

COMMUNITIES AND PARTNERSHIP COMMITTEE



Date: Thursday, 08 August 2019

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

- | | | |
|----------|---|----------------|
| 1 | Apologies for absence and declarations of interest | |
| | <i>Guidance on declaring interests is available at</i>
http://tinyurl.com/coc-conduct-code | |
| 2 | Minutes - 4th July 2019 | 5 - 24 |
| 3 | Petitions and Public Questions | |
| 4 | Cambridgeshire and Peterborough Coroner Service Annual Report | 25 - 32 |
| 5 | Cultural and Community Services Capital Projects | 33 - 40 |
| 6 | Community Champions Oral Updates | |
| 7 | Communities & Partnership Committee Agenda Plan | 41 - 44 |

8 Exclusion of Press and Public

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)

9 Cambridgeshire Adult Learning and Skills

45 - 52

The Communities and Partnership Committee comprises the following members:

Councillor Steve Criswell (Chairman) Councillor Kevin Cuffley (Vice-Chairman)

Councillor Barbara Ashwood Councillor Adela Costello Councillor Lis Every Councillor Janet French Councillor Lina Nieto Councillor Claire Richards Councillor Amanda Taylor and Councillor Simone Taylor

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

Clerk Name: Nick Mills

Clerk Telephone: 01223 699763

Clerk Email: nicholas.mills@cambridgeshire.gov.uk

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the

Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

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

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COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES

Date: Thursday 4th July 2019

Time: 10:00am – 12:20pm

Venue: Kreis Viersen Room, Shire Hall, Cambridge

Present: Councillors S Criswell (Chairman), K Cuffley (Vice-Chairman), A Costello, L Every, D Jenkins, L Nieto, C Richards and S Taylor

Apologies: Councillors B Ashwood, J French and A Taylor

172. APOLOGIES & DECLARATIONS OF INTEREST

Apologies were received from Councillors Ashwood, French and A Taylor (substituted by Councillor Jenkins).

No declarations of interest were made.

173. MINUTES 30TH MAY 2019 & MINUTES ACTION LOG

The minutes of the meeting held on 30th May 2019 were approved as a correct record and signed by the Chairman.

The Service Director of Communities and Safety provided the following oral update on Minute 165 (a):

As part of the tackling poverty project and action plan, officers are currently working together and with our partners to collectively consider the Early Years improvement plans already underway in Cottenham, including that being carried out by Ofsted and dedicated officers supporting the transition from pre-school to school. This project work will include developing links with Best Start In Life initiatives and other community support networks including the library service.

A further oral update was provided for Minute 165 (b)

The answer to this is that the Council now pays at and above the Living Wage and has done since 1st April. We are part of the National Joint Council (NJC) pay framework. The Real Living Wage is now £9 an hour and the bottom spinal column point on the NJC pay scale that we use is also now £9.00.

Clarification was sought on whether the commitment made by the Council to pay the Real Living Wage also extended to wages paid by contractors. The Service Director committed to investigating and providing the Committee with an answer. **Action required**

It was noted that a query regarding the selection of Melbourn as a hate crime reporting centre, which although recorded in the previous set of minutes (the second bullet point of Minute 164), had not been included in the action log. The Democratic Services

Officer Trainee acknowledged the oversight and committed to adding the query as a further action. **Action required**

174. PETITIONS AND PUBLIC QUESTIONS

No petitions or public questions were received.

175. SHARED AND INTEGRATED SERVICES PROGRAMME

The Committee received a report which provided an overview of progress on the Shared and Integrated Services Programme since the previous update in October 2018. The Director for Business Improvement and Development noted that shared appointments were now being made in a more strategic manner. Members were informed that consideration was being given as to whether the programme's name could be more explicit regarding its objective of building resilience across the community, with a focus on sharing roles and making savings, as opposed to an actual integration of services. It was reiterated that the programme was explicitly based on the relationship between Cambridgeshire County Council and Peterborough City Council and that a more detailed analysis of the benefits for both councils would be presented in October.

While discussing the report, Members:

- Queried whether the Shared IT Strategy was aligned to those used by partner organisations, such as the NHS. Although aligning or sharing IT services was being investigated and encouraged across the County, it was noted that the systems of health services were particularly difficult to align with and that such integration was currently mainly limited to data sharing. The Think Communities approach would assist in better data sharing, as the geographies had been plotted around networks such as the health system, which would enable greater integration.
- Established that the programme looked to change the relationship with society by reverting to a philosophy of establishing what was needed on a local level, rather than enforcing a universal approach across the area. Aligning the services of the two councils would allow for them to be improved together while adopting a shared vision and method of working.

It was resolved unanimously to:

Note and comment on the key areas that have progressed during the monitoring period and the next critical stages of work between now and the next reporting period (October 2019).

176. COUNTY COUNCIL'S APPROACH TO ADDRESSING HOUSING AND HOMELESSNESS

The Committee received a report detailing the progress made by the cross Council Officer Working Group since its formation in November 2018, alongside the research that had been undertaken and the direction in which it was looking to continue working. It was argued that although the Council was not the statutory Housing Authority, the key duties and responsibilities listed in section 3 were intrinsically linked to the housing economy and therefore it was an issue that affected the Council. Attention was drawn to the analysis provided in section 7.2 of the report and the proposed actions laid out in Appendix 1. The Assistant Director of Housing, Communities and Youth noted that while there was already a large amount of work being carried out by partners on the tackling homelessness, the report was intended to establish what the Council could do, in order to then approach partners with a plan.

In discussing the report, Members:

- Noted the importance of working with partners and queried how the different authorities and bodies worked together to align their objectives and processes. Members were informed that a housing board, of which the Council's Assistant Director of Housing, Communities and Youth was the Vice-Chairwoman, met once a month to share and discuss ideas and it was noted that a homelessness group reported to the housing board. Members expressed interest in developing a joint action plan in the future with other authorities.
- Observed that each district across Cambridgeshire faced its own set of challenges and that incentives for engaging on different area of work therefore varied according to the district. Members suggested that there should be greater engagement with parish and town councils, as they were more informed of what was needed in local areas.
- Sought greater detail on a timeframe for action, as well as future reports to Committee. It was acknowledged that there was a need to tackle the issue with competency and urgency, as it was a fundamental issue for communities, while it was suggested that future reports should align with the housing board's transformation process.
- Considered the definition of homelessness and how such a definition affected district councils' statutory duty to house people. Members established that there was not a specific definition and that individual assessments were carried out on a case-by-case basis. It was argued that there were different stages or grades of homelessness, such as when a person was actively looking for accommodation.
- Sought clarification over how homeless people that had come from other countries were treated and whether they were refused assistance. Members were informed that when someone moved into a community, they would generally establish a local connection, which in turn qualified them for accommodation, but it was noted that these were issues for the relevant district councils.
- Proposed that it would be helpful for Members to be more involved in the process.

- Queried the proposal to influence planning decisions and whether it would be a role for the County Council or for district councils. Given the Council's role in influencing section 106 funding for new developments, it was noted that there had been extensive work carried out on a close level with developers and planners.
- Argued that the approach should place greater focus on tackling the causes of homelessness, including poverty, domestic abuse and unemployment. It was acknowledged that there were many factors that led to homelessness and that poverty was often a connected theme, while the Committee was reminded that the Council had developed a separate Poverty Strategy. One Member argued that community provisions, such as library services and schools, were fundamental to tackling homelessness.
- Suggested that the wording of the second bullet point of section 6.2 of the report implied that lower paid staff were not essential, and that it should therefore be revised.
- Expressed concern that 'This Land' had resisted calls to take on a greater social role. Clarification was sought over whether the business would commit to providing a certain level of affordable housing. While it was noted that plans for levels of affordable housing often varied during the construction process, the Assistant Director of Housing, Communities and Youth committed to seeking clarification.
Action required
- Requested a clear diagram of how the Council connected and interacted with all its different partners on homelessness and not just on housing.
- Suggested that the proportion of new housing that was affordable should be higher than the 41% proposed in the report. Members requested information on discussions held with district councils and developers regarding levels of affordable housing in new developments. **Action required**
- Sought clarification on how much of the work carried out by district councils was embedded in policy and procedure and whether it could be enforced. It was noted that the Council and its services were required to refer cases of potential homelessness to the relevant housing authority but this requirement was not included in legislation, although it was respected by the authorities.
- Clarified that the People Strategy 2019-2021 mentioned in section 7.2.2 of the report covered all types of employees, including apprenticeships.

Having discussed the report, it was decided to defer the proposed recommendations and for the Committee to receive a further paper in October 2019.

It was resolved unanimously to:

- a) Note the work carried out so far;
- b) Support the proposal's direction of travel; and
- c) Agree for officers to reflect on Members' comments and present a further report in October 2019.

177. THINK COMMUNITIES UPDATE – JULY 2019

The Committee received a report which provided an update on progress made developing the Think Communities approach since the last update in March 2019. In presenting the report, it was noted that there were seven districts and over two hundred councils in the area involved, demonstrating the scale of the challenge to rearrange provision on a geographical basis.

Members were informed that 21 Primary Care Networks (PCNs) had been established across Cambridgeshire and Peterborough and that the service delivery areas had been geographically as closely aligned as possible to the PCNs, in order to incorporate the Council's health partners into the Think Communities approach. Place-based delivery boards would be created so as to ensure consistency, with each one being chaired by the district's Chief Executive. The deep analysis of shared data that would quickly become available to local authorities, partners and the public, was highlighted as information that had never before been available. This would create a detailed picture of the costs, demands and hotspots across the area, which in turn would allow for increased and more effective targeted service provision. Members were also informed that the buildings originally called spokes would henceforth be known as community hubs, and their locations would be considered at a Committee workshop on 8th August 2019.

In discussing the report, Members:

- Emphasised the widespread support across Cambridgeshire and Peterborough for the Think Communities approach, noting that a lot of work was already underway.
- Established that the PCN size of 30-50k people would not prevent an even more localised focus on smaller sized areas or communities.
- Agreed that the Think Communities roles should not be based from Shire Hall (or its future equivalent), with each community having its own focus and although each PCN would have its own hub, there would be further, smaller ones all around the area as well. Schools were proposed as a potential location for hubs to be based and it was agreed that transport to and from the community hubs should be considered early in the planning stages.
- Requested information regarding the 21 PCNs and their boundaries. The Service Director of Community and Safety noted that they were closely aligned to GP areas as well as district boundaries, although he acknowledged that a few included two or even three district councils. It was confirmed that in such circumstances, the district with the largest geographical footprint would take the lead. He agreed to share information on the PCN boundaries with Members. **Action required**
- Queried the role of town and parish councils in the Think Communities approach. Members were informed that their boundaries were being included in the maps and that they should be represented and involved in all discussions that affected them. It was acknowledged that much of the discussion with third tier authorities so far had been focused on health issues.
- Noted there would be confusion over how the approach impacted the democratic structures that were already in place and their inter-connectedness.

- Suggested that creating a new Think Communities Place Lead post in each PCN was excessive, although it was noted that the posts would not represent a new tier or level and also that they were required by the government. The proposals were intended to embrace the necessity of the position and adapt them to benefit the Think Communities approach.
- Expressed concern that environmental sustainability had not been mentioned, specifically regarding the hubs and other buildings that would be used, which was of particular importance given that the area was in a stressed area for water conservation. The Service Director of Community and Safety noted that the profile information achieved from the data sharing and focused philosophy would provide a richness of data that would allow particular focus within PCNs on areas that were of importance or relevance to that area, for example pollution. This would mean that some areas would develop greater focus on the issue than others. Members were also informed that work was being undertaken with the energy team to ensure that energy saving measures were in place and that more information would be provided in future reports.
- Requested a timetable for how the process would move forward, noting that some other authorities had timetables lasting over five years and the Service Director of Community and Safety agreed to look into providing such information. **Action required**
- Expressed concern over the amount of high level buy-in by partners, noting that the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) had proposed removing funding for the voluntary sector. Members were assured that the CCG had been a key partner in committing to the Think Communities approach and that it also supported their own objectives as an organisation. While the Council had attempted to influence their decision, it had been unable to and economic decisions were not a shared responsibility. There was a reiteration of the desire for social prescribing to be brought in to the remit of the Communities and Partnership Committee.

It was resolved unanimously to:

Note and comment on the report.

178. INNOVATE AND CULTIVATE FUND – ENDORSEMENT OF RECOMMENDATIONS

The Committee received a report which presented nominations for project funding from the Innovate & Cultivate Fund (ICF) Recommendation Panel, following their meeting on 27th June 2019. In presenting the report, Members were informed that while a particular project, such as a timebanking scheme, might be accepted on one occasion by the panel, this did not mean that all future applications for similar projects would be successful. It was also noted that if the Committee were to confirm the nominations, the total number of funded projects would reach 43 and the total level of funding given would have reached £979k. The second £1m of funding had already been endorsed and would automatically flow on once the first £1m had been distributed. It was brought to the Members attention that the grant ranges had changed, with the Cultivate Fund now offering grants of £2,000 - £19,000 and the Innovate Fund offering £19,001 - £50,000.

In discussing the report, Members:

- Sought clarification over why Sawston Parish Council had been able to apply for two years of funding, while other applications had been told that funding was restricted to one year. Officers informed Members that the project in question had already started, whereas others had yet to progress from the planning stage.
- Suggested that there needed to be a higher level of communication on the projects to local Members, although it was acknowledged that the applications could not be published until the Committee had approved them. Officers informed the Committee that they did then publicise the projects and discuss them with district colleagues, but they emphasised that many of the projects were small in nature and only receiving a small level of funding. They were wary of subjecting the projects to excessive bureaucracy or communication as a result of their successful application as it could serve to disincentivise other potential applicants. It was suggested that information on relevant projects could be disseminated to the Primary Care Networks, once they were established, as well as Community Safety Partnerships. The Service Director of Community and Safety agreed to the proposal. **Action required**
- Sought clarification on whether sustainability was considered as a factor when deciding on applications. Officers noted that it was of high importance when considering many applications and that sometimes matched funding from the local council was sought in order to ensure sustainability. However, some projects were time targeted or time restricted and so the question of sustainability was less relevant.

It was resolved unanimously to:

Confirm agreement to fund the following 8 applications through the Cultivate funding stream:

- Sawston Parish Council
- Cambridge Acorn Project CIC
- Cambridgeshire Early Years Teaching School Alliance (Huntingdonshire Nursery School)
- The Edmund Trust
- Arthur Rank Hospice Charity
- Community Care Matters Gamlingay CIC
- Disability Cambridgeshire
- Hemingford Hub

179. PEOPLE & COMMUNITIES RISK REGISTER

The Committee received an annual update of the current People and Communities Risk Register. Attention was drawn to the fact that a second risk register had been included for Cultural and Community Services. Members were informed that 'risk appetite' indicated how long the Council would tolerate the risk for before further intervention. It was observed that an increase in overall risk was inevitable due to the increasing financial pressures on the authority, but that directors were confident that measures were in place or being introduced to reduce all the risks. A more detailed action and control plan would be developed for the risks that were marked as red and worsening.

In discussing the report, Members:

- Approved of the suggestion to develop a more detailed action and control plan and proposed the inclusion of the relevant committee that was responsible for each risk, in order to assist in tackling the risks while increasing transparency.
- Suggested that it would be helpful for the report to identify significant changes and look at the deeper causes. The Service Director of Community and Safety acknowledged the concerns and agreed that as well as risk register update every six months, the Committee would receive a more detailed one on the higher risks in between these.
- Considered the effect that Think Communities would have on the risks, noting that it allowed for a better understanding of the causes, problems and potential solutions, as well as allowing for a quicker and more targeted response. It was agreed that, over time, this would be reflected in the risk register.

It was resolved unanimously to:

Note and comment on the People & Communities Risk Register.

180. FINANCE AND PERFORMANCE REPORT – OUTTURN 2018-19

The Committee received the May 2019-20 Finance and Performance report for People and Communities Services. It was noted that it was the first report to include the Cultural and Community Services, which had brought an extra £4.7m to the budget.

It was drawn to the Committee's attention that they did not have the delegated authority to approve the changes to the capital programme budgets from the Business Plan, as requested in the recommendations, and therefore they were asked to recommend the approval of the changes to the General Purposes Committee.

In discussing the report, Members:

- Requested a further report on the capital spend of the Cultural and Community Services and how it worked in the long term, given that it was a new and area of work for the committee. It was noted that in order to provide effective oversight of the capital projects in the future, it was necessary to become familiar with them.
- Observed that the term 'looked after children' was no longer used by the authority and its services, with a preference to refer to 'children in care'. It was also noted that while exceeding the budget on young people was bad for the authority, it was beneficial for children and young people.

It was resolved unanimously to:

- a) Review and comment on the report; and
- b) Recommend the changes to the capital programme budgets from the Business Plan as shown in Section 2.2 of this report to the General Purposes Committee.

181. COMMUNITY CHAMPIONS ORAL UPDATES

The Committee noted brief oral updates provided by the following Councillors:

- Councillor Costello, who drew attention to discussions over opening a fifth Sue's Essentials in Sawtry, a meeting she had attended of the Connect to Work group which helped to tackle some of the struggles faced by adults with learning disabilities in finding work, and a meeting she had attended with the manager of Switch Now in St Neots. A written update was also provided and is attached as **Appendix 1** to the minutes.
- Councillor Every, who drew attention to the search for a new community nurse through the Innovate and Cultivate Fund, building a network of community providers across the district and the Youth Policy in East Cambridgeshire going to consultation. A written update was also provided and is attached as **Appendix 2** to the minutes.
- Councillor Richards, who noted the sanitary provision that had been made available in Cambridge and across the County through libraries and schools, while calling for more progress to be made on establishing a hub for third party reporting of hate crimes.

182. COMMUNITIES AND PARTNERSHIP COMMITTEE – AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES AND COUNCIL CHAMPIONS

Committee was informed that the reserve date in August would be taken up by a Committee meeting and workshop. It was agreed that a brief report on the Innovate and Cultivate Fund projects approved by the Committee would be presented at that meeting.

It was resolved to:

- a) Review the agenda plan attached at Appendix 1;
- b) Agree the following appointments:
 - Councillor Lina Nieto as the representative on The Library Presents
 - Councillor Barbara Ashwood to replace Councillor Dupre on the Innovate and Cultivate Fund Bid Assessment Panel, with Councillor A Taylor acting as the Liberal Democrat substitute and Councillor Costello as the Conservative substitute
 - Councillors Cuffley, Richards, A Taylor and S Taylor as the representatives on the County Advisory Group on Archives and Local Studies; and
- c) Note the removal of the Libraries Steering Group from the list of internal advisory groups.

Chairman
8th August 2019

Community Champion of Community Activity Update

Community Champion:	Councillor Adela Costello
Place:	Huntingdonshire
Date:	4th July 2019

UPDATE

- **Discussions held to launch Essentials by Sue in Sawtry in September. Caresco, the local library, youth club and school to be involved. The project is now happening in St. Ives.**
- **Monthly article in the local newspaper highlighting the work of the council plus the continued need to recruit foster carers and re-ablement workers.**
- **Discussion with WI about providing knitwear and blankets for Food Banks this winter.**

NEW CONTACTS, PROJECTS AND PRIORITIES

- *A meeting was held with the Community Development Worker for Huntingdonshire to discuss the possibility of planning Dementia Friendly Towns. St. Ives is already one.*
- *Attended the Connect to Work group for adults with learning disabilities and heard some sad stories of the difficulties they face in finding paid employment. It would be interesting to discover how many adults with learning disabilities enable local charities to continue.*
- *Met with the manager of the Switch Now group which enables adults with learning disabilities to enter paid employment with the assistance of a buddy. They have a good success rate and this should be modelled elsewhere.*

COMMUNITY GOOD PRACTICE

- *Joint working between Officers and Members of HDC and CCC including Library Staff and local community groups in establishing 'Essentials by Sue'.*
- *Supporting Time Bank co-ordinators in identifying new projects which will benefit local people such as gritting pavements in the winter months.*
- **Arranging meetings with local parish/town councillors and clerks to discuss issues in their areas.**

Community Champion of Community Activity Update

Area Champion:	Councillor Lis Every
Place:	East Cambridgeshire
Date:	4th July 2019

NEW CONTACTS, PROJECTS AND PRIORITIES**Major Projects.**

- Local provision for Adult Skills in East Cambs being planned. Now a member of the Combined Authority on their Skills Committee.
- Strategic plan for Littleport on social prescribing moving forward. Now seeking matched funding to support a co-ordinator.
- New strategy being planned on turning Littleport into a Dementia town and working with stakeholders on how this can be achieved.
- Working with Tourism partners to link more closely with Cambridge in order to improve footfall encouraging growth, entrepreneurship and jobs
- ECDC Youth Strategy now agreed as policy. Draft strategy written. Consultation processes being planned.
- Supporting a group of young people in Ely and area on building a skate park, working on feasibility studies, sites etc.
- Planning for the pilot for a Local offer plan for our care leavers in Cambridge City well in hand. Obtaining 10 business mentors for the initial group of 10 students. Working with Cambridge Regional College.
- Part of the multi-agency Mental Health Task Group for children in care researching the level of support provided by local universities.
- Working on widening Eyes and Ears scheme at ECDC with an emphasis on support for mental health issues.

UPDATE

The following are still on going:

- Setting up a review of local Children's Centres' provision locally.
- Planning Sixth Form employability seminar with Ely Cathedral for July – a very successful event.
- ECDC Careers Event in Ely Cathedral - planning for next year – 5 November 2019
- Business Forum continues to work with local sectors; networking business lunches at Bishop Laney Sixth Form set up with sector representatives and focused Year 12 and 13 students: have held Media; Finance and Catering so far. Excellent networking events leading to work experience and understanding of the sector studied.
- Sanctuary Bid successful and working with applicant on the 'Get Moving' project.
- Working on Littleport becoming a Dementia town with local councillors;
- Working on the Hate Project with CSP at ECDC – working on local walk in centres and now Eyes and Ears Project from ECDC to be adopted across other areas;
- Discussions with VCAEC to extend car share scheme and attract volunteers outside Ely. Completely revamping provision and marketing strategy. Funding being sought.
- Continuing to work with City College, Peterborough to grow numbers on their courses in East Cambridgeshire
- Meeting with CCF to discuss a more successful approach to funding to fund preventative work – now planned for August.

COMMUNITY GOOD PRACTICE

- Initial research has been undertaken to identify the organisations in existence, what they currently offer; how these services could overlap and determining a network strategy;
- Working with parish and district councillors to create capacity and information base supporting their work in their Parishes/Wards as required;
- Building network of community providers and champions across the District.
- Improve communication with County, District and Parish Councillors, particularly embracing social media.

**COMMUNITIES AND
PARTNERSHIP COMMITTEE****Minutes - Action Log****Published – 31st July 2019**

This is the updated minutes action log as of 31st July 2019 and captures the actions arising from the most recent Communities and Partnership Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
146.	DOMESTIC ABUSE AND SEXUAL VIOLENCE – REVIEW OF DOMESTIC ABUSE RESOURCE AND OUTREACH PROVISION	Sarah Ferguson	a) It was suggested that there were too many intended outcomes in the draft list and that having fewer targets would increase the chances of achieving the goals in a more effective way. Action: the Assistant Director of Housing, Communities and Youth agreed to take the suggestion in to consideration when finalising the list.	Phase one of the review has now been concluded and will be ratified at the next DASV Delivery Board. Phase Two which will be concluded by Autumn 2019, will include a review for Cambridgeshire County Council and wider partnership outcome measures which will need to be streamlined.	ACTION ONGOING
147.	CAMBS 2020 – SPOKES WORKSTREAM	Adrian Chapman	Members requested a workshop or Member Seminar on the Cambs 2020 move. Action: the Service Director of Community and Safety agreed to hold such a session before any changes were made to staff locations.	Officers will be working throughout May to build recommendations for community hub locations, which will be formally brought to the Committee for approval. Prior to that, it is proposed that a Committee workshop is held to enable a fuller discussion to take place, and this will be arranged in due course.	ACTION ONGOING

				A workshop has been proposed following the Committee meeting on 8th August 2019.	
<u>ACTIONS FROM MINUTES OF THE 7TH MARCH 2019 COMMITTEE MEETING</u>					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
157	PREVENT STRATEGY 2019-2021	Rob Hill	<p>Members were frustrated that it remained undecided on how to include faith groups in the partnership delivery group, or whether to include them at all, after months of consideration.</p> <p>Action: the Service Director of Community and Safety proposed setting a deadline for a decision on the involvement of faith groups through advisory boards or direct board representation.</p>	Representation for faith groups in the Prevent Delivery Board is provided by the lead for Cohesion (Jawaid Khan). The multi-agency officer group have considered widening membership, but feel this would not be the appropriate forum for Faith leads to attend as this group includes discussion on sensitive/restricted operational matters. To meet this engagement need, a separate 'Community Advisory Group' will be formed to support the board. This will also cover issues such as hate crime, and incorporate the views of the public / relevant Faith groups. Consultation on membership / terms of reference is underway, to launch by October 2019.	ACTION ONGOING
158.	COMMUNITY CHAMPIONS ORAL UPDATES	Adrian Chapman	While discussing social prescribing, Members considered whether the issue should be moved into the remit of the Communities and Partnership Committee.	It has been agreed with the Chairman that a report on social prescribing will come to the Communities and Partnership Committee later this year.	ACTION ONGOING

			Action: the Service Director of Community and Safety committed to investigating the possibility of transferring the responsibility to the Committee.		
<u>ACTIONS FROM MINUTES OF THE 30TH MAY 2019 COMMITTEE MEETING</u>					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
164.	HATE CRIME – THIRD PARTY REPORTING PROVISION	Rob Hill	<p>a) While discussing the causes of hate crime, one Member suggested that political beliefs were sometimes such a cause and that they should therefore be included in lists of causes.</p> <p>Action: the Assistant Director of Public Protection noted that wording around Hate Crime was set nationally, but he agreed with the sentiment and committed to looking in to the matter.</p>	<p>The Assistant Director of Public Protection shared this feedback with the Constabulary and asked they discuss the suggestion at the county hate crime board.</p> <p>The national definition of hate crime is focused on crimes committed against someone because of their disability, transgender-identity, race, religion or belief, or sexual orientation. Political hate does not form one of the 'protected characteristics' within this definition:</p> <p>"Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice, based on a person's disability or perceived disability; race or perceived race; or religion or perceived religion; or sexual orientation or perceived sexual orientation or transgender</p>	ACTION COMPLETE

			<p>b) Members queried why Melbourn had been selected over Cambourne as the proposed site for the hate crime reporting centre. The Committee was informed that Councillor Manning had assisted in choosing the site, but he was no longer a Member of the Committee and therefore was not present to explain the reasoning behind the decision.</p> <p>Action: the Assistant Director of Public Protection committed to providing the reasoning.</p>	<p>identity or perceived transgender identity."</p> <p>Forms of hate outside of the protected characteristics, such as that which is politically motivated, would be investigated using other legislation but this would not attract the aggravating factor of being a 'protected characteristic' (for example - protection from harassment act 1997)</p>	<p>ACTION ONGOING</p>
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165.	TACKLING POVERTY AND IMPROVING SOCIAL MOBILITY	Sarah Ferguson	<p>a) The Service Director of Community and Safety noticed that of the five areas in Cambridge identified as having the highest concentrations of child poverty, Cottenham was the only area not currently identified as a Think Communities prototype.</p> <p>Action: it was suggested that developing work in that community was important as part of the tackling poverty project.</p>	<p>a) As part of the tackling poverty project and action plan officers are currently working together and with our partners to collectively consider the Early Years improvement plans already underway in Cottenham, including that being carried out by Ofsted and dedicated officers supporting the transition from pre-school to school. This project work will include developing links with Best Start In Life initiatives and other community support networks including the library service.</p>	ACTION COMPLETE
		Adrian Chapman	<p>b) i. A Member requested information on how much it would cost the Council to start paying the real Living Wage.</p> <p>Action: the Service Director of Community and Safety committed to provide such figures.</p> <p>ii. On being provided with the response listed above, further clarification was sought over whether the commitment made by the Council to pay the Real Living Wage also extended to wages paid by the Council's contractors.</p>	<p>b) i. The answer to this is that the Council now pays at and above the Living Wage and has done since 1st April. We are part of the National Joint Council (NJC) pay framework. The Real Living Wage is now £9 an hour and the bottom spinal column point on the NJC pay scale that we use is also now £9.00.</p>	ACTION COMPLETE
					ACTION ONGOING

			Action: the Service Director of Community and Safety committed to provide an answer.		
167.	FINANCE AND PERFORMANCE REPORT – OUTTURN 2018-19	Emma Jones	<p>While discussing the report, Members noted the eight red indicators listed in section 4 and asked for the reasons behind the spikes and increases.</p> <p>Action: the presenting officer informed Members that she would investigate the issue and report her findings back to the Committee.</p>		ACTION ONGOING
<u>ACTIONS FROM MINUTES OF THE 4TH JULY 2019 COMMITTEE MEETING</u>					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
176.	COUNTY COUNCIL'S APPROACH TO ADDRESSING HOUSING AND HOMELESSNESS	Sarah Ferguson	<p>a) Members sought clarification over whether 'This Land' would commit to providing a certain level of affordable housing.</p> <p>Action: the Director of Housing, Communities and Youth committed to seek clarification.</p> <p>b) Information was requested by Members on discussions held with district councils and developers regarding levels of affordable housing in new developments.</p> <p>Action: the Director of Housing, Communities and Youth acknowledged that such information was available and would be provided to Members.</p>		<p>ACTION ONGOING</p> <p>ACTION ONGOING</p>

177.	THINK COMMUNITIES UPDATE – JULY 2019	Adrian Chapman	<p>a) Members requested information on the new Primary Care Network boundaries.</p> <p>Action: the Service Director of Community and Safety agreed to provide the information.</p> <p>b) Members sought a timetable for how the Think Communities approach would continue to develop and expand over coming months and years.</p> <p>Action: the Service Director of Community and Safety agreed to compile a timetable.</p>		
178.	INNOVATE AND CULTIVATE FUND – ENDORSEMENT OF RECOMMENDATI ONS	Adrian Chapman	<p>During discussion of the nominated applications, it was suggested that information on relevant successful bids should be shared with Primary Care Networks and Community Safety Partnerships.</p> <p>Action: the Service Director of Community and Safety agreed to the dissemination of information.</p>		

CAMBRIDGESHIRE AND PETERBOROUGH CORONER SERVICE ANNUAL REPORT

To: **Communities and Partnership Committee**

Meeting Date: **8th August 2019**

From: **Christine May, Assistant Director: Cultural & Community Services**

Electoral division(s): **All**

Forward Plan ref: **N/A** **Key Decision: No**

Purpose: **To provide an annual report of the work of the Coroner Service, highlighting service performance, issues and improvements.**

Recommendation: **The Committee is asked to:**

a) Note the work of the Coroner Service; and

b) Support the service moving forward with increasingly complex workloads.

<i>Officer contact:</i>		<i>Member contact:</i>	
Name:	Amy Donovan	Name:	Cllr Steve Criswell
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1. BACKGROUND

- 1.1 The Cambridgeshire and Peterborough coronial jurisdiction was created on 1 August 2015 when the Senior Coroner, David Heming, was appointed. The service is based at Lawrence Court in Huntingdon. 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 and how, when and where the deceased came by his or her death. 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. An annual report was presented to the Highways and Community Infrastructure Committee in June 2018, and it was agreed to keep the Committee updated on an annual basis. Responsibility for oversight of this function has now passed to the Communities and Partnership Committee. There have been some notable successes over the past year, however there are also significant pressures on the service. This report will set out these service improvements and challenges.

2. MAIN ISSUES

2.1 Service Improvements

2.1.1 *Medical Examiner Service*

The national Medical Examiner (ME) scheme was introduced across the country in April 2019. Originally ME schemes were to be the responsibility of the Local Authority, however following many reviews and consultations (from 2009 to 2017), the Department of Health and Social Care moved the responsibility to local Health Trusts and also reduced the scope of the initial roll-out to Secondary Care providers (hospitals). The roll out for Primary Care providers (GPs) will follow at a later date yet to be confirmed. In Cambridgeshire and Peterborough we have 4 hospitals impacted by these changes. At a very early stage the coronial service recognised that, to achieve operational efficiencies, new schemes must align from a coronial perspective. We have hosted partnership meetings inviting MEs, bereavement teams, pathologists, mortuary services and registration services. We now have excellent working relationships with all of the MEs in our area who are also sharing lessons learnt. The ME Scheme at Addenbrookes Hospital is leading the way in terms of implementation, just ahead of Papworth. The partnership working between HM Coroner and the Addenbrookes ME is exceptionally effective and has been recognised nationally as an example of best practice. This allows us to be increasingly efficient with our processes as well as improving the experience received by bereaved families.

2.1.2 *Coroner Case Management System and Referral Portal*

In 2017 a new case management system (CMS) was introduced. This system has radically improved the end to end process for managing cases referred to HM Coroner, introducing electronic signatures and moving the vast majority of communications with partners to email rather than paper forms and post. The CMS also provides the opportunity to develop a portal based referral system for doctors, to replace the paper based telephone referrals previously received. The service has worked hard to develop the portal at Addenbrookes Hospital and it was first rolled out to a test site at the hospital in November 2018. This has

proved extremely successful, enabling doctors to refer cases at any time of the day or night without leaving the ward, and Coroners Officers can manage case distribution and investigation in a more planned and efficient way.

The portal has now been rolled out to the majority of medical areas at Addenbrookes Hospital along with all of Papworth Hospital and the Arthur Rank Hospice. We are prepared to roll out at Peterborough City Hospital and Hinchingsbrooke Hospital as soon as they are ready, and also poised to continue the roll out to all GPs. HM Coroner has written to all GPs and we have been very pleased at the positive reception received from them. Over 90% of GPs provided the initial information required immediately. All GP information has now been gathered and the portal will be rolled out in a managed, staged process. This will allow GPs to refer cases to HM Coroner electronically. Cambridgeshire and Peterborough is the first jurisdiction in the country to successfully introduce this solution. It will remove the need for our staff to re-key information as well as simplifying the referral process for our partners.

2.1.3 Accommodation

Local authorities are obliged to provide suitable accommodation for the Coroner Service. The current accommodation in Lawrence Court, Huntingdon has previously been overcrowded and in need of structural repair and maintenance. The Huntingdon Registration Service relocated from Lawrence Court to Huntingdon Library in March 2019, enabling the Coroner Service to address overcrowding in the offices and make use of some additional space to provide a small second court. HMC also negotiated free use of the Huntingdon Law Court facility for larger jury inquests. In 2015 structural issues were identified in the first floor of Lawrence Court (where the service is based) causing instability and the necessity for acro-jacks to be placed on the ground floor to support the upper floors from below. Work to resolve and repair the floors involved time-consuming negotiations with historical buildings experts, planners and architects, however work to fix the floors finally concluded in July 2019.

2.2 Service Challenges

2.2.1 The Coroner Service continues to face significant challenges due to several unavoidable pressures resulting in increasing workloads. Workload increases can be attributed to three main causes: the complexity of the coronial area; the increasing complexity of the cases referred; and the historic backlog that must be tackled alongside the other pressures.

2.2.2 Complexity of the Coronial Area

There are four main hospitals in the area, and as specialist hospitals, there are a number of exceptionally complex hospital deaths associated with Addenbrookes and Papworth in particular that require an inquest. These entail specialist reports and witnesses, and can be difficult to investigate and conclude. These cases take up additional officer and Coroner time that is not obvious in overall reported death statistics. Similarly there are 4 prisons across the area. Over the past 12 months (1 June 2017 – 31 May 2019) HMC has opened inquests for 15 prison deaths. All of these are deaths in state detention and require jury inquests, whilst several are also Article 2 inquests where the State or 'its agents' have 'failed to protect the deceased against a human threat or other risk'. These are complex high profile cases that require a significant time investment.

2.2.3 *Increasing Complexity of Inquest cases*

Although the total number of referrals has not increased in 2018/19, this is due in part to the significant work that HMC and the service has done to reduce the number of simple cases that were being referred to HMC unnecessarily. HMC has worked closely with the newly set up Medical Examiners and other partners to provide advice, training and support to avoid unnecessary referrals. This means that, whilst the number of referrals has remained constant, there is an increase in the proportion of complex and highly complex cases. This is demonstrated to some extent by the changing percentage split of the conclusions at inquest. The percentage of inquests with a conclusion of a Suicide or Drug Related Death rose from 15.6% in 2017 to 21.6% in 2018; these deaths are often linked to mental health issues which require significant investigation. Inquests with an unclassified conclusion (where a narrative is required because they do not fit into the standard set of conclusions) also rose from 10.5% to 19.2%; these cases are often medically based, usually require significant investigation and are often highly complex. At the same time there was a significant reduction in the percentage of simpler Natural Cause conclusions (dropping from 38.3% to 17.2%). In the past few years there has been increased national and local media scrutiny of many of the inquests held by the Coroner; this has most recently been seen with the case of Rosa King. The number of media enquiries handled by the Council's Communications Team related to Coroner cases has risen from below 10 in each of 2014-16, to 133 in 2018.

2.2.4 *Historic Backlog*

Prior to 2015 a backlog of cases had built up (see below). The Coroner and Justice Act 2009 requires that all inquest cases are heard within 6 months and HMC is required to provide an annual report to the Chief Coroner of England & Wales of all cases that remain open after 12 months. Despite making significant in-roads into the backlog numbers in 2017, in 2018 the increasing pressures outlined above meant that in April 2019 our area reported 86 cases open after 12 months. This is significantly higher than many coronial areas.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Cases Opened	344	347	373	375	353	307	359	468	476	443
Cases Closed	339	334	363	333	341	328	391	461	603	449
Balance	5	13	10	42	12	-21	-32	7	-127	-6

2.2.5 *Increasing costs of contracted services*

Through negotiation with suppliers and robust management we have avoided cost increases on contracts for several years. However as part of contract renewals cost increases are now inevitable:

(i) Body Removals Contract

In 2018 the body removals contract was required to be re-tendered. This has resulted in some increased costs, partly due to the relocation of Papworth Hospital to a shared Cambridge site with no mortuary facility. Although we have now secured

reliable local funeral directors for the storage of HMC community deaths, the additional requirements are reflected in increased costs.

(ii) **Body Storage and Post Mortem Arrangements**

Work previously undertaken at Papworth has been re-located to Addenbrookes and Peterborough City Hospital (PCH). The hospital Service Level Agreements for both Addenbrookes and PCH required review following these changes. The hospitals have also reviewed their costs as part of this process; PCH require a significant increase immediately and Addenbrookes will increase their charges in 2020.

2.2.6 Staff Issues

Our ability to meet targets for investigating cases in the complex environment described above can sometimes be challenging, and the need for the service to be able to maintain staffing levels (by taking on additional staff to cover absences) to deal with the immediate referrals received and the rising levels of inquest work is of paramount importance. This inevitably adds to budget pressures.

2.3 Mitigations

- 2.3.1 The Assistant Director, HMC and Service Manager have reviewed the issues across the service. The transfer of the service to a new directorate will also enable the Service Director for Communities and Safety to review the issues in depth, and agree necessary mitigations. It is also the intention of the service to present to this Committee at regular intervals to ensure Members are kept fully informed of progress.
- 2.3.2 The service has already made a number of changes to manage the increased demand, including investing in triage staff who are able to carry out initial work to determine key facts about cases and to help determine whether or not a case needs to progress to inquest. Going forwards, a proposed revised staffing structure has been designed that meets the increased work resulting from the issues described above. In particular, we need to lower the ratio of cases to officers to reflect the increased complexity of cases and the time they take to investigate and bring to inquest.
- 2.3.3 The impact however of all these pressures above will result in costs exceeding funding leading to an in-year budget pressure for the service; the full extent of this pressure is being analysed and will be reported as part of the Committee's Finance & Performance Report in September.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The following bullet points set out details of implications identified:

- Delivery of an efficient and professional Coronial Service directly impacts on the well-being and quality of life of bereaved families.
- The work that HMC undertakes to prevent future deaths, either through Section 28 notices following an Inquest or working with partners to identify trends contributes to the wider quality of life of others.

3.2 Thriving places for people to live

No specific alignment, although learning from cases can and should be used to prevent recurrences of avoidable circumstances.

3.3 The best Start for Cambridge's children

No specific alignment, although learning from cases can and should be used to prevent recurrences of avoidable circumstances.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

Financial benchmarking suggest that this service is already an expensive service compared to that provided by our comparator group of local authorities, however this group does not necessarily reflect the same level of complexities in coronial terms. Additional funding of £194K was allocated to this year's budget on an ongoing basis to rebase the budget to ensure it was fully funded, and in future years an additional £20K pa is allocated for demographic pressures. The service is reviewing its current demands and will bring forward any additional resource implications as part of the finance and business planning reporting in September.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The report sets out details of significant implications in 2.2.5

4.3 Statutory, Legal and Risk Implications

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

4.4 Equality and Diversity Implications

There is no significant implication.

4.5 Engagement and Communications Implications

There is no significant implication.

4.6 Localism and Local Member Involvement

There is no significant implication.

4.7 Public Health Implications

The report sets out the benefits created from the service and public health colleagues working together.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus de Silva
Has the impact on statutory, legal and risk implications been cleared by 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: Sarah Silk
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

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Source Documents	Location
A Model Coroner's Office: the Chief Coroner's Recommended Model. Annex B to the Report of the Chief Coroner to the Lord Chancellor: Fifth Annual Report 2017-18 (p57-).	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/764720/report-of-the-chief-coroner-lord-chancellor-2017-18.pdf

CULTURAL AND COMMUNITY SERVICES CAPITAL PROJECTS

To: **Communities and Partnership Committee**

Meeting Date: **8th August 2019**

From: **Adrian Chapman, Director of Communities and Safety**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **To provide the Committee with more detailed information about capital projects within the Cultural and Community Services department, as requested at the July meeting of the Committee**

Recommendation: **The Committee is requested to:**

Note and comment on the information provided.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Christine May	Names:	Councillor Steve Criswell
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1. BACKGROUND

- 1.1 At the July 2019 meeting of this Committee it was reported, as part of the Finance & Performance Report for May 2019, that the transfer of Cultural and Community Services into the People and Communities Directorate includes the transfer of capital schemes totalling £5.2m in 2019/20. This consists of £3.1m expenditure as per the Business Plan, with £2.1m carried forward from 2018/19 due to slippage on the projects. Members agreed to recommend the approval of this roll forward to General Purposes Committee, and asked for further details of these projects to be brought to the next meeting of the Committee.
- 1.2 A breakdown of these schemes is given below:

Original 2019/20 Budget as per Business Plan (£000)	Scheme	Budget B/forward (£000)	Revised Budget for 2019/20 (£000)
957	Cambridgeshire Archives	397	1,354
0	New Community Hub / Library Provision Cambourne	190	190
0	New Community Hub / Library Provision Clay Farm	42	42
0	New Community Hub / Library Provision Darwin Green	0	0
0	Milton Road Library	431	431
0	Cambridge Central BIPC	51	51
0	Replace two existing Mobile Libraries	275	275
914	Community Hub - Sawston	689	1,603
567	Libraries - Open access & touchdown facilities (hub libraries)	0	567
74	Library Service - Card payments in Libraries	0	74
605	Libraries - Open access & touchdown facilities - further 22 Libraries	0	605
3,117	Total C&CS Capital	2,075	5,192

2. MAIN ISSUES

2.1 Cambridgeshire Archives

- 2.1.1 This is a £5.3M project to provide new accommodation for Cambridgeshire Archives and statutory Registration records, at a re-purposed building in Angel Drove, Ely. The building will provide fit-for-purpose storage facilities for the Council's unique collection of archival records relating to Cambridgeshire, as well as the county's registration records of births, marriages and deaths.
- 2.1.2 This will meet a very longstanding need to replace current accommodation in the basement of Shire Hall, which has been judged unfit by The National Archives (who

inspect and approve public record offices), and bring together collections held separately at an out store in Cottenham, and at the registration offices in Cambridge and Huntingdon. In turn, this supports the Council's move from Shire Hall and the improved use of Lawrence Court by the Coroner Service.

- 2.1.3 The new building will also provide a larger public reading room (which will double up as a ceremony room for civil ceremonies, with the relocation of Ely Register Office into this building), as well as staff accommodation including cataloguing, digitisation and conservation facilities.
- 2.1.4 The reduced expenditure figure in 2018/19 was based on a revised cash flow from the contractor, however the scheme is still expected to spend to the allocated budget and the building project is on track to open by the end of the calendar year 2019.

2.2 Cambourne Library at Sackville House

- 2.2.1 Sackville House in Cambourne is a Cambridgeshire County Council property. It was developed to provide a range of public services to people living in Cambourne. The building includes the Library, Child and Family Centre, Monkfield Medical Practice, office accommodation and meeting rooms, and Trading Standards storage.
- 2.2.2 Section 106 funding has been allocated to expand library, health and children service provision in Cambourne to serve the growing population from two developments: Cambourne 950 and Cambourne West. The current population is around 7,000 and expected to increase to 20,000. A total of £2,982,632 s106 contributions are available for the expansion / redevelopment of the building made up of £115,000 for the Child & Family Centre, £540,132 for the library, and £2,327,500 for Health. The Child & Family Centre and Library funding is available 'prior to occupation of 400th dwelling'; this is anticipated to be within 2-3 years.
- 2.2.3 Some initial work has been carried out by CCC officers to consider the expansion of Sackville House for CCC services, and given the partnership nature of the building and our desire to work in a more integrated way with partners through our Think Communities and Cambs 2020 approach, we are keen to discuss and develop plans together with Health colleagues. The Council's Capital Programme Board has agreed the allocation of a small percentage of the s106 funding to commission a consultant for RIBA Stage 1 preparation to determine stakeholder requirements, undertake feasibilities and develop options and phased plan for the building, aligned to budget.

2.3 Clay Farm Centre

- 2.3.1 Clay Farm Centre is a new five storey building on Hobson Square in Trumpington, at the heart of the Southern Fringe development in Cambridge. The building opened in April 2018, it includes a library, café, community and meeting spaces plus a medical centre that will soon move in on the second floor (Trumpington Medical Practice), and two floors of flats (the top floor of which is managed by BPHA housing association).
- 2.3.2 The community building is managed by Cambridge City Council in partnership with Cambridgeshire County Council. A service level agreement is in place for the City Council to run the library on behalf of the Library Service. CCC also has a touchdown office for

staff within the building. As well as the s106 capital funding, the Council is also receiving s106 revenue funding to support the service in the first 3 years of the new facility. The £42k carry forward from last financial year relates to an outstanding invoice from the City Council, which is being chased.

2.4 Darwin Green Library / Hub

- 2.4.1 Darwin Green is a new development in North West Cambridge. Planning was approved in May 2016 for a number of community facilities around a local centre including a library. The new library will serve both Darwin Green and the University North West Cambridge development; s106 funding amounting to £151,680 for the library includes contributions from both developments. It is expected that the service offer will reflect the Council's strategy to develop libraries as community hubs and in line with learning from Civic's prototyping work in the pilot locations. The library is expected to be ready by the 1000th occupation in the new development, which is likely to be around 2023.

2.5 Milton Road Library

- 2.5.1 A new and enhanced library has been built on the site of the former Milton Road Library on Ascham Road, Cambridge. It opened to the public on 24 June 2019 with a week of celebratory events organised by Friends and library staff, and has been very warmly received. The new library includes two community rooms and kitchen for community use (supported by s106 funding granted by Cambridge City Council) and a community garden area. The building is a mixed use scheme constructed by This Land, with seven apartments above the library. CCC section 106 funding has contributed to the library construction costs and capital funding to the fit out. The £431k brought forward from last financial year will cover final payments on this scheme which is now complete.

2.6 British Library Business and Intellectual Property Centre

- 2.6.1 The Cambridgeshire & Peterborough Business and Intellectual Property Centre (BIPC) has been established at both Cambridge and Peterborough Central Libraries to provide a new service for entrepreneurs and business start-ups. The centres will act as the go to places for business research, intellectual property support, workshops, events and 1-2-1 advice. Cambridge Central Library is the flagship location in Cambridgeshire, with plans to make every library a touchpoint for this service. Section 106 funding supported the internal fit out at Central Library to provide a BIPC space and purchase of the online business databases. The BIPC was launched on 1 February 2019.

2.7 Replacement Mobile Libraries

- 2.7.1 Capital funding of £275k was agreed in 2017/18 for the replacement of two mobile library vehicles which are at the end of life. This is in line with strong political support for the continuation of the mobile library service serving rural and more isolated areas of the county. It is many years since the Service has procured a new mobile library vehicle and, due to the unexpectedly long and complex procurement process, expenditure for these vehicles will now not take place until this financial year.

2.8 Sawston Community Hub

- 2.8.1 Sawston Library Hub project was developed following the fire at Sawston Village College in September 2012, which saw the destruction of the previous library within the Morris Wing of the school. The £1.81M construction project has faced a series of delays due to protracted negotiations with the freeholder of the land where the hub is due to be built, which is adjacent to the Marven Centre at the edge of the school site.
- 2.8.2 These delays have stemmed from a change of freeholder during the life of the project, and the conversion of the school to an Academy, requiring the permission of the Education & Skills Funding Agency (ESFA) to the land deal (CCC is swapping a number of small assets within the SVC site for a consolidated asset consisting of a long lease on the Hub land). The scheme is now projected to commence in 2019-20 following the receipt of agreement from the ESFA. At the time of writing we are awaiting the freehold transfer of the land to the Academy Trust before our lease can be signed off and construction commences.

2.9 Open Access and Touchdown Facilities

- 2.9.1 Two tranches of capital funding were agreed in the Council's 2018 Business Plan to introduce open access and touchdown facilities into the 9 largest libraries and a further 22 libraries across the county. There are 33 libraries across the county, but St Ives Library already has open access facilities which were introduced as a pilot, and it is expected that open access may not be introduced at Central Library and / or the Clay Farm Centre due to the already long opening hours availability at these libraries.
- 2.9.2 Open access is a system whereby registered library users can use their library card as a swipe card to gain access to the library outside of staffed hours, and use the self-service systems to issue and return items, use public PCs etc. The use of open access in libraries is growing across the country with very few issues or concerns raised in relation to security.
- 2.9.3 Open access is being introduced in Cambridgeshire libraries as part of the Cambs2020 programme, enabling Council staff, partners and community groups to make better use of these buildings, which are currently open for very limited hours, to touch down and hold meetings. The project is expected to take 2 years to fully roll out across the county.

2.10 Card Payments in Libraries

- 2.10.1 Capital funding of £128k was approved in 2018 to install a card (Chip and PIN) payment system option for library payments on the 54 self-service machines (RFID) across 33 locations. A card payment system in all libraries will speed up the process of financial transactions, provide unhindered self-service, and boost the efficiency of small transactions, such as reservation charges. It will reduce, and over time negate, the need for cash handling and will also make it easier for customers to pay library charges, avoiding customers accruing debt and creating a barrier to continual library use. The card payment facility will support our future open access libraries. The installation is expected to be completed by the end of this financial year.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

Libraries are recognised locally and nationally as making a significant contribution to the quality of life for local residents, helping them to fulfil their lives through lifelong learning, access to resources and opportunities, and connecting them with others. This contributes to their economic success, health and wellbeing. They provide essential access to resources and information, especially for those who can least afford this for themselves or least able to navigate the world of information and technology.

3.2 Thriving places for people to live

Libraries are natural hubs of their communities - safe, trusted, neutral and open to all – with a wealth of information, resources, opportunities and events on offer. They are second only to GPs as the most trusted in society. Having a library in a community is known to attract new residents to an area and significantly contributes to a sense of identity and wellbeing in a community. Increasingly libraries are being used as community meeting spaces and cultural hubs where local people are encouraged to meet and join in activities. They are also hubs for volunteering and other community initiatives.

3.3 The best start for Cambridgeshire's children

Libraries also make a significant contribution to giving children the best start in life by enabling and encouraging early literacy skills and a love of reading; this is known to have a huge impact on an individual's future life chances. From book gifting for babies and baby rhyme times to regular story times and participation in the annual Summer Reading Challenge, participation at no cost by children and their families across libraries really impacts on children's reading and skills, those of their families, and helps sustain these during the long summer holidays.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The report above sets out details of resource implications in paragraph 1.2.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The Council's procurement rules and procedures are being followed in relation to all these capital projects.

4.3 Statutory, Legal and Risk Implications

The larger capital projects listed above carry a range of risks including financial and reputational, and in particular are liable to stretch the capacity and resources of internal teams (within the Library Service, IT, Property, and LGSS) to manage. This is being mitigated through effective oversight of IT and Property projects across the service as well as individual project steering groups with appropriate management of risk, and external contractors will be used to manage the large new library projects.

4.4 Equality and Diversity Implications

These projects are set to increase access to library services across the county in response to population growth, as well as increasing the hours in which library services can be accessed, thereby providing greater equality and diversity of access.

4.5 Engagement and Communications Implications

All these projects have or will engage stakeholders in their development. For example, the Milton Road Library project engaged extensively with local residents, schools, the library Friends groups and the local community, and the Archives project has engaged a stakeholder group, the County Advisory Group on Archives & Local Studies (CAGALS). Each major project has its own communications plan which is managed in liaison with the Council's Communications Team.

4.6 Localism and Local Member Involvement

Local members are routinely included in stakeholder engagement meetings and individual meetings on request, and there is member representation on CAGALS.

4.7 Public Health Implications

Library use is known to have a positive impact on physical and mental health and wellbeing as it helps individuals to keep people active, feel connected, inspired and fulfilled. Libraries increasingly work with health partners to provide health information and collections such as Mood Boosting Books.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus de Silva
Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Eleanor Bell

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: Tess Campbell

SOURCE DOCUMENTS GUIDANCE

Source Documents: None	Location: N/A
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COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN

Published on 31st July 2019



Cambridgeshire
County Council

Agenda Item No: 7

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is five clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
08/08/19 Meeting & Workshop	Coroners Service Annual Report	Christine May	Not applicable	26/07/2019	31/07/2019
	Community & Cultural Services Capital Projects	Christine May	Not applicable		
	Adult Learning & Skills Service – Final Proposals for Arm's Length Service	Pat Carrington	Key Decision		
05/09/19	Service Business Planning	Adrian Chapman	Not applicable	23/08/2019	28/08/2019
	Cambs 2020 Update	Adrian Chapman	Not applicable		
	Service Delivery Board Quarterly Report	Ian Phillips	Not applicable		
	Libraries & Civic Partnership Project Update	Christine May	Not Applicable		
	Review of the C&P Committee	Adrian Chapman	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Budget Monitoring – Finance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Budget Monitoring – Performance Report	Tom Barden	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions	Adrian Chapman / S Ferguson/ C May	Not applicable		
10/10/19	Cambridge University Science and Policy Exchange – How Can We Redesign the Future of Local Government Today?	Amanda Askham	Not applicable	27/09/2019	02/10/2019
	Business Planning	Adrian Chapman	Not applicable		
	County Council's Approach to Addressing Housing and Homelessness	Sarah Ferguson	Not applicable		
	Registration Service Annual Report	Christine May	Not applicable		
	VCS Infrastructure Support	Elaine Matthews	Not applicable		
	Social Impact Bond, Life Chances Fund	Anita Howard	Not applicable		
	Innovate and Cultivate Fund – Endorsement of Recommendations	Elaine Matthews	Not applicable		
	Shared Services Update	Amanda Askham	Not applicable		
	Risk Register Update	Adrian Chapman	Not applicable		
	Budget Monitoring – Finance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions	Adrian Chapman / S Ferguson/ C May	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
21/11/19	Part Workshop focused on Demand Management	Adrian Chapman	Not applicable	08/11/2019	13/11/2019
	Local Council Plan Progress Report	Sarah Ferguson	Not applicable		
	Adult Skills 6-monthly report	Pat Carrington	Not applicable		
	Budget Monitoring – Finance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions	Adrian Chapman / S Ferguson/ C May	Not applicable		
12/12/19	Business Planning	Adrian Chapman	Not applicable	29/11/2019	04/12/2019
	Budget Pressures	Adrian Chapman	Not applicable		
	Cambs 2020 Update	Adrian Chapman	Not applicable		
	Libraries & Civic Partnership Project Update	Christine May	Not Applicable		
	Social Prescribing: Community Based Support to Improve Health and Wellbeing	Anita Howard	Not Applicable		
	Innovate and Cultivate Fund – Endorsement of Recommendations	Elaine Matthews	Not applicable		
	Budget Monitoring – Finance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Budget Monitoring – Performance Report	Tom Barden	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions	Adrian Chapman / S Ferguson/ C May	Not applicable		
23/01/20	Demand Management Update	Adrian Chapman	Not applicable	10/01/2020	15/01/2020

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Innovate and Cultivate Fund – Endorsement of Recommendations	Elaine Matthews	Not applicable		
	Budget Monitoring – Finance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions	Adrian Chapman / S Ferguson/ C May	Not applicable		
<i>(13/02/20)</i>	RESERVE DATE				
12/03/20	Innovate & Cultivate Fund – End of Year Evaluation Report	Elaine Matthews	Not applicable	28/02/2020	04/03/20
	Cambs 2020 Update	Adrian Chapman	Not applicable		
	White Ribbon Campaign Update	Rob Hill	Not applicable		
	Libraries & Civic Partnership Project Update	Christine May	Not applicable		
	Budget Monitoring – Finance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Budget Monitoring – Performance Report	Tom Barden	Not applicable		
	Community Champions Oral Update	Community Champions	Not applicable		
	Agenda Plan, Training Plan and Appointments to Outside Bodies and Council Champions	Adrian Chapman / S Ferguson/ C May	Not applicable		

CAMBRIDGESHIRE ADULT LEARNING AND SKILLS

To: Communities and Partnership Committee

Meeting Date: 8th August 2019

From: Pat Carrington, Assistant Director: Skills & Employment

Electoral division(s): All

Forward Plan ref: N/A **Key decision:** No

Purpose: For the Committee to receive information relating to the key changes being made to the Cambridgeshire Adult Learning and Skills Service delivery plan for the new academic year.

Recommendation: The Committee is asked to:

- a) Note the changes in the delivery plan for the new academic year, which build on the outcomes of an internal review and the requirements of the new funding body;
- b) Request that the Chief Finance Officer, in consultation with the Chairman of the Communities and Partnership Committee and the Service Director for Communities and Safety, carries out the final due diligence required prior to changing the organisational arrangements of the service, ensuring any residual risks to the council are identified and mitigated; and
- c) Note that the final decision on the service will be made by the Commercial and Investment Committee after due diligence has been completed.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Pat Carrington	Names:	Cllr Steve Criswell
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Email:	pcarrington@citycollegepeterborough.ac.uk	Email:	Steve.criswell@cambridgeshire.gov.uk
Tel:	01733 293891	Tel:	01223 706398

1. **BACKGROUND**

- 1.1 The Cambridgeshire Adult Learning and Skills Service (CALSS) is the County Council's adult education service, funded through the Department of Education. This grant funding, currently £2.25 million, is for the provision of adult learning and training.
- 1.2 In 2018, CALSS transferred to the Communities and Safety service directorate and to the responsibility of the Communities and Partnership Committee. A Shadow Board was introduced to provide strategic oversight of the service, with a view to a full Governing Board coming into operation from April 2019. This transfer of service and committee responsibility created an opportunity to review the service, including its programme of learning, its methods of reaching and engaging with learners, and the impacts and outcomes the service was achieving. For the reasons described in section 1.5 and 1.6, the transition to alternative delivery arrangements was deferred, enabling the service to focus on operational changes that needed to be made.
- 1.3 More recently, the detail behind changes to funding arrangements for the forthcoming academic year have become more defined, with the devolution of adult skills funding to the Combined Authority coming into effect from August 2019.
- 1.4 Our own review and our preparedness for these funding changes have enabled us to bring forward recommendations to Committee over the past few months to reform the service delivery model, to ensure we are targeting our work in the right ways. To date, the Committee has approved the outcomes of the review, the creation of a new arms-length service delivery model, detailed management and governance arrangements, and a staffing and service reorganisation. Links to the Decision Summaries of the relevant Committees can be found at the following links:

July 2018:

<https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/840/Committee/44/Default.aspx>

December 2018:

<https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/845/Committee/44/Default.aspx>

May 2019:

<https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/850/Committee/44/Default.aspx>

- 1.5 The focus of recent work has been to be operationally ready to deliver an adult skills service that meets both the council's priorities and those of the funding body, by the start of the next academic year commencing September 2019. The decisions made previously by the council, and in particular those made in May 2019, has enabled this work to progress such that we have now agreed a delivery plan with the funder and will be ready to operate that on time.
- 1.6 This is separate from the transition to becoming an arms-length service, which is recommended should take place at a slightly later date, thereby ensuring a sharp focus is maintained on service delivery. We anticipate that, subject to final due

diligence processes being carried out, the service will be ready to transition in early 2020.

2. MAIN ISSUES

- 2.1 As referred to above, the transfer of the service to a new directorate and a new committee enabled a full service review to be undertaken. This review was carried out by an independent adult skills specialist, with extensive experience in the provision of local authority adult skills services across the country.
- 2.2 The review identified that, overall, the quality of the provision delivered and commissioned by the service was good. However, it also identified that a large proportion of this delivery was non-accredited, leisure classes. Although we absolutely recognise the value of this type of learning - for example, to help address social isolation and loneliness, and to improve confidence and self-esteem - there was probably insufficient focus on learning to help people into employment or higher level training or to progress further in their work.
- 2.3 Further, the review identified that the delivery of a large proportion of delivery (c.75% of learners) is sub-contracted to local, external providers. This may not enable the service to ensure consistency of delivery and quality is maintained. Additionally though, the CPCA is planning to fund skills based, qualification bearing programmes and is restricting the amount of subcontracting to no more than 20% of individual provider's budget allocations. CALSS currently contracts more than 35% of its funding to subcontractors.
- 2.4 The review noted that, in order to best respond to the priorities set by the council and to the delivery requirements of the new funding body, a redesign of delivery arrangements, including a full staff restructure, needed to be undertaken to ensure it was ready to meet its delivery contract obligations for the new 2019/20 academic year.
- 2.5 **The expectations of the CPCA**
- 2.5.1 Combined Authorities have been given the responsibility for adult skills development in their areas and the Adult Education Budget to support this will be devolved to Combined Authorities from 1st August this year. The CPCA has developed a local Skills Strategy and, on the basis of the priorities identified, will be purchasing learning provision from local providers. Their priorities for adult skills are:
- Development of skills to gain a job
 - Retraining / reskilling to change employment
 - Upskilling those in work, particularly those in low skill, low paid work
 - Providing education and training opportunities to those who are furthest away from learning and work
- 2.5.2 The CPCA has also identified the importance of targeting provision in the areas of greatest need in Cambridgeshire, namely Fenland and East Cambridgeshire. These areas have the highest level of unemployment and the highest levels of long term

unemployment. Currently the service provides very little in these areas, with most provision being provided in Cambridge City and South Cambridgeshire.

- 2.5.3 The CPCA will apply the national requirement that funded providers do not subcontract more than 20% of their adult education budget funding.
- 2.6 To respond to these changes, and in line with our own review findings, the service must reduce its subcontracted work from the current level of 35% to the 20% maximum stipulated nationally. Much of the subcontracting is to community schools/colleges in the form of a subsidy per learner for the provision of general leisure and pleasure classes. This cannot continue as it is not in line with the CPCA priorities. Importantly though, the service will continue to encourage the current subcontractors to maintain their existing leisure programme offer through the continued application of the fees they already levy.
- 2.7 Instead, the service needs to develop and deliver a range of additional programmes that will align to the CPCA Skills Strategy. The service has submitted its plan for 2019/20 which is aligned to the Skills Strategy and this plan was approved at the end of May. Details of this plan are contained within **Appendix 1** (exempt) to this report. Alongside this, as **Appendix 2** (exempt), is the associated budget to deliver this plan. The service will extend its existing provision of accredited and non-accredited Basic Skills programmes – English, Maths, IT and ESOL. It is also developing a range of accredited and non-accredited vocational programmes to meet local needs.
- 2.8 The service also needs to further develop community links and links with local employers to gain a better understanding of local need and to work together with communities and businesses to meet that need. There will be a particular focus on introducing new provision in Fenland and East Cambridgeshire whilst also maintaining and developing programmes in areas of need across the whole of Cambridgeshire.
- 2.9 **Options appraisal**
- 2.9.1 To ensure that the service adopts the most appropriate model for its delivery and structure longer term, an options appraisal was undertaken. The options included:

(i) Doing nothing:

If the service was to continue operating in its current form it would be in breach of subcontracting rules to limit subcontracting to 20%, and would be likely to lose its funding. The council is committed to supporting our most vulnerable residents through, for example, increasing their access to employment, and continuing with the existing arrangement, with a heavy focus on learning for leisure, whilst valuable, would not help us to fulfil this ambition.

(ii) Cease trading:

Adult community learning services, especially those delivered by local authorities, provide a vital service to the most disadvantaged people in the community and to those who are furthest away from the workplace. This is challenging work, requiring the service to reach out into the community and deliver accessible and customised learning opportunities that are not provided by FE colleges or private providers. They

also provide the safe, supportive and nurturing environment that vulnerable adults are comfortable in.

Local authority adult education services link into the wider local authority services and priorities, providing an important link and resource that supports the priorities of the council. This important link and resource, which we would want to further develop and extend, will be lost if the service were to cease trading. Further, the county could potentially lose £2.25million of funding for adult skills development if CALSS ceased operating.

(iii) Redesigning the Service

To best meet the needs of the council and the funding body, this option was the preferred option. The service has just completed a rigorous consultation process on a fundamental reorganisation and will be implementing the changes from 1st September this year. This will see a new organisational structure introduced to effectively develop and deliver the programme offer and service to learners.

This will see a learner focussed, learner facing service, operating from 'hubs' in March and, most probably, Ely. The hub in March is likely to be the March Community Centre which the service currently operates from, but developments will see the centre becoming a busier core hub for Cambridgeshire Skills, with learning programmes offered across the day and evening. The service is currently seeking a comparable facility in Ely. These two centres will operate as local colleges providing a comprehensive service to learners. These hubs will serve to be a base from which learning is delivered in the wider county from community venues such as libraries, community centres and village halls.

(iv) Merge with Peterborough

This is an option that was considered but it was agreed that maintaining both sovereignty and identity, focussing the service on the specific needs in, and of, Cambridgeshire, was vital. It is planned to have some shared backroom services with the equivalent service in Peterborough where this adds value, to provide the customised, responsive support required to effectively deliver the changed delivery model and the increased, directly delivered teaching and learning.

2.10 Risks and liabilities to CCC

- 2.10.1 The adoption of the proposal to redesign the service, as agreed by Committee, has been reviewed to identify any potential risks to CCC, which are as follows:
- Redundancy costs – it is envisaged that these will be kept to an absolute minimum as far as possible. In the previous financial year, the service underspent its grant allocation, enabling these costs to be met from that source rather than creating an additional pressure on council resources
 - As the County Council currently meets the costs of HR, IT and payroll for the service, there is no loss of funding to the council should the service transition to an arms-length model and commission alternative providers of these types of functions. It is anticipated in fact that there should be a reduction in cost to the council.
 - There is a risk of reputational damage to the service and the council if the service is unable to retain its funding. This has been successfully mitigated so

far through the actions already taken as described above, but will continue to be monitored through the Shadow Board. Additionally, a new Head of Service has recently been appointed following a national recruitment campaign. The successful candidate brings a wealth of experience in local authority delivered adult skills services, including in a similar arms-length operation

2.11 Timeline for key milestones for going forward

Interviews of internal candidates for new posts – July 2019
Recruitment of external candidates to remaining posts – September 2019
New curriculum offer in place and marketing underway – August 2019
New Service Centre in place in East Cambridgeshire – September/October 2019
New staffing structure in place and operational – September 2019
All posts recruited to and staff in post by October/November 2019

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The proposed objectives that the service commits to deliver and use its funding to support include:

- To advance education
- To relieve unemployment
- To relieve poverty
- To advance health
- The promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of sports and related activities

3.2 Thriving places for people to live

The plans for the development of the service, once progressed, will result in increased delivery in the targeted areas of need identified in local social and economic data. This will improve the work and life prospects of local residents.

3.3 The best start for Cambridgeshire's Children

Engaged and skilled adults will lead to improved support of children and families.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The report above sets out details of the significant implications

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No significant implications in this category.

4.3 Statutory, Legal and Risk Implications

No significant implications in this category.

4.4 **Equality and Diversity Implications**

The work carried out by the service is often with the county's most vulnerable residents and as such makes a positive contribution to issues of equality and accessibility. However, an impact assessment is currently being undertaken on these proposals to establish whether anyone will be inappropriately disadvantaged as a result of these proposals.

4.5 **Engagement and Communications Implications**

The Service operates in partnership with local community and voluntary organisations. This work will be further developed and extended.

Individual meetings have been arranged with sub-contractors to discuss changes to arrangements for the next academic year, and to offer advice and support to help them find alternative strategies to maintain their programme offer.

4.6 **Localism and Local Member Involvement**

At the heart of the Adult Learning and Skills Service is its local engagement and place-based delivery. The planned development of the service will result in the provision of two discrete learning centres, one in March and another in East Cambridgeshire. In addition, the Service is working to identify accessible, local buildings from which to deliver community-based learning.

The Shadow Governing Board has both County Council and District Council representation.

4.7 **Public Health Implications**

Public health are a partner of the Adult Learning and Skills Service and will continue to be so in this new model.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus de Silva

Has the impact on statutory, legal and risk implications been cleared by 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: Matthew Hall
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: Tess Adams

Source Documents	Location
None	N/A