		£k
Accommodation based subtotal	**71**	**£778**	**£3,176k**	**72**		**£775**		**£3,066k**		**-£109k**
Community based										
~Supported Living	113	£181	£1,812k	112 ↓		£266 ↑		£2,162k ↑		£349k
~Homecare	135	£113	£1,333k	126 ↔		£96 ↑		£1,209k ↑		-£124k
~Direct payments	14	£364	£263k	17 ↔		£341 ↑		£261k ↑		-£2k
~Live In Care	2	£1,030	£109k	2 ↔		£1,171 ↔		£126k ↓		£17k
~Day Care	4	£66	£42k	4 ↔		£123 ↑		£48k ↑		£6k
~Other Care	0	£0	£10k	3 ↔		£17 ↔		£22k ↑		£11k
Community based subtotal	**268**	**£161**	**£3,569k**	**264**		**£191**		**£3,827k**		**£258k**
Total for expenditure	**339**	**£290**	**£6,745k**	**336**		**£316**		**£6,893k ↑**		**£149k**
Care Contributions			-£393k					-£316k		£78k

5.2.6 Key activity data at the end of January 22 for Autism is shown below:

Autism	BUDGET			ACTUAL (January 2021/22)				Forecast		
Service Type	Expected No. of Care Packages 2021/22	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	DoT	Current Average Unit Cost (per week)	DoT	Total spend/ income	DoT	Variance
Accommodation based										
~Residential			£98k	0 ↔		£0 ↔		£56k ↑		-£42k
~Residential Dementia										
Accommodation based subtotal			**£98k**	**0**		**0**		**£56k**		**-£42k**
Community based										
~Supported Living	18	£469	£436k	15 ↑		£1,012 ↓		£687k ↓		£252k
~Homecare	19	£151	£143k	18 ↔		£131 ↓		£127k ↓		-£16k
~Direct payments	19	£299	£263k	21 ↑		£294 ↑		£200k ↓		-£64k
~Live In Care			£142k	1 ↔		£396 ↔		£13k ↓		-£129k
~Day Care	18	£65	£62k	16 ↑		£72 ↑		£64k ↑		£2k
~Other Care	2	£29	£3k	2 ↔		£70 ↓		£11k ↑		£8k
Community based subtotal	**77**	**£262**	**£1,049k**	**73**		**£348**		**£1,103k**		**£53k**
Total for expenditure	**78**	**£278**	**£1,147k**	**73**		**£348**		**£1,158k ↓**		**£11k**
Care Contributions			-£54k					-£45k		£9k

Due to small numbers of service users some lines in the above have been redacted.

Appendix 1 – P&C Service Level Financial Information

Forecast Outturn Variance (Previous) £'000	Ref	Service	Budget 2021/22 £'000	Actual Jan 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
		Adults & Safeguarding Directorate				
-1,061	1	Strategic Management - Adults	-5,973	-14,163	-1,633	-27%
-0		Transfers of Care	1,974	1,659	0	0%
70		Prevention & Early Intervention	9,313	9,553	70	1%
-8		Principal Social Worker, Practice and Safeguarding	1,598	1,440	-1	0%
68	2	Autism and Adult Support	1,573	1,515	61	4%
0		Adults Finance Operations	1,770	1,379	-1	0%
		Learning Disabilities				
243	2	Head of Service	5,458	4,499	-166	-3%
142	2	LD - City, South and East Localities	38,040	33,117	164	0%
2,066	2	LD - Hunts & Fenland Localities	33,130	29,524	2,178	7%
549	2	LD - Young Adults	9,530	8,234	647	7%
-201	2	In House Provider Services	7,378	5,802	-226	-3%
-650	2	NHS Contribution to Pooled Budget	-21,717	-16,288	-603	-3%
2,149		**Learning Disabilities Total**	**71,819**	**64,888**	**1,994**	**3%**
		Older People and Physical Disability Services				
-1,500	3	Physical Disabilities	16,259	12,738	-1,500	-9%
-1,051	4	OP - City & South Locality	24,077	19,481	-1,387	-6%
-1,580	4	OP - East Cambs Locality	8,586	5,726	-1,780	-21%
-1,384	4	OP - Fenland Locality	13,170	9,748	-1,497	-11%
-1,984	4	OP - Hunts Locality	15,905	11,406	-2,020	-13%
-7,500		**Older People and Physical Disability Total**	**77,997**	**59,100**	**-8,184**	**-10%**
		Mental Health				
-150	5	Mental Health Central	1,819	1,439	-150	-8%
150	5	Adult Mental Health Localities	6,048	5,075	160	3%
-195	5	Older People Mental Health	6,598	5,633	-253	-4%
-195		**Mental Health Total**	**14,465**	**12,147**	**-243**	**-2%**
-6,476		**Adults & Safeguarding Directorate Total**	**174,535**	**137,517**	**-7,937**	**-5%**
		Commissioning Directorate				
-0		Strategic Management –Commissioning	444	384	-0	0%
-0		Access to Resource & Quality	1,197	996	30	3%
0		Local Assistance Scheme	300	220	0	0%
		Adults Commissioning				
-219	6	Central Commissioning - Adults	13,934	6,310	-219	-2%
86		Integrated Community Equipment Service	2,018	1,868	86	4%
16		Mental Health Commissioning	2,251	1,566	15	1%
-117		**Adults Commissioning Total**	**18,203**	**9,744**	**-117**	**-1%**

Forecast Outturn Variance (Previous) £'000	Ref	Service	Budget 2021/22 £'000	Actual Jan 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
		Children's Commissioning				
1,500	7	Children in Care Placements	21,078	16,796	1,500	7%
0		Commissioning Services	323	78	0	0%
1,500		**Children's Commissioning Total**	**21,401**	**16,874**	**1,500**	**7%**
1,383		**Commissioning Directorate Total**	**41,546**	**28,218**	**1,413**	**3%**
		Communities & Partnerships Directorate				
-0		Strategic Management - Communities & Partnerships	201	194	0	0%
301	8	Public Library Services	3,735	3,072	301	8%
0		Cambridgeshire Skills	2,509	1,356	0	0%
0		Archives	369	285	0	0%
0		Cultural Services	314	212	0	0%
0		Registration & Citizenship Services	-645	-745	0	0%
155	9	Coroners	1,806	1,720	127	7%
0		Trading Standards	694	574	0	0%
0		Domestic Abuse and Sexual Violence Service	2,053	1,101	0	0%
0		Think Communities	471	1,016	0	0%
0		Youth and Community Services	380	163	0	0%
456		**Communities & Partnerships Directorate Total**	**11,887**	**8,947**	**428**	**4%**
		Children & Safeguarding Directorate				
-900	10	Strategic Management - Children & Safeguarding	3,540	2,381	-2,000	-56%
-0		Safeguarding and Quality Assurance	2,502	1,642	-0	0%
-940	11	Fostering and Supervised Contact Services	9,929	7,491	-875	-9%
-800	12	Corporate Parenting	7,669	5,050	-860	-11%
0		Integrated Front Door	4,012	3,008	0	0%
400	13	Children´s Disability Service	6,668	6,024	400	6%
0		Support to Parents	1,100	-172	0	0%
-395	14	Adoption	5,588	3,146	-360	-6%
80		Legal Proceedings	2,050	1,546	40	2%
-0		Youth Offending Service	1,700	1,286	0	0%
		District Delivery Service				
0		Children´s Centres Strategy	55	1	0	0%
0		Safeguarding West	1,734	1,308	-30	-2%
-200	15	Safeguarding East	3,840	96	-220	-6%
0		Early Help District Delivery Service –North	4,258	3,391	-0	0%
-0		Early Help District Delivery Service – South	4,341	3,592	-0	0%
-200		**District Delivery Service Total**	**14,227**	**8,390**	**-250**	**-2%**
-2,755		**Children & Safeguarding Directorate Total**	**58,985**	**39,793**	**-3,905**	**-7%**

Forecast Outturn Variance (Previous) £'000	Ref	Service	Budget 2021/22 £'000	Actual Jan 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
		Education Directorate				
15		Strategic Management - Education	1,835	905	-40	-2%
-61	16	Early Years' Service	2,496	2,299	174	7%
-18		School Improvement Service	947	738	76	8%
-51		Schools Partnership service	642	1,240	0	0%
681	17	Outdoor Education (includes Grafham Water)	-77	538	623	808%
0		Cambridgeshire Music	0	59	0	-%
9		ICT Service (Education)	-200	-247	-0	-%
-0		Redundancy & Teachers Pensions	3,727	2,555	-0	0%
		SEND Specialist Services (0-25 years)				
100	18	SEND Specialist Services	10,829	8,722	-260	-2%
450	18	Funding for Special Schools and Units	24,237	20,379	450	2%
1,000	18	High Needs Top Up Funding	25,788	20,756	1,100	4%
1,100	18	Special Educational Needs Placements	13,846	14,392	1,250	9%
750	18	Out of School Tuition	3,834	3,084	1,190	31%
0	18	Alternative Provision and Inclusion	6,617	5,814	1	0%
11,244	18	SEND Financing – DSG	-11,244	0	11,244	100%
14,644		**SEND Specialist Services (0 - 25 years) Total**	**73,906**	**73,147**	**14,975**	**20%**
		Infrastructure				
84	19	0-19 Organisation & Planning	3,077	2,866	101	3%
5		Education Capital	177	-3,644	6	3%
700	20	Home to School Transport – Special	14,860	11,223	1,200	8%
100	21	Children in Care Transport	1,586	1,183	118	7%
-0	22	Home to School Transport – Mainstream	10,110	6,817	-500	-5%
890		**0-19 Place Planning & Organisation Service Total**	**29,810**	**18,444**	**925**	**3%**
16,108		**Education Directorate Total**	**113,087**	**99,677**	**16,733**	**15%**
		Executive Director				
-885	23	Executive Director	1,781	502	-938	-53%
0		Lost Sales, Fees & Charges Compensation	1,266	0	0	0%
0		Central Financing	21	1	0	0%
-885		**Executive Director Total**	**3,068**	**502**	**-938**	**-31%**
7,831		**Total**	**403,107**	**314,654**	**5,983**	**1%**
		Grant Funding				
-14,369	24	Financing DSG	-76,405	-73,831	-14,822	-19%
0		Non Baselined Grants	-27,132	-22,477	0	0%
-14,369		**Grant Funding Total**	**-103,537**	**-96,308**	**-14,822**	**14%**
-6,537		**Net Total**	**299,570**	**218,346**	**-9,028**	**-3%**

Appendix 1a – Dedicated Schools Grant (DSG) Summary FMR

Forecast Outturn Variance (Previous) £'000	Ref	Service	Budget 2021/22 £'000	Actual Jan 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
		Commissioning Directorate				
		Children's Commissioning				
0		Commissioning Services	245	0	0	0%
0		**Children's Commissioning Total**	**245**	**0**	**0**	**0%**
0		**Commissioning Directorate Total**	**245**	**0**	**0**	**0%**
		Children & Safeguarding Directorate				
		District Delivery Service				
0		Early Help District Delivery Service –North	0	0	0	0%
0		Early Help District Delivery Service – South	0	0	0	0%
0		**District Delivery Service Total**	**0**	**0**	**0**	**0%**
0		**Children & Safeguarding Directorate Total**	**0**	**0**	**0**	**0%**
		Education Directorate				
-0	16	Early Years' Service	1,768	1,199	280	16%
-0		Schools Partnership service	150	71	0	0%
0		Redundancy & Teachers Pensions	0	0	0	0%
		SEND Specialist Services (0-25 years)				
0	18	SEND Specialist Services	7,280	5,296	-500	-7%
450	18	Funding for Special Schools and Units	24,237	20,379	450	2%
1,000	18	High Needs Top Up Funding	25,788	20,756	1,100	4%
1,100	18	Special Educational Needs Placements	13,846	14,392	1,250	9%
750	18	Out of School Tuition	3,834	3,084	1,190	31%
0		Alternative Provision and Inclusion	6,542	5,518	0	0%
11,244	18	SEND Financing – DSG	-11,244	0	11,244	100%
14,544	**18**	**SEND Specialist Services (0 - 25 years) Total**	**70,281**	**69,425**	**14,734**	**21%**
		Infrastructure				
-176	19	0-19 Organisation & Planning	2,561	2,136	-192	-8%
0		Home to School Transport – Special	400	0	0	0%
-176		**0-19 Place Planning & Organisation Service Total**	**2,961**	**2,136**	**-192**	**-6%**
14,369		**Education Directorate Total**	**75,160**	**72,831**	**14,822**	**20%**
14,369		**Total**	**75,405**	**72,831**	**14,822**	**20%**
0		**Contribution to Combined Budgets**	**1,000**	**1,000**	**0**	**0%**
		Schools				
0		Primary and Secondary Schools	124,677	102,735	0	0%
0		Nursery Schools and PVI	39,937	29,318	-0	0%
0		Schools Financing	-241,019	-200,286	-0	0%
0		Pools and Contingencies	0	19	0	0%
0		**Schools Total**	**-76,405**	**-68,214**	**-0**	**0%**
14,369		**Overall Net Total**	**0**	**5,617**	**14,822**	**-%**

Appendix 2 – Public Health Summary FMR

Forecast Outturn Variance (Previous) £'000	Ref	Service	Budget 2021/22 £'000	Actual Jan 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
		Children Health				
0		Children 0-5 PH Programme	7,271	7,415	0	0%
-0		Children 5-19 PH Programme - Non Prescribed	1,705	1,719	-0	0%
0		Children Mental Health	341	-20	0	0%
-0		**Children Health Total**	**9,317**	**9,113**	**-0**	**0%**
		Drugs & Alcohol				
-33		Drug & Alcohol Misuse	5,918	1,223	-33	-1%
-33		**Drug & Alcohol Misuse Total**	**5,918**	**1,223**	**-33**	**-1%**
		Sexual Health & Contraception				
-90	25	SH STI testing & treatment - Prescribed	3,750	648	-103	-3%
-172	26	SH Contraception - Prescribed	1,096	447	-172	-16%
62		SH Services Advice Prevention/Promotion - Non-Prescribed	444	111	51	12%
-200		**Sexual Health & Contraception Total**	**5,290**	**1,206**	**-224**	**-4%**
		Behaviour Change / Preventing Long Term Conditions				
-164	27	Integrated Lifestyle Services	2,380	1,873	-194	-8%
54		Other Health Improvement	426	470	73	17%
-185	28	Smoking Cessation GP & Pharmacy	683	106	-253	-37%
-300	29	NHS Health Checks Programme - Prescribed	625	135	-411	-66%
-596		**Behaviour Change / Preventing Long Term Conditions Total**	**4,114**	**2,585**	**-785**	**-19%**
		Falls Prevention				
-27		Falls Prevention	87	44	0	0%
-27		**Falls Prevention Total**	**87**	**44**	**0**	**0%**
		General Prevention Activities				
-11		General Prevention, Traveller Health	13	-8	-11	-85%
-11		**General Prevention Activities Total**	**13**	**-8**	**-11**	**-85%**
		Adult Mental Health & Community Safety				
0		Adult Mental Health & Community Safety	257	196	0	0%
0		**Adult Mental Health & Community Safety Total**	**257**	**196**	**0**	**0%**
		Public Health Directorate				
-57		Public Health Strategic Management	57	0	-57	-100%
-1,377	30	Public Health Directorate Staffing & Running Costs	2,234	-8,101	-1,679	-75%
0		Test and Trace Support Grant	1,064	118	0	0%
0		Enduring Transmission Grant	2,606	581	0	0%
0	31	Contain Outbreak Management Fund	15,590	975	-396	-3%
0		Lateral Flow Testing Grant	1,811	903	0	0%
-1,434		**Public Health Directorate Total**	**23,361**	**-5,524**	**-2,132**	**-9%**
-2,302		**Total Expenditure before Carry-forward**	**48,356**	**8,835**	**-3,185**	**-7%**
		Funding				
0		Public Health Grant	-26,787	-15,490	0	0%
0		Test and Trace Support Grant	-1,064	-1,064	0	0%
0		Enduring Transmission Grant	-2,606	-2,606	0	0%
0		Contain Outbreak Management Fund	-15,590	-15,590	0	0%
0		Community Testing Grant	-1,811	-300	0	0%
0		Other Grants	-498	-404	0	0%
0		**Grant Funding Total**	**-48,355**	**-35,454**	**0**	**0%**
-2,302		**Overall Net Total**	**0**	**-26,619**	**-3,185**	**0%**

Appendix 3 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater for a service area.

1) Strategic Management - Adults

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
-5,973	-14,163	-1,633	27%

The Strategic Management – Adults line holds a range of central grant funding and Health funding including the Better Care Fund allocations. The underspend is largely attributable to grant and income contributions exceeding budget, and to funding from government grants being held to contribute to the Council share of pressures in the Learning Disabilities pooled budget reported in note 2 below. In addition, underspends from vacant posts are now being forecast at £500k over budget due to increased vacancy rates being experienced in the second half of the year.

2) Learning Disabilities

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
71,819	64,888	1,994	3%

The Learning Disability Partnership (LDP) budget is forecasting an overspend of £2,597k at the end of January. The Council's share of the overspend per the pooled arrangement with the NHS is £1,994k. This is a reduction of £202k (£155k for the Council's share) on the position reported in December.

The reduction is due to the application of grant funding to care packages for service users not attending day services due to reduced capacity during the pandemic. To prevent covid outbreaks, day services have had to maintain strict protocols around groups of service users mixing and have had to reduce their capacity to achieve this. The Council has therefore had to fund some additional support for people unable to attend their normal sessions; this cost is now being met by grant funding and has thus been removed from the LDP forecast.

The majority of the LDP overspend is still largely due to new demand being higher than has been allocated in the budget. However, there is also an emerging pressure from uplifts being negotiated with providers for existing placements.

Care providers are currently facing substantial cost pressures due to staffing shortages and price inflation. Considering this, the council has approved additional funding for uplifts paid to providers this year, which will partly be funded through grant received from central government. The impact on the LDP, which is expected to be around £920k, with £280k of this covered by grant funding, is reflected in the forecast outturn.

Expenditure on increased demand is ~65% above budget to date. Numbers of new placements are largely in line with the numbers anticipated in our allocation of demand funding. However, we are seeing more service users with very complex needs transitioning to the LDP and the price of care packages for these service users is significantly more than we have previously paid for similar care packages. Around 60% of the cost of packages for the cohort of young people transitioning into the LDP has been for health needs. However, the agreed split of the pooled budget is 77% social care funding and 23% health funding.

Also contributing to the demand overspend, the cost of care packages for our existing cohort of service users is increasing. This is frequently as a result of the Covid-19 pandemic. Prior to the pandemic carers were able to access support in the community and respite from their caring responsibilities. However, over the past 18 months their access to support has been reduced and continues to be reduced due to social distancing and ventilation restrictions, as a result we are seeing some service users move into supported living placements earlier than they otherwise would have done, or cases where we need to arrange increased levels of care in the home to avoid carer breakdown. We expect some continuation in this latent demand, particularly whilst restrictions for services remain in place.

A Transitions Panel has been set up to discuss complex cases transferring from children's services, enabling all involved parties to better plan and forecast for transitions. Primarily this should improve outcomes for service users, but an additional benefit will be to aid better budget planning. Furthermore, the Young Adults team continues to have strengths-based conversations with service users, working on service users' independence and helping them to achieve their goals. They are on track to achieve a £200k preventative savings target, part of the Adults' Positive Challenge Programme. This is built into the forecast and mitigates some of the demand pressure.

A further factor in the overspend reported is cost pressures at the end of the market providing placements for people with high-level needs. One of our providers who offers specialist placements to service users who cannot easily be placed elsewhere has substantially increased their rates on care packages for our existing service users placed with them. The seven care packages they provide now cost ~£2.1m, an increase of ~£300k.

Adults Commissioning are developing an LD Accommodation Strategy that will enable them to work with the provider market to develop the provision needed for our service users, both now and looking to future needs. This should lead to more choice when placing service users with complex needs and consequently reduce cost pressure in this area.

3) Physical Disabilities

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
16,259	12,738	-1,500	-9%

Physical Disabilities continue to forecast an underspend of -£1.5m for January.

Previously identified pressures resulting from increased demand for community-based care have been recognised through the business planning process and are manageable within current budget. Net demand in the current year is below budgeted levels and has stabilised over recent months.

A peak in demand for bed-based care in the last quarter of 2020/21 has now reversed, with numbers returning to pre-pandemic levels. This, in conjunction with an increase in income due from clients contributing towards the cost of their care, ongoing work to secure appropriate funding for service users with health needs and the slow-down in demand for community-based care, has resulted in a significant underspend.

Care providers are currently facing substantial cost pressures due to staffing shortages and price inflation. Considering this, the council has approved additional funding for uplifts paid to providers this year, which will partly be funded through grant received from central government. The impact on Physical Disabilities is reflected in the forecast outturn.

4) Older People

Budget 2021/22	Actual January 22	Forecast Outturn Variance	Forecast Outturn Variance
£'000	£'000	£'000	%
61,738	46,362	-6,684	-11%

Older People's Services are forecasting an underspend of -£6.684m at the end of January.

As was reported throughout 2020/21, the impact of the pandemic has led to a notable reduction in the number of people having their care and support needs met in care homes. This short-term impact has carried forward into forecasting for 2021/22 and includes a reduction in care spend relating to the final months of 2020/21 that has manifested since year-end.

Since the start of the financial year, as restrictions have ended, we have seen a significant increase in the referrals reported by the Long-Term care teams. There has also been an increase in referrals and requests to Adult Early Help, Safeguarding Referrals and Mental Health Act Assessments. Hospital Discharge systems continue to be pressured. We do expect some substantial cost increases as both NHS funding is unwound fully in 2021/22 and the medium-term recovery of clients assessed as having primary health needs upon hospital discharge returning to social care funding streams.

Despite this increase in activity coming into the service, we are not currently seeing a corresponding increase in total numbers of service users being supported. Demand for bed-based care remains below budgeted expectations. In addition, long-term block capacity has increased following recent retendering. Utilisation of the available block provision at contractually agreed rates is giving the Council greater control over historic pressures arising from increasing market unit costs. These factors have now been drawn out into the forecast.

Services have been working to streamline processes and improve the client's journey through the financial assessments process so that their assessment can be completed in a more timely manner. The performance of the Financial Assessments Team has facilitated resolution of a historic backlog of outstanding cases. This, in conjunction with a review of current deferred payment agreements, has increased the overall level of income expected from clients contributing towards the cost of their care.

Annual Review activity remains low, and back-logs are significant within the system.

Forecasting for future costs remains difficult with the pandemic continuing and particularly as winter progresses. There continues to be considerable risk and uncertainty around the impact the pandemic will have on both medium- and longer-term demand. There is a growing number of people who have survived Covid, being left with significant needs that we will need to meet, and many vulnerable adults have developed more complex needs as they have not accessed the usual community-based or early help services due to lockdown. The impact on delayed health care treatments such as operations will impact individual needs and health inequalities negatively. Clinical Commissioning Groups (CCGs) are working through backlogs in continuing health care, the impacts of this are not yet fully in our system.

Care providers are currently facing substantial cost pressures due to staffing shortages and price inflation. Considering this, the council has approved additional funding for uplifts paid to providers this year, which will partly be funded through grant received from central government. The impact on Older People's Services is reflected in the forecast outturn.

We will continue to review in detail activity information and other cost drivers to validate this forecast position. This remains subject to variation as circumstances change and more data comes through the system.

5) Mental Health Services

Budget 2021/22	Actual January 22	Forecast Outturn Variance	Forecast Outturn Variance
£'000	£'000	£'000	%
14,465	12,147	-243	-2%

Mental Health Services are reporting an underspend of -£243k for January.

It was reported last year that the Covid pandemic had a significant impact on elderly clients with the most acute needs in the short-term. There was a significant increase in placements into care homes over the final quarter of 2020/21 and this continued into the first part of 2021/22. However, in recent months activity has remained high, but net demand has slowed, and overall numbers of placements have been reducing month-on month. Similar to Older Peoples Services, there is considerable uncertainty around the impact of the pandemic on longer-term demand for services and forecasting for future costs remains difficult with the pandemic continuing and particularly as winter progresses.

In addition, pressure has been emerging in community based-care with a number of high-cost supported living placements being made by Adult Mental Health services since the start of the year. It has previously been reported that Mental Health care teams are experiencing a significant increase in demand for Approved Mental Health Professional services, and the anticipated increase in the provision of packages for working age adults with mental health needs may now be manifesting in reported commitment.

Services have been working to streamline processes and improve the client's journey through the financial assessments process so that their assessment can be completed in a more timely manner. The performance of the Financial Assessments Team has facilitated resolution of a historic backlog of outstanding cases, and this has significantly increased the overall level of income expected from clients contributing towards the cost of their care within Mental Health Services.

Care providers are currently facing substantial cost pressures due to staffing shortages and price inflation. Considering this, the council has approved additional funding for uplifts paid to providers this year, which will partly be funded through grant received from central government. The impact on Mental Health Services is reflected in the forecast outturn.

In addition, an underspend is forecast against the Section 75 contract due to a number of long-term vacancies within the team.

We will continue to review in detail the activity information and other cost drivers to validate this forecast position. This remains subject to variation as circumstances change and more data comes through the system.

6) Central Commissioning - Adults

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
13,934	6,310	-219	-2%

Central Commissioning – Adults is forecasting an underspend of £219k. This is partly due to the decommissioning of three rapid discharge and transition cars as part of the wider homecare commissioning model. The long-term strategy is to decommission all the local authority funded cars, meeting the need for domiciliary care through other, more cost-effective means, such as:

- A sliding scale of rates with enhanced rates to support rural and hard to reach areas.
- Providers covering specific areas or zones of the county, including rural areas.
- Supporting the market in building capacity through recruitment and retention, as well as better rates of pay for care staff.

Another factor in the underspend is that a settlement relating to a block domiciliary care contract in 2018/19 was agreed at less than the provision made for it at the end of 2020/21. Therefore the remainder of the provision has been transferred back to revenue.

7) Children in Care Placements

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
21,078	16,796	1,500	7%

External Placements Client Group	Budgeted Packages	31 Jan 2022 Packages	Variance from Budget
Residential Disability – Children	7	8	+1
Child Homes – Secure Accommodation	1	1	-
Child Homes – Educational	10	7	-3
Child Homes – General	35	43	+8
Independent Fostering	230	201	-29
Tier 4 Step down	0	1	+1
Supported Living	3	3	-
Supported Accommodation	20	17	-3
16+	8	3	-5
TOTAL	314	284	-30

External Placements is forecasting an overall pressure of £1.5m. This has worsened following continuing pressures within the sector. Specifically, changes in legislation from the 1st September which required all local authorities to ensure no young people in care under the age of 16 were placed in unregistered provision. The consequence of this has been a knock-on effect within the residential and fostering markets responding to increased demand as young people moved on from unregulated provision. This has led to a significant increase in the weekly cost for some placements. Also, we are seeing an increase in complexity of need within both existing and new placements. This increased demand, coupled with an overall shortage of availability, has led to price increases within the sector. These changes, on top of an

overall shift from independent fostering agencies (IFA) to residential which we have been seeing since the start of the financial year, and continuing price inflation on all placement types, have continued to present a high level of financial challenge. High-cost placements are reviewed regularly to ensure they are the correct level and step-downs can be initiated appropriately. We are also seeing the impact of small numbers of young people being discharged from Tier 4 mental health provision into high cost specialist care placements, where there is a statutory duty for the local authority to part fund. Demand for this placement type is also expected to rise.

8) Public Library Services

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
3,735	3,072	301	8%

The Public Library service is forecasting an overall £301k overspend.

We have seen an improvement in the library service forecast to reflect the achievement of some additional savings and the increase in income from our commissioned services. Most notably the recent addition of libraries as distribution centres for lateral flow tests that is set to bring in £40-£50k. However, the outlook for our general income remains poor. The continued restriction on occupancy, and so far limited impact of the ventilation work to increase this, leaves the viability of hiring out library space in a precarious position as long as such restrictions last. The lack of this hire represents the single biggest reduction in income, while general sale of items and library overdues also remain well down on pre-pandemic levels.

9) Coroners

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
1,806	1,720	127	7%

The Coroners Service is forecasting a pressure of £127k which can be attributed to Covid-19. This is a result of:
- Required changes to venues to make them Covid-19 compliant.
- The need for increased staff capacity to manage the number of inquests necessary in a timely manner.

10) Strategic Management - Children & Safeguarding

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
3,548	2,381	-2,000	-56%

Strategic Management – Children and Safeguarding is forecasting an under-spend of -£2m. This is an increase of £1.1m since the end of Quarter 2 which has predominantly been due to the inability to recruit Social Workers coupled with a temporary hold on recruitment due to an internal restructure.

There has been an over achievement of the vacancy savings target across the service due to a combination of the difficulty in recruiting to Social Worker posts and also posts becoming vacant with recruitment to vacancies taking longer than anticipated in the current climate. An internal restructure has also contributed to the overall position.

11) Fostering and Supervised Contact Services

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
9,929	7,491	-875	-9%

The Fostering and Supervised Contact service is forecasting an underspend of -£875k.

This is due to the budget being built for a higher number of placements (236) than the service currently holds (186) and also a lower average cost than budgeted. Associated Foster Carer mileage claims are also lower than budgeted as a result of the pandemic.

12) Corporate Parenting

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
7,669	5,050	-860	-11%

Corporate Parenting are forecasting an underspend of -£850k based on the latest service commitment record.

In the unaccompanied asylum seeker children (UASC) / Leaving Care budgets activity undertaken in the service to support moves for unaccompanied young people to lower cost, but appropriate accommodation, and the decision by the Home Office to increase grant allowances from 1 April 2020, and again on 1 April 2021, have contributed to an improved budget position.

13) Children´s Disability Service

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
6,668	6,024	400	6%

Disability Social Care is forecasting an overspend of £400k.

This is due to the in-sourcing of Children's Homes which was taken on with a known £300k pressure from the previous provider. In addition to this, staff who TUPE'd over on the previous provider's Terms and Conditions, are opting to apply for new vacancies which are being advertised under the Council's Terms and Conditions, causing additional budget pressures. Furthermore, under the Council's Terms and Conditions certain posts (e.g. night support staff) are entitled to 'enhancements' at an additional cost to the service.

Actions being taken:
Future funding requirements have been agreed for the 2022/23 Business Plan linked to additional savings targets in future years.

14) Adoption

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
5,588	3,146	-360	-6%

The Adoption Allowances budget is forecasting an underspend of -£360k.

During this reporting year the service has had a number of young people in care turning 18 years old and for the majority of children this will see the special guardianship allowances paid to their carers ceasing. The Council also introduced a new allowance policy in April 2020 which clearly set out the parameters for new allowances and introduced a new means test in line with DfE recommendations that is broadly lower than the previous means test utilised by the Council. We are however recently starting to see more challenge with regard to allowances post order so will continue to focus on this area of activity to ensure allowances received by carers are in line with children's needs and family circumstances.

15) Safeguarding East

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
3,840	96	-220	-6%

Safeguarding East are forecasting an under-spend of -£220k in their team budgets.

This is in the main due to the impact of Covid-19 and subsequent restrictions being placed on contact and reduced activities. Some of the under spend is also linked to the implementation of the Family Safeguarding Model and the reduction in case numbers.

16) Early Years Service

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
2,496	2,299	174	7%

The Early Years Service is forecasting a net overspend position of £174k. This is due to a £280k overspend on the DSG funded Special Educational Needs Inclusion Fund (SENIF) budget which has been offset by additional grant funding received in year to cover staff time whilst they support specific projects.

17) Outdoor Education (includes Grafham Water)

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
-77	538	623	-%

The Outdoor Centres outturn forecast is a £623k pressure. This is due to the loss of income as a result of school residential visits not being allowed until mid-May and a reduction in numbers following the relaxation of lockdown in order to adhere to Covid-19 guidance. The position has improved slightly with higher than originally forecast uptake of visits in the spring term.

More than 50% of the centres' income is generated over the summer term and so the restricted business at the start of the financial year has a significant impact on the financial outlook for the year. Approximately 70% of the lost income until June can be claimed back through the local Government lost fees and charges compensation scheme. The figures above also allow for the small number of staff who were furloughed.

18) SEND Financing DSG

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
67,289	67,333	14,974	22%

Due to the continuing increase in the number of children and young people with Education, Health and Care Plans (EHCPs), and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. The revised forecast in-year pressure reflects the latest identified shortfall between available funding and current budget requirements. Please note: The budgets in these areas have been adjusted by £14.557m to reflect recoupment of funding for High Needs Places in academies and Further Education colleges by the Education and Skills Funding Agency (ESFA).

19) 0-19 Organisation & Planning

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
3,077	2,866	101	3%

0-19 Organisation and Planning are forecasting a £101k pressure.

£283k pressure is a direct result of Covid restrictions, in particular lockdowns which led to the majority of children receiving remote education at home, which have meant that the number of penalty notices issued for children's unauthorised absences from school has reduced significantly. This is not expected to return to pre-pandemic levels this academic year. This pressure has increased to reflect the decreased numbers of penalty notices issued for term time holidays.

This has been partially offset by an underspend on the school's growth fund budget currently forecast to be £164k.

20) Home to School Transport - Special

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
14,860	11,223	1,200	8%

Home to School Special is now forecasting a £1,200k overspend. The revised position is due to the continuing demand for places at Special Schools and High Needs Units combined with an increase in complexity of transport need, often resulting in children being transported in individual taxis with a Passenger Assistant. This is again compounded by an underlying national issue of driver availability which is seeing less competition for tendered routes and therefore promoting increased costs. This year we have also had numerous contracts handed back by operators. This is unprecedented. Replacement tenders for those routes have then resulted in higher costs being charged by the new operator for the same service.

21) Children in Care Transport

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
1,586	1,183	118	7%

Children in Care transport is forecasting a £118k overspend. This results from an increase in demand arising from an increasing shortage in local placements requiring children to be transported longer distances. There is also an underlaying national issue of driver availability which is seeing less competition for tendered routes and, therefore, promoting increased costs. The position has worsened since December due to an increase in placement breakdowns over Christmas.

22) Home to School Transport - Mainstream

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
10,110	6,817	-500	-5%

Home to School Transport Mainstream is forecasting a £500k underspend. The 2021/22 budget was based on 2020/21 contracts as it was not possible to retender routes due to Covid, resulting in increased forecast costs. However, tendering has now resumed and completed for September 2021 transport commitments, resulting efficiencies for some routes.

23) Executive Director

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
1,783	502	-938	-53%

A provision of £900k was made against this budget line on a one-off basis in 2021/22 for the costs of PPE needed to deliver a variety of services across social care and education services. When budgets were agreed for 2021/22 there was uncertainty about what, if any, PPE would be provided directly by government rather than having to purchase it ourselves. The government subsequently confirmed that their PPE scheme would continue, and therefore PPE spend by the Council has been minimal. In additional, some income from the Contain Outbreak Management Fund for P&C staff time focussed on outbreak management is included within this forecast position.

24) Financing DSG

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
-76,405	-73,831	-14,822	-19%

Above the line within P&C, £76.4m is funded from the ring-fenced DSG. Net pressures will be carried forward as part of the overall deficit on the DSG.

25) SH STI Testing & Treatment - Prescribed

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
3,750	648	-103	-3%

Planned activity for GP Chlamydia screening services has not been achieved due to the ongoing impact of the pandemic and the primary care focus on the pandemic response. GP payments are made based on unit cost and activity and the underspend also includes the associated decreased laboratory analysis costs.

26) SH Contraception - Prescribed

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
1,096	447	-172	-16%

This includes Long Acting Reversible Contraception that is commissioned from GPs whose payments are based on unit cost and activity. Due to the ongoing impact of the pandemic and the GP involvement in the Vaccination Programme activity has remained lower than planned.

27) Integrated Lifestyle Services

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
2,380	1,873	-194	-8%

Planned activity and spend for Stop Smoking Services has not been achieved due to the ongoing impact of the pandemic and the GP involvement in the Vaccination Programme. GP payments are made based on unit cost and activity.

28) Smoking Cessation GP & Pharmacy

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
683	106	-253	-37%

Planned activity and spend for Stop Smoking Services has not been achieved due to the ongoing impact of the pandemic and the GP involvement in the Vaccination Programme. GP payments are made based on unit cost and activity.

29) NHS Health Checks Programme - Prescribed

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
625	135	-411	-66%

GP Health Checks are commissioned from GPs and as with other GP commissioned services payment is based on unit cost and activity. Planned activity has not been achieved due to the ongoing impact of the

pandemic and the GP involvement in the Vaccination Programme activity. This activity below commissioned levels is expected to continue for some time to come.

30) Public Health Directorate Staffing and Running Costs

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
2,234	-8,101	-1,679	-75%

The underspend on staffing and running costs is due to vacant posts. The current national demand for Public Health specialists is making recruitment very difficult and repeat advertising is being required for some posts leading to the forecast underspend across the staffing budgets. In addition, many of the staff within the Public Health Directorate have focused much of their time on Outbreak Management work which is funded by the Contain Outbreak Management Fund grant.

31) Contain Outbreak Management Fund

Budget 2021/22 £'000	Actual January 22 £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
15,590	975	-396	-3%

The Contain Outbreak Management Fund (COMF) is a series of large grant payments given to the Council across 2020/21 and 2021/22 to fund local Covid outbreak management activity. Funding from the grant which is contributing to current year spend in the Public Health Directorate is reflected in the detailed forecasts above, with the remaining contribution from the grant to Public Health Directorate costs across the lifespan of the funding reflected against the grant. Any remaining COMF funding at the end of this financial year can be carried forward into 2022/23 for spend against future outbreak management activity including vaccine hesitancy work.

Appendix 4 – Capital Position

4.1 Capital Expenditure

Original 2021/22 Budget as per BP £'000	Scheme	Revised Budget for 2021/22 £'000	Actual Spend (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Total Scheme Revised Budget £'000	Total Scheme Variance £'000
	Schools					
12,351	Basic Need - Primary	11,719	7,386	**-1,389**	199,036	-435
11,080	Basic Need - Secondary	5,822	2,984	**-1,952**	236,548	-20,924
665	Basic Need - Early Years	1,578	194	**-1,100**	7,273	-300
1,475	Adaptations	1,141	879	**-1**	6,988	0
3,000	Conditions Maintenance	5,947	2,928	**-2,313**	24,215	0
813	Devolved Formula Capital	2,036	0	**0**	7,286	0
2,894	Specialist Provision	3,367	1,422	**-1,310**	24,828	-134
305	Site Acquisition and Development	305	242	**0**	455	0
1,000	Temporary Accommodation	1,000	573	**-350**	12,500	0
675	Children Support Services	675	0	**0**	5,925	0
12,029	Adult Social Care	10,719	5,024	**-5,591**	51,511	-400
3,353	Cultural and Community Services	4,064	1,241	**-1,510**	6,285	70
-5,957	Capital Variation	-5,805	0	**5,805**	-52,416	0
905	Capitalised Interest	905	0	**0**	4,699	0
44,588	**Total P&C Capital Spending**	**43,473**	**22,872**	**-9,711**	**535,133**	**-22,124**

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

Waterbeach Primary

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
341	50	-291	-181	-110	-181	-110

Slippage expected of £110k due to the completion of S278 highways works and reinstatement of playing fields being scheduled for next financial year. Overall underspend on project of £181k expected.

Northstowe Secondary

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
537	250	-287	-287	0	0	-287

Slippage following further review and decision that the build element including the 6th Form provision is no longer required until 2024.

New secondary capacity to serve Wisbech

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
1,984	550	-1,434	-1,484	50	0	-1,484

Slippage in the project after significant delays in the announcement by the Department for Education (DfE) of the outcome of Wave 14 free school applications. This project will now focus solely on the provision of a replacement Social, Emotional and Mental Health (SEMH) school which is currently operating from unsuitable leased accommodation in Wisbech.

LA Early Years Provision

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
1,365	100	-1,265	-1,265	0	-300	-965

Slippage of £965k forecast as a number of schemes have been delayed with works now expected in 2022/23. In total, a £300k underspend is expected, which offsets the additional funding request for conversion of the former Melbourn caretaker's accommodation for early years provision.

Meldreth Caretaker House

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
15	180	165	285	-120	0	165

Slippage as there has been a delay to the anticipated start on site from January to February half term, with the project completing by May 2022.

Condition, Suitability & Maintenance

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
5,947	3,634	-2,313	0	-2,313	0	-2,313

Slippage is due to the team not having capacity to advance schemes at a faster pace and delays in the completion of school condition surveys because of Covid. The forward plan of works relies on this survey data. The £2,313k variance is DfE grant funding will be carried forward into 2022/23 to address the maintenance and condition issues identified now the condition surveys have been completed

Samuel Pepys

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
1,350	250	-1,100	0	-1,100	0	-1,100

Slippage is expected on the scheme during 2021/22 due to delays in being able to progress the planned purchase of a neighbouring site. It is now anticipated that land acquisition will not occur this financial year.

Temporary Accommodation

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
1,000	650	-400	0	-350	-350	0

There has been a significant reduction in the number of new temporary solutions required across the county, realising a £350k underspend in 2021/22.

Disabled Facility Grant

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
4,699	4,965	266	0	266	0	266

£266k overspend due to higher than anticipated expenditure in 2021/22, however this will be funded by specific additional Disabled Facility Grant (DFG)

Integrated Community Equipment Service

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
400	0	-400	-400	0	-400	0

A decision has been made not to capitalise £400k of eligible equipment spend.

Care Suites East Cambridgeshire

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
5,620	163	-5,457	4,970	-487	0	-5,457

Slippage is expected of £5,457k. The planning stages of the project involving the NHS and confirming the overall scope has continued to delay the commencement of the project.

Community Fund

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
3,194	1,684	-1,510	-1,510	0	70	-1,580

The Community Fund has been fully committed in 2021/22, however as the approved schemes are at differing stages, this has resulted in anticipated slippage of £1,510k. The slippage will need to be carried forward into 2022/23 for those projects with longer construction/implementation timescales. Additional spend of £70k has been approved for one of the projects and will be funded by a specific section 106 contribution.

Other changes across all schemes (<250k)

Revised Budget for 2021/22 £'000	Forecast Outturn (Jan 22) £'000	Forecast Outturn Variance (Jan 22) £'000	Variance Last Month (Dec 21) £'000	Movement £'000	Breakdown of Variance: Underspend/ Overspend £'000	Breakdown of Variance: Reprogramming / Slippage £'000
		-1,323	-1,359	36	-347	-976

Other changes below £250k make up the remainder of the scheme variances

P&C Capital Variation

The Capital Programme Board recommended that services include a variations budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. The allocation for P&C's negative budget has been revised and calculated using the revised budget for 2021/22 as below. Slippage and underspends in 2021/22 resulted in the capital variations budget being fully utilised.

/Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (Jan 22) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Jan 22) £000
P&C	-5,805	-15,516	5,805	100%	-9,711
Total Spending	-5,805	-15,516	5,805	100%	-9,711

4.2   Capital Funding

Original 2021/22 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2021/22 £'000	Spend - Outturn (Jan 22) £'000	Funding Forecast Outturn Variance (Jan 22) £'000
0	Basic Need	976	976	0
3,113	Capital maintenance	6,060	3,747	-2,313
813	Devolved Formula Capital	2,036	2,036	0
0	Schools Capital	0	0	0
5,699	Adult specific Grants	4,699	4,965	266
16,409	S106 contributions	16,409	16,479	70
0	Other Specific Grants	2,709	0	-2,709
0	Other Contributions	0	0	0
0	Capital Receipts	0	0	0
21,175	Prudential Borrowing	13,205	8,180	-5,025
-2,621	Prudential Borrowing (Repayable)	-2,621	-2,621	0
44,588	Total Funding	43,473	33,762	-9,711

Savings Tracker 2021-22

Quarter 3

Planned Savings 2021-22 £000	Forecast Savings 2021-22 £000					
-7,837	-1,122	-809	-647	-647	-5,208	2,629

RAG	Reference	Title	Description	Service	Committee	Original Saving 21-22	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 21-22	Variance from Plan £000	% Variance	Direction of travel	Forecast Commentary
Green	A/R.6.114	Learning Disabilities Commissioning	A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focussing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2019/20.	P&C	Adults & Health	-250	0	-62	-62	-126	-250	0	0.00	↔	Outcomes based commissioning saving delayed to the following year due to competing priorities for Commissioning during the pandemic. The delay is mitigated by the identification of out of county placements that should be 100% health funded.
Amber	A/R.6.176	Adults Positive Challenge Programme - demand management	New Saving 21/22 £100k Carry-forward saving 20/21 £2,239k Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This is the second year of saving through demand management, building on work undertaken through 2019/20, focussing on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer. The programme also has a focus of working collaboratively with partner organisations in 2020/21. In later years, the effect of the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	P&C	Adults & Health	-2,339					-1,983	356	15.22	↔	In year saving on track. Brought forward demand management saving continues to be impacted by the pandemic, particularly in the Reablement workstream with the service continuing to support the NHS.
Green	A/R.6.179	Mental Health Commissioning	increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes have taken place in 2019/20 that have enabled a saving to be taken.	P&C	Adults & Health	-24	-6	-6	-6	-6	-24	0	0.00	↔	On track.
Green	A/R.6.185	Additional block beds - inflation saving	Through commissioning additional block beds, referred to in A/R.5.005, we can reduce the amount of inflation funding needed for residential and nursing care. Block contracts have set uplifts each year, rather than seeing inflationary increases each time new spot places are commissioned.	P&C	Adults & Health	-606	-152	-151	-152	-151	-606	0	0.00	↔	On track
Amber	A/R.6.186	Adult Social Care Transport	Savings can be made in transport costs through a project to review commissioning arrangements, best value, route optimisation and demand management opportunities. This may require transformation funded resource to achieve fully.	P&C	Adults & Health	-250	0	0	-15	-15	-30	220	88.00	↓	Potential savings have been identified through route optimisation. It is still expected that savings of £250k should be achieved, but the majority will be delayed until 22/23 because of the complexity of ensuring the route optimisation identified meets service users' needs.

Green	A/R.6.187	Additional vacancy factor	Whilst effort is made to ensure all critical posts are filled within People and Communities, slippage in staffing spend always occurs. For many years, a vacancy factor has existed in P&C budgets to account for this; following a review of the level of vacancy savings achieved in recent years we are able to increase that vacancy factor.	P&C	Adults & Health	-150	-40	-40	-40	-30	-150	0	0.00	↔	On track.
Black	A/R.6.188	Micro-enterprises Support	Transformation funding has been agreed for new approach to supporting the care market, focussing on using micro-enterprises to enable a more local approach to domiciliary care and personal assistants. As well as benefits to an increased local approach and competition, this work should result in a lower cost of care overall.	P&C	Adults & Health	-30	0	0	0	0	0	30	100.00	↓	Delivery of the saving has been delayed by the pandemic and is now being taken forward as part of the Care Together programme.
Green	A/R.6.210	Unaccompanied Asylum Seeking Young People: Support Costs	During 2020/21, the Government increased the weekly amount it provides to local authorities to support unaccompanied asylum seeking young people. This means that the grant now covers more of the costs of meeting the accommodation and support needs of unaccompanied asylum seeking young people and care leavers. Accordingly, it is possible to make a saving in the contribution to these costs that the Council has historically made from core budgets of £300K per annum. Also the service has worked to ensure that placement costs are kept a minimum, without compromising quality, and that young people move from their 'care' placement promptly at age 18 to appropriately supported housing provision.	P&C	C&YP	-300	-75	-75	-75	-75	-300	0	0.00	↔	On track
Green	A/R.6.211	Adoption and Special Guardianship Order Allowances	A reduction in the number of children coming into care , due to implementation of the Family Safeguarding model and less active care proceedings, means that there are fewer children progressing to adoption or to permanent arrangements with relatives under Special Guardianship Orders. This in turn means that there are fewer carers who require and/or are entitled to receiving financial support in the form of adoption and Special Guardianship Order allowances.	P&C	C&YP	-500	-125	-125	-125	-125	-500	0	0.00	↔	On track

Green	A/R.6.212	Clinical Services; Children and young people	Changes to the clinical offer will include a reduction in clinical staff input in the Family Safeguarding Service (previously social work Units) due to changes resulting form the implementation of the Family Safeguarding model, including the introduction of non-case holding Team Managers and Adult practitioners. Additional investment is to be made in developing a shared clinical service for Cambridgeshire and Peterborough for corporate parenting, however a residual saving of £250k can be released. In 2022-23 this will be re-invested in the Family Group Conferencing Service (see proposal A/R.5.008)	P&C	C&YP	-250	-62	-62	-62	-64	-250	0	0.00	↔	On track
Black	A/R.6.255	Children in Care - Placement composition and reduction in numbers	Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independent Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2021/22.	P&C	C&YP	-246	0	0	0	0	0	246	100.00	↔	Due to increasing pressure around placement mix and complexity of need, we do not anticipate meeting this saving target. It is expected that underspends within Childrens Social Care will offset the unachieved savings.
Black	A/R.6.266	Children in Care Stretch Target - Demand Management	Please see A/R.6.255 above.	P&C	C&YP	-1,000	0	0	0	0	0	1,000	100.00	↓	Due to increasing pressure around changes in placement mix and complexity of need, we do not anticipate meeting this saving target. It is expected that underspends within Childrens Social Care will offset the unachieved savings.
Green	A/R.6.267	Children's Disability: Reduce overprescribing	The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.	P&C	C&YP	-50	-50				-50	0	0.00	↔	Savings taken at budget build so considered achieved as new structure fits inside revised budget.
Green	A/R.6.268	Transport - Children in Care	The impact of ongoing process improvements in the commissioning of transport for children in care.	P&C	C&YP	-300	-300	0	0	0	-300	0	0.00	↔	Savings taken at budget build so considered achieved. Additional pressures coming through to the service which are being addressed in FMR.

	Ref	Title	Description	Dir	Committee										Commentary
Amber	A/R.6.269	Communities and Partnership Review	A review of services within C&P where efficiencies, or increased income, can be found.	P&C	C,SM&I	-200	-25	-25	-25	-25	-100	100	50.00	↓	Under Review
Amber	A/R.7.105	Income from utilisation of vacant block care provision by self-funders	Carry-forward saving - incomplete in 20/21. We currently have some vacancies in block purchased provision in care homes. Income can be generated to offset the vacancy cost by allowing people who pay for their own care to use these beds	P&C	Adults & Health	-150	-37	-13	-10	0	-60	90	60.00	↔	Annual in-year savings target of £150k not expected to be fully achieved.
Red	A/R.7.106	Client Contributions Policy Change	Carry-forward saving - incomplete in 20/21 In January 2020, Adults Committee agreed a set of changes to the charging policy for adult social care service-user contributions. We expect this to generate new income of around £1.4m in 2020/21, and are modelling the full-year impact into 2021/22.	P&C	Adults & Health	-1,192	-250	-250	-75	-30	-605	587	49.24	↔	Ongoing difficulties in recruitment have continued to delay the reassessments project. The shortfall in savings delivery is fully mitigated in the forecast by increases in client contributions not directly linked with reassessments.

Key to RAG ratings:

Total saving	Over £500k	100-500k	Below 100k
Black	100% non-achieving	100% non-achieving	100% non-achieving
Red	% variance more than 19%	-	-
Amber	Underachieving by 14% to 19%	% variance more than 19%	% variance more than 19%
Green	% variance less than 14%	% variance less than 19%	% variance less than 19%
Blue	Over-achieving	Over-achieving	Over-achieving

![Cambridgeshire County Council logo]

Communities, Social Mobility and Inclusion Committee Agenda Plan

Published on 2nd March 2022

Notes

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.
* indicates items expected to be recommended for determination by full Council.
+ indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:
- Minutes of previous meeting and Minutes Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
10/03/22	Coroner Service Mortuary Provision	P Gell	2022/014	28/02/22	02/03/22
	Domestic Abuse Safe Accommodation	R Hill	2022/048		
	CUSPE Policy Challenges Research: How Can We Best Align Partners and Community Assets to Ensure Whole Communities Can Access Opportunities to Enhance Social Mobility?	P Fox			
	Anti-Poverty and Social Mobility	A Chapman			
	Decentralisation	A Chapman			
	Finance and Monitoring Report (January)	M Wade			

14/04/22	Innovate and Cultivate Fund – Endorsement of Recommendations and Fund Update	E Matthews		04/04/22	06/04/22
	Committee Workshop – Performance Management				
21/07/22	Anti-Poverty and Social Mobility	P Fox		11/07/22	13/07/22
	Cambridgeshire Skills Six-Month Review	T Meadows			
	Domestic Abuse Act – One Year On	R Hill			
	Decentralisation in Action	P Fox			
	Support for Informal Carers and Young Carers	M Oliver			
	Household Support Fund – Review, Findings and Next Steps	P Fox			
[01/09/22] Reserve date					
01/11/22	Anti-Poverty and Social Mobility	P Fox		21/10/22	24/10/22
	Cambridgeshire and Peterborough Coroner Service Annual Report	P Gell			
	Business Planning Update for 2022-27	T Kelly			
08/12/22	Anti-Poverty and Social Mobility	P Fox		28/11/22	30/11/22
	Cambridgeshire Registration Service Annual Report	P Gell			
	Cambridgeshire and Peterborough Trading Standards Annual Report	C Pawson			
	Decentralisation in Action	P Fox			
	Support Cambridgeshire Annual Report	M Oliver			

	Review of Draft Revenue Business Planning Proposals for 2023-28	T Kelly			
[12/01/23] *Reserve* *date*					
23/03/23	Anti-Poverty and Social Mobility	P Fox		13/03/23	15/03/23
	Cambridgeshire Skills Six-Month Review	T Meadows			
	Local Council Development Plan Annual Report	E Matthews			
	Libraries Service Annual Report	G Porter			
[04/05/23] *Reserve* *date*					

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