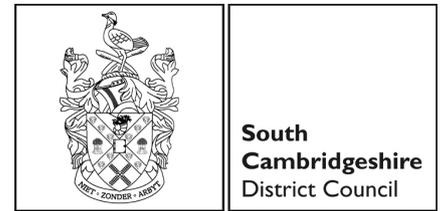


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13 March 2019

To: Chairman – Councillor Grenville Chamberlain  
Vice-Chairman – Councillor Brian Milnes  
Members of the Scrutiny and Overview Committee – Councillors Ruth Betson,  
Anna Bradnam, Dr. Martin Cahn, Sarah Cheung Johnson, Gavin Clayton,  
Graham Cone, Dr. Claire Daunton, Dr. Douglas de Lacey, Bill Handley,  
Steve Hunt, Peter McDonald and Judith Rippeth

Quorum: 5

**There is a pre-meeting session at 5pm for members of the Committee only, to plan their lines of enquiry. This will take place in the Monkfield Room**

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR AT SOUTH CAMBRIDGESHIRE HALL**, on **THURSDAY, 21 MARCH 2019** at **5.20 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully

**Mike Hill**

Interim Chief Executive

**The Council is committed to improving, for all members of the community, access to its agendas and minutes. If you have any specific needs, please let us know, and we will do what we can to help you.**

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## AGENDA

## PAGES

- |  |              |
|--|--------------|
| <b>1. Apologies</b>  |              |
| To receive apologies for absence from committee members.   |              |
| <b>2. Declarations of Interest</b>   |              |
| <b>3. Minutes of Previous Meeting</b>  | <b>1 - 6</b> |
| To authorise the Chairman to sign the Minutes of the meeting held on 20 February 2019 as a correct record. |              |

4. **Public Questions**
5. **Scrutiny ICT Working Group update**
6. **Exclusion of Press and Public**  
 The press and public are likely to be excluded from the meeting during consideration of the following agenda item in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A (as amended) of the Act). Paragraph 3 relates to 'Information relating to the financial or business affairs of any particular person (including the authority holding that information).'
7. **Shared Services Business Plans** **7 - 148**  
 This agenda item contains restricted information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended). Paragraph 3 relates to 'information relating to the financial or business affairs of any particular person (including the authority holding that information).'
8. **Homelessness Strategy 2018-2023** **149 - 220**
9. **Request to assist with the resettlement of Syrian Refugees** **221 - 224**
10. **Vision and Ambition for Scrutiny**
11. **Work Programme** **225 - 236**  
 For the committee to consider its work programme. This is attached with the Council's Notice of forthcoming Key and Non Key Decisions. When considering items to add to its work programme, the committee is requested to use the attached Scrutiny Prioritisation Tool.
12. **Monitoring the Executive**  
 Scrutiny monitors are invited to report any updates or issues which may be of interest or relevance to the committee.
13. **To Note the Dates of Future Meetings**  
 To note that the next meeting will take place on Tuesday 16<sup>th</sup> April 2019 at 6pm.

**Exclusion of Press and Public**

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) ..... in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) ..... of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.



## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

### **Notes to help those people visiting the South Cambridgeshire District Council offices**

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

#### **Security**

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

#### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

#### **First Aid**

If you feel unwell or need first aid, please alert a member of staff.

#### **Access for People with Disabilities**

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

#### **Toilets**

Public toilets are available on each floor of the building next to the lifts.

#### **Recording of Business and Use of Mobile Phones**

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

#### **Banners, Placards and similar items**

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

#### **Disturbance by Public**

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

#### **Smoking**

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

#### **Food and Drink**

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

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# Agenda Item 3

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Wednesday, 20 February 2019 at 5.20 p.m.

PRESENT: Councillor Grenville Chamberlain – Chairman  
Councillor Brian Milnes – Vice-Chairman

Councillors: Henry Batchelor Ruth Betson  
Anna Bradnam Dr. Martin Cahn  
Sarah Cheung Johnson Gavin Clayton  
Graham Cone Dr. Claire Daunton  
Bill Handley Steve Hunt  
Peter McDonald

Councillors Sue Ellington, Neil Gough, Philippa Hart, Dr. Tumi Hawkins, Bridget Smith, Hazel Smith, Peter Topping, Aidan Van de Weyer, Bunty Waters and John Williams were in attendance, by invitation.

Officers: Johanna Davies Economic Development Officer  
Mike Hill Director of Housing and Environmental Services  
Kathrin John Democratic Services Team Leader  
Sean Missin Procurement Officer  
Bob Palmer Interim Executive Director  
Ian Senior Democratic Services Officer

### 1. APOLOGIES

Councillors Dr. Douglas de Lacey and Judith Rippeth sent Apologies for Absence. Councillor Henry Batchelor was substituting for Councillor Rippeth.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 3. MINUTES OF PREVIOUS MEETING

The Committee authorised the Chairman to sign, as a correct record, the Minutes of the meeting held on 22 January 2019.

### 4. PUBLIC QUESTIONS

There were no public questions.

### 5. ITEM REQUESTED BY COUNCILLOR PETER TOPPING - CONSERVATIVE GROUP BUDGET PROPOSAL FOR 2019/20

The Committee considered and commented on a budget proposal from the Conservative Group, so that it could be accepted for debate in accordance with the requirements of Council Standing Orders.

Councillor Peter Topping presented this item relating to measures intended to address the issues of fly tipping and street cleaning. The stated aim was to help residents to

show pride in the communities in which they live.

The Committee discussed the legal and practical considerations involved in the proposal that the Council should buy a second drone to identify the precise location of fly tipping. Members questioned Councillor Topping about this, and about the likely costs involved. They also spent time identifying the record to date in successfully prosecuting those accused of fly tipping. Members concluded that there already existed agencies with expertise in the field of rural crime, including fly tipping, and that the Council should strengthen its partnership working rather than introduce new measures of its own.

Councillor Neil Gough, the Lead Cabinet Member for Environmental Services and Licensing, highlighted the action already proposed for tackling fly tipping and noted that officers were seeking to improve processes and procedures so that the Council could “work smarter”. He additionally noted that Recycle for Cambridgeshire and Peterborough (Recap) was funding a new post to work on fly tipping in Cambridgeshire.

The Scrutiny and Overview Committee **NOTED** that the amendment would be considered by Full Council on 21 February 2019, but did not record its support for the proposal.

## **6. QUARTER 3 POSITION STATEMENT: PERFORMANCE AND FINANCE**

The Scrutiny and Overview Committee considered a report which set out the Council’s Quarter Three position with regard to its General Fund, Housing Revenue Account (HRA), Capital budgets and performance indicators (by exception). The report also provided an update in respect of the Council’s in-flight projects.

- The Committee was informed that outturn was actually expected to be £2.25m, rather than £1.59m as shown in the original papers, owing to an incorrect assumption on the relative shares of the projected outturns. Members noted the corrected projection of outturn for the Planning and Shared Waste services. Whilst welcoming the underspend, Members noted that some of this was due to underspend on staffing, including planning and questioned the action being taken to address difficulties in recruiting staff.
- Members questioned why the bid for AV equipment in the Council Chamber had been rejected, but were pleased to hear that proposals were under consideration for live streaming of meetings, which they felt would support public engagement in meetings.
- The Committee welcomed the inclusion of the new ‘In Flight Project Tracker’ which Members found very useful. It hoped that this would be updated on and submitted to the Committee on an ongoing basis.

The Committee received and **NOTED** the report.

## **7. BARRIERS TO PROCUREMENT FROM SMES TASK AND FINISH GROUP**

The Committee considered the report of the Barriers to Council Procurement for SMEs Task and Finish Group. The Task and Finish Group had reviewed the Council’s existing procurement processes with a view to ensuring that Council contracts were accessible to local small and medium sized enterprises (SMEs). It had developed a series of recommendations which, if implemented, could significantly improve the skills and knowledge of local companies and reduce the resource requirements when applying for Council contracts.

During discussion:

- Members welcomed the recommendations from the Task and Finish Group, which they felt would improve accessibility of SMEs to Council contracts and help support local business growth. The Committee congratulated the Members and Officers involved in producing the report.
- Members commented that the assumption should not be made that SMEs would not want to tender for larger contracts and should not be disadvantaged by the tendering process. However they recognised the need to strike an appropriate balance between simplification of procedures and at the same time having robust provisions and safeguards in place.
- Members noted the impact on cash flow of businesses caused by late payments and in that respect noted that the RAG rating for payment of invoices by the Council (FS 109 - % invoices paid in 30 days) in the Quarter 3 Position Statement, was red. Members wished to highlight the need for performance to improve in the interests of our local businesses.

The Scrutiny and Overview Committee **RECOMMENDED**:

- (1) That Cabinet approve the recommendations of the Barriers to Procurement for SMEs Task and Finish Group.
- (2) That progress against the recommendations be reviewed in 12 months.

## **8. UPDATE FROM SCRUTINY ICT WORKING GROUP**

The Scrutiny and Overview Committee received an update from the Scrutiny ICT Working Group, which advised the Committee of its serious concerns regarding the governance and management of the ICT Shared Service.

The Committee was updated verbally as follows:-

- The Working Group believed that governance was weak and lacked Member involvement.
- A number of key documents which the Working Group had asked to see, appeared to be either missing or unavailable. Records of reports, minutes and decision making were not available. It appeared that meetings had taken place without all three partners present.
- No entity existed to deliver the shared service.
- No cost allocation system appeared to be in place.
- There was no 3C ICT Business Continuity Plan, Disaster Recovery Plan and Security Policy.
- The first time a shutdown and recovery test had been undertaken was on 9<sup>th</sup> February 2019. There was no evidence of any process in place to ensure proper testing took place.
- There was a concern to ensure that the people producing the disaster recovery plan, should not be the same as those testing it.
- The Working Group was deeply concerned at the risks to the Council and believed that all documents requested by it should be made available urgently and, if not in existence, the Working Group should be informed accordingly.
- The Working Group was still in discovery phase but its scope was widening. It was likely to recommend bringing in external support for the service.

The Committee was informed that the Chairman had written to his counterparts at

Cambridge City and Huntingdonshire District Council. He had received a response and agreement to a meeting from the City Council Chairman, but no response to date from the Chairman at Huntingdonshire District Council. A proposal had been made for a joint scrutiny review of the service.

The Committee noted that the Lead Cabinet Member for Customer Services and Business Improvement had attended a meeting in place of the Leader last week, and had raised a number of concerns including in relation to Member involvement; compliance with the Service Level Agreement; service performance; the need for requests for evidence to be acceded to in full and the need to set up a joint scrutiny. Some assurances in relation to these issues had been received.

The Committee noted that the Leader had another meeting scheduled with partners that week and would raise these concerns again.

The Committee was informed that the consultants undertaking the organisational review had also identified the Shared ICT Service as the Council's greatest risk.

Following a suggestion by the Leader, the Committee supported a proposal to share the update at agenda item 8, setting out the Working Group's concerns about the lack of policies and testing, with the Chief Executives and Leaders of the partner councils.

The Committee was concerned at the delay in the Council Anywhere project, which was hampering the effective working of staff, most notably the newly established joint Planning service.

The Committee concluded that the Working Group should be provided with the 3C ICT Business Plan immediately, even if this was in a draft form.

The Committee **NOTED** the verbal update from the Scrutiny ICT Working Group

## **9. WORK PROGRAMME**

The Committee received and noted the work programme and the Notice of Key and Non-Key Decisions.

The Chairman noted that the 3C Shared Services Business Plans had been identified as a non-key decision but, in the light of the earlier discussion on ICT, was of the view that the ICT Business Plan should be considered as a "significant" item and therefore referred for review by the Scrutiny and Overview Committee.

Following questions by Members, officers undertook to review progress on taking forward the work of the task and finish groups on Rural Crime and Gypsy and Traveller needs and Issues.

## **10. MONITORING THE EXECUTIVE**

Councillor Dr. Claire Daunton reported on discussions with the Lead Cabinet Member for Housing on the issues of staffing in the housing department and on the consultation in respect of the Housing Strategy.

## **11. DATES OF FUTURE MEETINGS**

The Scrutiny and Overview Committee noted that its next scheduled meeting would be on Thursday 21 March 2019, starting at 5.20pm.

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**The Meeting ended at 7.10 p.m.**

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# Agenda Item 7



**REPORT TO:** Scrutiny and Overview Committee

21 March 2019

**LEAD MEMBER:** Lead Cabinet Member for Customer Service and Business Improvement

**LEAD OFFICER:** Interim Executive Director - Corporate Services

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## **SHARED SERVICES 2019/20 BUSINESS PLANS**

### **Purpose**

1. To seek the Scrutiny and Overview Committee's comments on the 2019/20 Business Plans for the Shared Services, before they are submitted to Cabinet for comment and approval.
2. This is not a key decision and is being presented to Cabinet in accordance with the protocol set out in the Shared Service Partnership Agreement. Notice of the decision was first published in the February 2019 Forward Plan.

### **Recommendations**

3. That the Scrutiny and Overview Committee recommends to Cabinet that it:
  - 1) Subject to any comments made, approves the business plans for each of the Shared Services attached at Appendix 1.
  - 2) Delegates authority to the Shared Service Management Board to agree final amendments to the business plans in line with comments received from all three partner Councils.

### **Reasons for Recommendations**

4. The Shared Service business plans provide direction and set out how each service will meet agreed business case targets and contribute to delivery of the SCDC Business Plan 2019-2024. However, given that 3 Councils are commenting on these shared plans, a mechanism must be put in place to incorporate those comments. Delegating authority to the Shared Service Management Board will enable final amendments to be made to the business plans in line with comments received from all three partner Councils.

### **Executive Summary**

5. The attached business plans continue the progress that has been made over the last year establishing and stabilising Shared Services operational structures, controlling costs, and delivering the objectives of the original business plans.
6. The business plans, along with the strong working relationships between the partner organisations, have seen the shared services increasingly support new ways of

working, and the potential for greater efficiencies within the organisations particularly around the use of technology and modernisation.

7. The 2019/20 business plans will be required to be endorsed through each Council's individual decision-making processes. It is anticipated that Councils will have comments on the plans and to ensure these are included in the final versions, it is recommended that Cabinet delegate authority to the Shared Service Management Board (comprising Directors of each Council, including SCDC lead Director, Bob Palmer) to agree final amendments to the business plans in line with comments received from all partner Councils.

### **Background**

8. In October 2014, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Shared Waste Service. After consultation Cambridge City Council staff TUPE'd to South Cambridgeshire District Council.
9. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a "lead authority model" for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also agreed that shared service staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer.
10. The business cases for 3C ICT, Building Control and Legal shared services were approved at the same time and as a result, the three proposed shared services were created on the 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).
11. In January 2017, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Shared Internal Audit Service. South Cambridgeshire District Council staff were TUPE'd to Cambridge City Council and the service went live.
12. On 3 July 2017, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Greater Cambridge Shared Planning Service. Following consultation, Cambridge City Council staff TUPE'd to South Cambridgeshire District Council on 1 April 2018.
13. The partner councils had previously agreed that the achievement of the following outcomes is primary objective of sharing services:
  - Protection of services which support the delivery of the wider policy objectives of each Council
  - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
  - Savings through reduced management costs and economies of scale
  - Increased resilience and retention of staff
  - Minimise the bureaucracy involved in operating the shared service
  - Opportunities to generate additional income, where appropriate
  - Procurement and purchasing efficiencies, and
  - Sharing of specialist roles which individually, are not viable in the long-term

14. Much of the work to develop staffing structures, working practices and service parameters has been completed, allowing the development of business plans using a consistent format containing key priorities, objectives, activities and measures of success.
15. The format of the Business Plans continues to evolve. A frequent comment in previous years was that they should be consistent. It will be evident that there is now greater consistency, though there is some variation that reflects the requirements of different services.
16. The Business Plans contain performance information to the point in the year that they were produced. The Shared Services Management Board monitors performance on a quarterly basis. The Annual Report will contain a comprehensive appraisal of performance and will be published in June / July.
17. A particular feature of the Business Plans for 2019/20 is their emphasis on financial performance compared with the baselines. The Business Plans demonstrate significant levels of savings.

### **Considerations**

18. The Head of each Shared Service will be responsible for the overall operation of that service, the delivery of the business plan and achievement of performance and financial targets.
19. The business plans are evolving, live documents that will change over time as stronger platforms for shared management information are built and shared service working practices and structures are reviewed.

### **Options**

20. An option could be not to support the documents or to recommend amendments. Any major amendments would be required to be considered and agreed by each of the partner Councils.

### **Implications**

21. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety, the following implications have been considered:

#### ***Financial***

22. The Shared Service business cases contribute to and are in line with the SCDC medium term financial strategy agreed at Council in February 2019.

#### ***Staffing***

23. Staffing issues, changes and costs are detailed in each of the Shared Service business plans.

### **Consultation responses**

24. Significant consultation with staff and Unions took place during the establishment of the Shared Services.

### **Effect on Strategic Aims**

#### **Aim A – Growing Local Businesses and Economies**

25. The business plans for the shared Planning Service and the shared Building Control Service include work to support growing local businesses and economies.

#### **Aim B – Housing that is affordable for everyone to live in**

26. The work of the shared Planning Service is relevant here in ensuring that developments meet the council's requirements for affordable homes.

#### **Aim C – Being green to our core**

27. The general principle of shared services should help to achieve reductions in accommodation and energy use. The work of the shared ICT Service includes initiatives to increase mobile and remote working and this should lead to a reduction in car journeys.

#### **Aim D – A modern and caring Council**

28. All the shared services have workstreams that will modernise working practices and increase efficiency. The key service in enabling this for other services is the ICT Service.

### **Background Papers**

No background papers were relied upon in writing of this report.

**Report Author:** Bob Palmer – Interim Executive Director of Corporate Services  
Telephone: (01954) 713094

**BUSINESS PLAN FOR ICT SHARED SERVICE  
2019/20**

<b>Service Leads</b>			
<b>Interim Head of 3C ICT Shared Service</b>	David Edwards		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director of Shared Service</b>	Fiona Bryant	Oliver Morley	Bob Palmer
<b>Lead Councillor</b>	Cllr Herbert	Cllr Tysoe	Cllr Hart

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Management Board</b>	Draft	14/12/18
<b>Shared Services Partnership Board</b>	Draft	21/1/19
<b>Joint Advisory Committee</b>	Final draft	
<b>Cambridge City Council</b> [ <i>Executive Councillor and Scrutiny Committee</i> ]	Final	
<b>Huntingdonshire District Council Cabinet</b>	Final	
<b>South Cambridgeshire District Council Cabinet</b>	Final	

<b>3C Reporting timetable</b>	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly 3C Management Board meetings and then submitted every quarter to the 3C Chief Executives’ Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners’ decision-making bodies in March 2019 as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
<b>Version</b>	<b>Date</b>
<b>V1.3 DRAFT</b>	<b>30 JANUARY 2019</b>

## SECTION 1: CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2019/20. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced management costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Summary of Performance Indicators

The focus of this document is on planning for the future. However, 2018/19 has been a challenging year for the 3C ICT service. The Head of Service departed mid-way through the year and several incidents have impacted on the reputation of the service, this included a couple of one off situations that have affected most users through to slower progress on some of the key priorities.

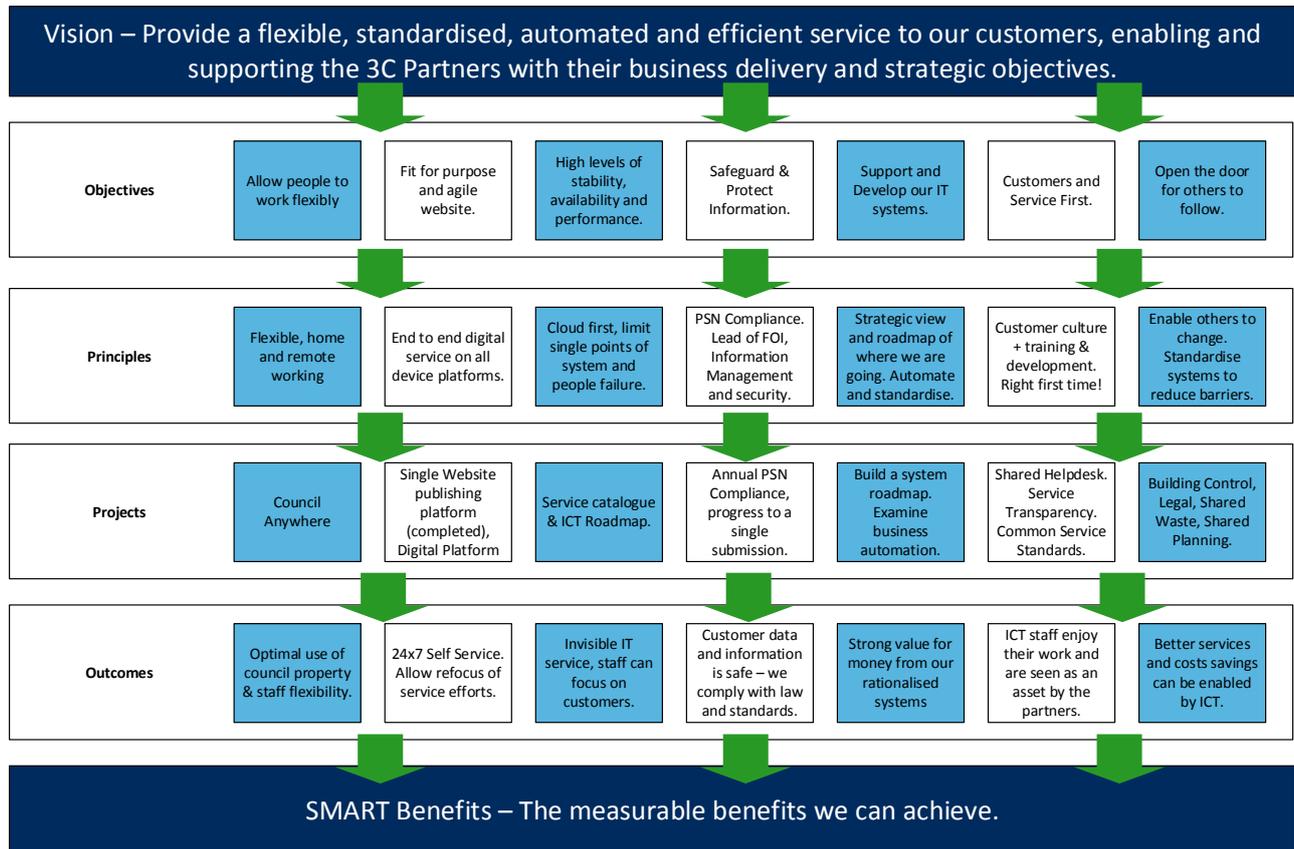
This has affected our customers, including members, officers and the public and the delivery standards have fallen below what was anticipated at the start of the year. Whilst in certain instances there have been mitigating factors, this does not detract from the fact that the service needs to improve.

Some of these challenges were recognised during the year and as well as seeking a permanent replacement to head up the service, interim arrangements were put in place to bring in additional support whilst remaining in budget. There is still further work to do, particularly to ensure the ICT systems and services are reliable and up to date as well as supporting and influencing the transformation work across the authorities.

## B. DESCRIPTION OF THE SERVICE

### Vision & Objectives

The following diagram summarises the vision and high level objectives for the 3C ICT Shared Service:



In essence, the drivers for the ICT Shared Service are:

- **Savings to the 3 councils:** a single shared service increases efficiency and reduces the unit cost of service delivery.
- **Service resilience:** fewer single points of failure, and increased scale enables increased investment in more robust infrastructure, thus reducing probability and impact of service outages.
- **Collaborative innovation:** increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will contribute to the evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own.

The partners are increasingly aligning their strategic direction for the service and have signed up to a 5 year Roadmap encompassing the strategic direction for IT and Digital services. There is recognition that 3C ICT is an enabling service that will allow the respective partners to transform the way that Council services are delivered and that IT is no longer just a service cost. This alignment has been achieved through active engagement from 3C ICT with the strategic leads in each authority, intelligent clients and service leads across the partnership. This common approach will allow the partners to derive maximum benefit from the service. It is recognised that each of the councils are at a different stage of development and in certain

instances there are known issues but also a range unknown issues that cannot be anticipated.

The **Digital and ICT Strategy, ICT Roadmap** together with the **Service Catalogue** (currently being updated) are the primary documents outlining the strategic intent for the service and describe the current service offerings provided by the ICT Shared Service. These important documents are managed under the approval of the 3C Management Board, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services detailed in the Service Catalogue:

- Service Desk and End User Support.
- Network and Infrastructure Support.
- Communications Support.
- ICT and Digital Strategy Formulation.
- Technical / Solutions Architecture.
- ICT Project, Procurement, Contract and Supplier Management.
- ICT Bespoke Service Delivery.
- Data Centre Management.
- Telephony Management.
- Data and System Backup and Recovery.
- Local Area Network (LAN) & Wide Area Network (WAN) Management.
- ICT Security Management.
- Email Support & Web Filtering.
- Desktop Provision / Replacement.
- Office Computer Provision.
- Flexible / Homeworking Service.
- Mobile ICT Provision (incl. smartphones & tablets).
- Print Facilities.
- Audio Visual Facilities (provision & support).
- Database administration and management.
- Application Maintenance and Support.
- Release Management (Infrastructure and Applications).
- GIS Management.
- Address Management.
- Information Governance/Management.
- Website and intranet Support (incl. web apps and web forms).
- Website development.
- SharePoint / Office 365 Support and Development.
- System Integration Support and Development.
- Training.
- Compliance (inc PSN / PCI).
- Licence Management / SAM.
- Test Plan Development.
- Client Service Management.
- Finance and Billing.
- System packaging (AppV / SCCM etc).
- Unix / Linux Physical Windows support
- Business analysis & Business support.

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery as well as identifying the financial opportunities to leverage the economies of scale needed to fulfil the anticipated savings desired from the service. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service. The Team structure has been designed to deliver on this programme of work, an overview of the current service structure is provided in Section D.

A new Head of Service (Sam Smith) was also appointed in December 2018 and will take up her post in March 2019. This will provide a further opportunity for review and any updating of these documents as required.

#### **Aims & Priorities**

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner.

Regular Service Delivery Reviews between the ICT Shared Service management team and the management teams of each of the partner councils will take place with the view to further refine and improve the delivery. Through these reviews, operational issues will be discussed, reviewed and (where necessary), service improvement plans will be developed including prioritisation.

All three councils approved the proposal to create the service, and 5 year plan, hence the ICT Shared Service has a mandate to operate for the next 3 years (assuming it meets the required cost & service parameters).

In addition to the work with the 3 Councils the 3C ICT Service will continue to support the Cambridgeshire and Peterborough Combined Authority for which a separate arrangement and SLA exists. Any further business opportunities to support external organisations will be shared with the strategic leads in each authority once an initial assessment of the request has been undertaken.

#### **Benefits Realisation**

The largest financial savings will be achieved through the standardisation of the existing 3 environments. As line of business systems are standardised it is very likely that there will be additional service specific operational savings realised by each discrete partner service through the introduction of more efficient digital platforms. The operational savings will be realised and reported by the relevant service areas. 3C ICT are working on engagement models to help the services realise and be responsible to account for these benefits moving forward. This supports the fact that 3C ICT is an enabling service and not a cost centre.

## C. FINANCIAL OVERVIEW

The financial profile of the Business Plan was remodelled in 2018/19 to show a pragmatic stepped approach to savings recognising the (a) significant dependence on hired resources during the first year of the service and also (b) recognising the procurement practicalities of rationalising several key “line of business” systems across partners when there was at the time, little or no correlation of vendors.

The goal remains to deliver the service on fair usage model and as such the following approach to the apportionment of cost is outlined below:

- (1) **Staff Costs** – The contribution of the partners to the staff element of the budget is used to calculate the percentage of the service the partner should expect. The proportion of time committed to business as usual and project support will be reported through routine monthly service management reports. Recognising that business as usual involves a significant amount of updating and upgrading systems and services.
- (2) **Project Costs** – The contribution to new projects will be based on the utilisation of the live system. In essence, the cost of each shared project will be split amongst the number of expected users in the proposed system from each partner. Partners may have specific implementation requirements due to a variety of reasons. In such cases where there is no perceived benefit for the other partners this will be funded directly from the partner requesting any additional/enhanced features.
- (3) **Shared Costs** – Those projects resulting in the realisation of truly shared service systems will usually involve ongoing running/support costs. These running costs for shared systems will be based on the number of users from each partner.
- (4) **Legacy Costs** – These include systems/services and ongoing procurement commitments the partner is directly liable for. These costs will be charged directly back to the originating partner. This will serve to further incentivise partners to support and work with 3C ICT to develop opportunities to adopt a shared approach. This in turn will help the service unlock and realise the economies of scale by moving as many services as practical into the shared approach.
- (5) **Charges** – Partner invoicing based on the approach above will be charged on a quarterly basis including any overspend to avoid the hosting council carrying the liability of the other partners.

This approach prevents the subsidy of respective partners in the event of overspend, will continue to focus partners on supporting the Shared Service “Buy once and use three times” principle and provide fairness and transparency in relation to partner contributions.

### 3C ICT Revenue Budget for 2019/20

The 3C ICT Budget has been updated to reflect some changes to be made within the 2018/19 Financial Year, this includes changes to the structure of the service, some of which will be in place by the start of the financial year

Budget category	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Baseline Staff	£3,481,047	£3,550,668	£3,621,681	£3,681,498
Baseline Other	£3,951,795	£4,022,411	£4,101,759	£4,182,695
<b>Baseline Total ICT</b>	<b>£7,432,842</b>	<b>£7,573,079</b>	<b>£7,723,440</b>	<b>£7,864,193</b>
Budgetary Staff Costs	£3,019,288	£3,080,554	£3,143,045	£3,206,786
Budgetary Other Costs	£3,420,959	£3,371,419	£3,438,847	£3,507,626
<b>Budget</b>	<b>£6,440,247</b>	<b>£6,451,972</b>	<b>£6,581,892</b>	<b>£6,714,411</b>
<b>Forecast Staff Savings vs baseline</b>	£461,759	£470,114	£478,636	£474,712
<b>Forecast Other Savings vs baseline</b>	£530,836	£650,992	£662,912	£675,069
<b>Total Savings vs baseline</b>	£992,595	£1,121,106	£1,141,549	£1,149,782
<b>Savings Percentage vs Baseline</b>	<b>13%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>

To better reflect fairness between contributions the distinction is made between what comprises the service element of the Shared Service and the ongoing running costs of the partners. Any partner overspend against budget for legacy costs will be charged directly back to the originating council based on actuals to ensure that the integrity of the original baseline can be accurately monitored (in essence anything not transferred as part of the original budget will be charged back direct to the partners).

The savings represented within the tables above are planned changes to rationalise existing partner support arrangements and leverage the benefits of scale. Benefits realisation from activities detailed within the **Roadmap** and **Digital & ICT Strategy** will be evaluated separately.

**FY19/20 and FY20/21** – Modest assumptions have been made surrounding savings due to the procurement of shared systems. (£100k in year) and further contract consolidation for 2020/21. The proposed figures for 2019/20 represent a £50,191 staff saving and £107,997 other savings. There is the potential for further modest savings upon **Roadmap** activities, although these have not yet been clarified.

### Approach to Funding CCC/SCDC Digital Programmes

Both CCC and SCDC have emerging Digital and Web projects. To ensure that the financial business case detail is able to reflect the original baseline costs of the respective partners funding requests will be made as part of the 2019/20 budget process in each authority. Whether this is one off funding or built into the base budget will affect the ability to recruit to support these emerging projects. Funding will be directly from the partners and shown outside of the nominal operating costs for the service to avoid confusion.

The funding arrangements will be further reviewed by the Head of Service during 2019/20.

### Proposed Service (Staff Element) Apportionment

Apportionment of Costs	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council <sup>1</sup>	43.8%	43.8%	43.8%	43.6%
Huntingdonshire District Council	32.1%	32.1%	32.1%	32.2%
South Cambridgeshire DC	24.2%	24.2%	24.2%	24.2%
<b>Grand Totals</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Cost of 3C ICT Shared Service by Partner

ICT Shared Service per partner	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council	£2,987,772	£2,991,556	£3,052,222	£3,046,606
Huntingdonshire DC	£2,081,813	£2,084,951	£2,127,233	£2,130,981
South Cambridgeshire DC	£1,370,663	£1,375,465	£1,402,437	£1,404,304
<b>Grand Totals</b>	<b>£6,508,725</b>	<b>£6,489,619</b>	<b>£6,512,972</b>	<b>£6,644,111</b>

Figures show above based on the original proportional contribution. Actual charge backs to the partners will be based on actuals As detailed previously, the avoidance of the sharing approach for actuals avoids any potential cross-subsidy issues.

### Savings from 3C ICT Shared Service by Partner

The following table details the estimated split of savings per partner.

ICT Shared Service savings per partner	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council	£460,663	£523,047	£532,673	£597,370
Huntingdonshire District Council	£320,874	£362,589	£369,258	£415,440
South Cambridgeshire DC	£211,058	£235,471	£239,617	£269,492
<b>Grand Totals</b>	<b>£992,595</b>	<b>£1,121,106</b>	<b>£1,141,549</b>	<b>£1,282,302</b>
<b>Cumulative Total Saving</b>	<b>£2,065,878</b>	<b>£3,186,984</b>	<b>£4,328,533</b>	<b>£5,610,835</b>

<sup>1</sup>Savings from previous years excluded from this business base but shown cumulatively above in the forecast.

### Key Financial Risks/Observations.

1. Some of the Roadmap activities could see operating costs increase where authorities currently don't have a system or made previous capital investment that may need to be identified again or use additional revenue contributions to fund systems in the future. As the projects are dependent on procurement and it has been assumed that there is no uplift against operational costs, all such projects will have a separate business case and justification which will include the impact on revenue budgets.
2. Regional staff salaries for key skills become difficult to recruit/replace resulting in significant overspend due to hired staff.
3. Exchange rate variances pose a genuine risk to the ICT budget forecast due to a large number of non-UK software suppliers.
4. There is currently no consistent way to reflect operational savings derived from ICT project benefit against the 3C ICT service. Currently this would just be seen as an operational ICT cost uplift even though there are clear benefits for the operational teams for doing so. Significant time and effort has gone into working with the Transformation and Change functions at the 3 Councils to better align success criteria, operational objectives and processes/ways of working to ensure that operational objectives are clear and 3C ICT projects deliver to these. Shared use of Business Analyst resource has demonstrated this, however agreed and clear direction from the 3 Councils is still not consistently in existence, which jeopardises full benefits realisation.

### C. FINANCIAL OVERVIEW (ROADMAP: HIGH LEVEL CAPITAL INVESTMENT FORECAST)

The table below represents the proposed capital investment profile based on the ICT Roadmap for major applications. All investment will undergo formal scrutiny through existing partner budgeting processes. All systems will be procured in line within ICT Strategy principles.

Council	Roadmap Activity	2019-20		2020-21		2021-22		2022-23	
		CapEx	OpEx	CapEx	OpEx	CapEx	OpEx	CapEx	OpEx
CCC	Council Anywhere (Initial investment and rolling desktop upgrade)					£98k		£98k	
	Waste System		£38k		£38k		£38k		£38k
	Housing Management System								
	Shared Planning System								
	Environmental Health System	£40k	£47k						
	HR/Payroll system					118k	31k		
	Revs & Bens System			£500k					
HDC	Council Anywhere (Initial investment and rolling desktop upgrade)					£160k		£160k	
	Waste System		£33k		£33k		£33k		£33k
	Housing Management System								
	Shared Planning System								
	Environmental Health System	£40k	£47k						
	HR/Payroll system					105k	27k		
	Revs & Bens System			£500k					
SCDC	Council Anywhere (Initial investment and rolling desktop upgrade)					£66k		£66k	
	Waste System		£16k		£16k		£16k		£16k
	Housing Management System								
	Shared Planning System								
	Environmental Health System	£40k	£47k						
	HR/Payroll system					92k	24k		
	Revs & Bens System			£500k					

#### Assumptions:

Any capital costs for replacement systems will need to be taken through the budget decision making process at each Council. The costs in the table above are only indicative. Final costs would be dependent on procurement and the number of Councils implementing a shared system.

- There are also indicative costs for a new HR system included in the table – assuming all 3 councils move to a single system, discussions are underway between the three authorities and it is anticipated the new system would be in place during 2021/22
- The 2019/20 costs are based on soft market testing prices and have been submitted via partner bid process. Cost may vary during procurement process.
- It is anticipated that any efficiency savings needed due to an uplift of revenue budgets will be met by the relevant service.

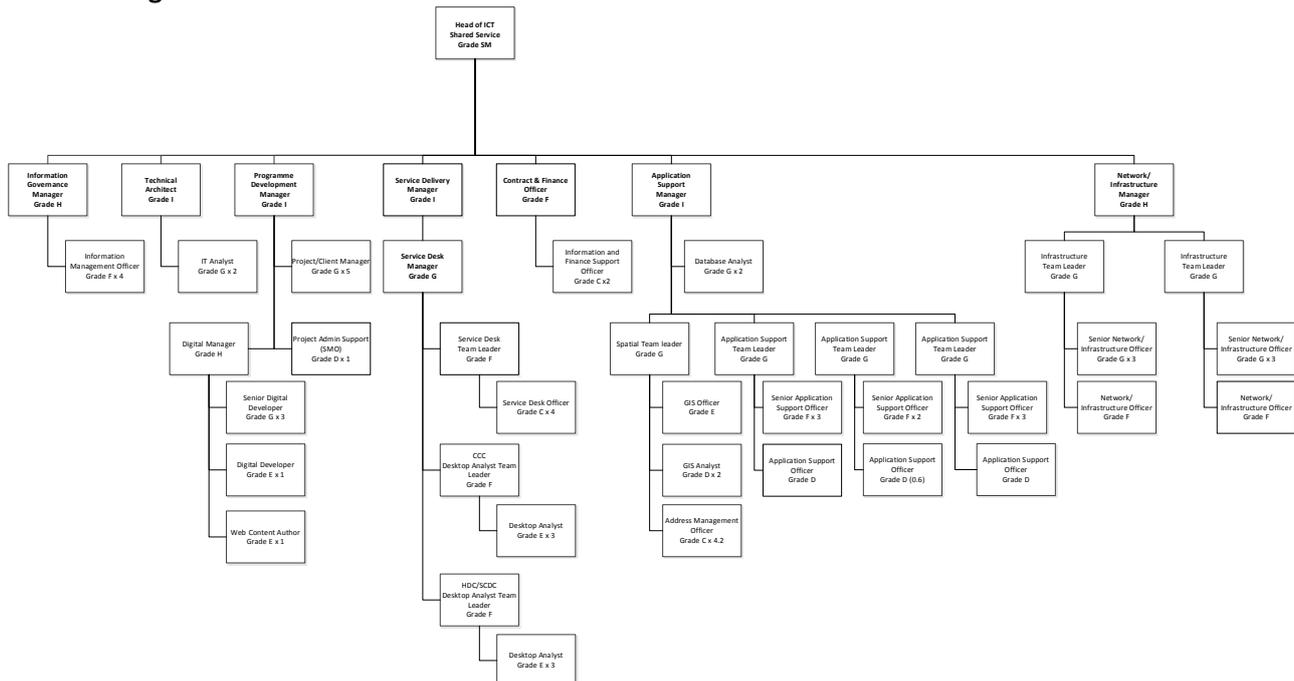
## D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The staffing structure is shaped by the following Key Principles:

1. The structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue.
2. An ongoing drive to ensure the ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a “digital first” world.
3. No more than 7x direct reports for any role within the structure.
4. Minimize the number of management layers between the Head of Service and all roles within the ICT Shared Service.
5. Move towards stronger alignment with the ITIL management model.
6. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to silo teams serving each council).
7. Wherever possible to minimise the use of external contractors, recognizing that in certain situations buying in knowledge and skills will provide the best value for money.

### 2019 ICT Organisational Structure



- **Interim arrangements** - During 2018/19 there were several secondments within the Team arising from maternity leave cover. These will continue into the 2019/20 financial year and will be reviewed by the new Head of Service. In addition there has been temporary cover for the Head of Service post. A new permanent Head of Service will begin on the 1<sup>st</sup> March 2019. Transition arrangements are currently being confirmed.
- **Contracts and Finance Management:** This role is critical to providing management of 3C ICT financial performance and identification of potential savings from existing partner council commitments, and ensuring best use of the new Financial Management system.
- **Network / Infrastructure:** Restructuring the team has allowed the service to attract some key skillsets needed to manage a large and complex infrastructure, however, having the required level of resources in this team remains and challenge.

- **Service desk:** Attracting and retaining staff in this key area also remains a priority, both in terms of developing the required skills to deal with more enquiries at the first point of contact and also recognising that once people have expanded their knowledge, skills and experience they may also look to further their careers within the Councils or in the wider market. Significant work has also been undertaken to track and reduce the number of walk-ins and encourage people to call or raise a request on Hornbill wherever possible. This enables the issue to be captured more effectively and also improves productivity in the Team - as frequent disruptions can severely affect the time to resolve issues. However, there is still in excess of 100 calls raised a day on average and although steps are being taken to encourage self-service, on for example, resetting passwords, there is still some way to go to get this number down.

## E. LOOKING BACK

### Achievements (2018/19)

A number of discrete projects are either in flight or will be completed by the end of the financial year. The table below sets out the current priorities for the Team as at January 2019. Significant work is required to maintain and update the 222 applications and support over 2,000 users, hence this appears at the top of the list. There are also a high proportion of projects that involve all three councils. This list will be regularly reviewed with the strategic leads and intelligent clients, however, at this stage it is anticipated that this will be the core work programme. This list is entirely in line with the previous Business Plan, and the IT roadmap and strategy, with those projects nearest the top contributing most significantly to reliable business as usual.

Number	CCC	HDC	SCDC
1	Business as Usual / reliable ICT systems, project and programme support to enable delivery Service desk support, spatial and GIS support, policies and procedures, daily checks, GDPR and Information Governance		
2	Server room consolidation	Server room consolidation	Server room consolidation
3	PSN Compliance & Cyber security	PSN Compliance & Cyber security	PSN Compliance & Cyber security *
4	GDPR compliance *	GDPR compliance *	GDPR compliance *
5	Council Anywhere	Council Anywhere	Council Anywhere
6	Global Protect	Global Protect	Global Protect
7	<b>Cambridge Live</b>		
8	Office 365 (members)	Office 365 (members)	Office 365 (members)
9	Digital Portal	Digital Portal	Digital Portal
10	Disaster Recovery *	Disaster Recovery *	Disaster Recovery *
11	EastNet	EastNet	EastNet
12	Yotta	Yotta	Yotta
13	Environmental Health system	Environmental Health system	Environmental Health system
14	PCI-DSS compliance*	PCI-DSS compliance*	<b>PCI-DSS compliance</b>
15	Housing system (2019)		Housing system (2019)
16	Shared Planning system		Shared Planning system

17	CCTV	<b>CCTV</b>	
18	HR/Payroll system	HR/Payroll system	HR/ Payroll system
19	Information Governance changes*	Information Governance changes*	Information Governance changes*
20	Service desk support		
21		<b>One Leisure website</b>	
22			AV provision

**Emerging requests**

A	Revenues and Benefits (2021)	Revenues and Benefits (2021)	Revenues and Benefits (2021)
B	Replacement for Capita AIM#	Replacement for Capita AIM#	Replacement for Capita AIM#
C	Property Management database		
D			PCI compliance - wider scope*
E	Telephony		
F		Telephony	
G		<b>Automation and Robotics #</b>	

**Project bids that have been rejected for 2019/20**

A			Telephony
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Items in bold have been highlighted in particular as a priority by that authority

\* Items are those that have been identified as critical from a statutory perspective

# Items are part of 2019/20 budget bids in each of the authorities

Dates in brackets are when the system is expected to be 'live' there will be a significant lead in time

Updates on the main projects have been provided in 1:1 discussions with the strategic leads and/or intelligent clients in each authority. Written updates have been included in the quarterly reports, regular highlight reports have also been produced on the project work. The past year has also presented significant number of challenges to the service, particularly in moving towards a single desktop and transforming the way that people work. Some of the issues that occurred were known, however, other issues and problems have emerged that were not known. It is hoped that now the server rooms have been consolidated on to two sites and Council Anywhere is being implemented the issues that have been impacting on productivity will reduce.

**A few specific items that warrant further commentary are as follows:-**

**Server Room Consolidation Project**

This project was commenced in 2016 with the purpose of rationalising all of the 3 partner server room infrastructures into a single solution that will standardise the hardware environment, improve business continuity and improve stability/performance. The project will provide a server platform that will meet future requirements for the 3 partners whilst leveraging significant savings. The migration to this platform

will see HDC, CCC and SCDC migrate to this platform over the forthcoming months and is planned to be completed by the end of 2017. This single project should unlock almost £200,000 per annum of savings (2018 business year) through the consolidation of these services.

However, there have been significant delays to the project in 2018/19; the aim is to complete the project by the end of February. The service is a senior supplier and also providing project management support to the project sponsor. The delays in delivery have been due to several factors, this has included external provider issues, such as the time to install high speed fibre links, limitations of their specification, availability of contractors, the lead provider being off for two months and issues within the councils including 3C ICT making use of three different project managers during the project, the condition of the previous server environment and particularly the information that was available on how systems had previously been installed. Despite the delays £180,000 of the planned savings for 2018/19 have already been achieved and a lessons learnt report will be produced at the close of the project

The resilience of the server environment has improved significantly and although the main provider Phoenix has stated that the failover arrangements are now functioning correctly following the issues in November 2018, this has yet to be fully tested. The plan is to test this on 9 February 2019.

#### **Council Anywhere**

This is a major change programme that is being undertaken across all three authorities. Whilst several councils are using different elements of the desktop offer the variation in operational arrangements and versions is currently significant. This is also aligned with the roll out of standard hardware across all three authorities. The opportunity is around new and different ways of working, embracing change and equipping the organisations to work in a more agile and effective manner allowing greater mobile working and collaboration between teams and across sites. The roll out commenced in December 2018 and will run through into 2019, local service champions will be trained to assist with the implementation in early 2019. This will reduce and simplify Helpdesk demand.

#### **PSN**

Compliance with the Cabinet Office public service network requirements enables each of the authorities to access central government systems and share data with a variety of public service organisations. Whilst this might be seen as business as usual in that by applying patches and having secure and up to date systems requires a significant amount of work with over 222 packages in use across the three authorities. All three authorities had action plans in place in 2018/19 to address a variety of high, medium and low priorities, there were no critical priorities. Older systems present the greatest challenge as the PSN bar is constantly rising, collaborating on new systems will assist, however, quite often there are dependencies on other systems that also need to be addressed. This should be a consideration for the 3C's as they plan their internal change strategies. In particular whether any legacy systems need to be maintained to enable access to historic data. This is a priority and additional contractor resources were brought in for the final quarter of the year to address the action plan items and work will continue into 2019/20 to get compliance for all 3 authorities.

#### **Service Resilience**

All three authorities rely on all the services and systems being operational virtually 24/7. In the past twelve months service availability has fallen below what the ICT service aspires to achieve. The completion of the server room consolidation will significantly improve the situation; however, there are several lessons that have been learnt. Some of these service outages have been down to external factors whilst others have been down to changes made by the internal Team. The Team is working hard to increase the accountability of external providers, plan and deliver internal changes more effectively, improve the clarity of the communication that is provided to our customers and planning.

### **ITIL**

A project commenced to look at the IT service management and alignment with business needs. The Information Technology Infrastructure Library is a set of recommended procedures and guidelines that underpin the IT systems and services. This is vital to document how the systems operate and can be recovered for example. This project is systematically reviewing arrangements around all local and supplier based information and filling any gaps as a matter of urgency. This is a foundation step toward independent accreditation of the service.

### **IT Roadmap – Waste and Environmental Health Systems**

3C ICT have worked with the Waste and Open Spaces teams to implement the Yotta system, this work will continue into 2019 with more services coming online in a phased manner. This modern system integrates with the Digital Platform allowing services to be delivered to the customer easily and with real time information underpinning the online forms. Shared Waste are already benefitting from the new setup and work continues on the roll out for the Open Spaces services to enable Officers to complete more of their day to day work in the field. Budget is already in place or working through the budget process at all 3 Councils.

The Environmental Health Teams will also benefit from replacing their old systems with modern mobile enabled services that will integrate with the Digital Platform. The current systems require a lot of manual rekeying of data, and administration to enable cases to be logged and kept up to date. A new system would automate many of these functions and allow Officers and customers via online forms to view and update their cases. This project will procure and implement a new system for all 3 Partner Authorities.

### **CPSN Replacement**

All the Council's in the area have their internet, network and WiFi provided by Virgin Media, this contract comes to an end in Dec 2019. 3C ICT have been part of a joint procurement led by Cambridgeshire County Council to replace the service, the winning supplier was MLL which will provide access to all the Public Service Network sites with the EastNet network once the transition has been completed. Agreement in principle across the three authorities to proceed with MLL was achieved in January 2019, internally a new project will be established to engage with County Council on the migration from Virgin Media to the new supplier during 2019, this will be a substantial piece of work.

### **Consolidation of Web Publishing Platforms**

During 2018 3C Digital worked with respective digital teams at Cambridge City Council and South Cambridgeshire District Council to deliver a replacement web publishing platform (Umbraco CMS). All three council websites are now managed and hosted via the same open Source software developed and supported in house. Savings have been reinvested in additional support and development staff in the 3C Digital Team accelerating our website development capacity and enabling the bandwidth required to deliver the Digital Portal (below). The 2 projects for CCC and SCDC were delivered with required quality, on budget and on time. A new joint Steering group has also been established to govern the 3C Digital Team resources and priorities. This group has been well received by partners and its operating model has now been proposed as a model for other initiatives.

### **Digital Portal**

3C ICT worked to align partner plans for a Digital Portal, replacement CRM and forms packages over the past year. 3C ICT sourced and procured a solution for this Digital platform. The solution was enabled in summer 2018 at which point the project to implement the solution was handed to partners to run at their own pace through their own governance structure. PM's are based in partner organisations and each has its own project board. These partner projects have made a gradual start and intend on starting to deliver

benefits to customers and the organisations in Q4 2018/19. 3C ICT is providing technical advice and guidance as part of these projects. Much of the change these projects introduce is cultural and in back offices so this model was the suggested governance approach from the 3C Digital Board.

**F. LOOKING FORWARD**

**Short to medium term:**

The plan is to standardise the desktop and infrastructure into a single logical environment so that support can be offered, delivered, monitored and tuned in a standard way. This is a key deliverable of the 3C Digital and ICT Strategy and is reflected by “Council Anywhere” which the brand name given to the 3C ICT Desktop Transformation and Standardisation initiative. A standard support environment will create the support space needed to deliver further improvements from the service whilst delivering one of the key strategic drivers which is to allow all of our staff to work flexibly. By consolidating the three separate ICT systems of the partner councils and bringing them to the same high standard, the ICT Shared Service will create a more cost-effective operation than any of the individual partners could provide.

The “Council Anywhere” and the “Server Room Consolidation” projects will reduce the cost of supporting the entire environment, improve reliability and facilitate automation opportunities and improve service delivery, whilst providing more robust disaster recovery and business continuity processes.

We also intend to look at the strategic alignment of some of the services that were transferred across to 3C ICT at creation. Some of these were transferred due to them being done within the IT structure, rather than being specifically ICT tasks. An example would be HR reporting, where the team doing the reporting do not understand the underlying data. We intend to engage with the 3 Councils to discuss the transfer back of any tasks, and associated budget, where the benefit of the task sitting in 3C ICT is not clear.

**Medium term:**

With the **Technology Roadmap** established 3C will engage with Partners to continuously identify and review 3-way opportunities to rationalise the application environment, potentially unlocking further cost savings. This activity is already happening but will continue to be an ongoing theme as there are a wide variety of applications to rationalise across the three partners. Each review point is also the opportunity to assess the Digital capabilities of the respective service vertical and ensure that newly procured line of business systems can support fully digital end to end transactions.

The **Technology Roadmap** (mentioned above) will be the means whereby these service evolve, steps will be specified, prioritised, controlled and managed.

**Risks & threats:** The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
The Shared Service is not able to adequately protect the partner ICT environment from Cyber Crime threats and maintain PSN compliance.	An extensive programme of external audit activities has been established to review the Service’s approach to the management of these critical areas of ICT operations. This programme also includes the ongoing compliance plan for PSN compliance. Audit activities focus on procedural, organisational and operational approaches to ICT security. The service has already deployed a significant number of counter measures to combat the overall threat posed by security. A budget bid to enhance security provision and detection has been submitted as part of the 2019/20 budget cycle.

<p>Shared Service benefits are not adequately captured nor regularly checked and monitored leading to inaccurate reporting and potentially lack of support (including financial)</p>	<p>Business cases have been developed and presented to each council's committee cycle for consideration and approval. Benefits have been identified and quantified wherever possible and quarterly performance reporting agreed.</p>
<p>Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.</p>	<p>Active governance arrangements exist to ensure that service standards can be appropriately developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery. A single Service Catalogue will be reviewed by the partners on a frequent basis.</p>
<p>Overall financial savings targets are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.</p>	<p>Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings</p>
<p>No communication plan is in place leading to employee rumour and dissatisfaction and the lack of 'buy-in' or cynicism with the shared service model.</p>	<p>Regular communications from project boards and PBSS. Full communications plan has been developed &amp; is being implemented by communications, workstream leads and programme manager. A number of methods of engagement have been adopted to ensure staff needs are met – 1 to 1s, group meetings, briefings, written communications, email updates.</p>
<p>The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.</p>	<p>ICT shared service priority is to deliver "Council Anywhere". The ICT strategy &amp; implementation plan captures the short, medium and long-term actions needed to facilitate flexible, multi-site working and standardisation.</p>
<p>Shared Services do not deliver the expected good quality services to internal and external customers</p>	<p>Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery</p>

**G. COMMUNICATION AND ENGAGEMENT**

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **3C ICT and Digital Strategy** sets out the intent and vision of the ICT Shared Service. This is shared and disseminated to all partners via the 3C Management Board. The document, as well as outlining short to longer term objectives, also outlines the principles to which partners engage with 3C ICT and each other to ensure that the service is able to meet the objectives of the original business case.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsibility for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Major System Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies and details how Application rationalisation opportunities will be identified. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure their technical solutions are built into the roadmap.

The **Delivery Programme** is the forward plan for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed; the roadmap is the responsibility of the ICT Head of Service who will lead on consultation with the partner Intelligent Clients in the first instance to ensure the programme of work is aligned with strategic partner objectives. Additional discussions will then take place with the strategic leads and be reported formally through the meetings with Chief Executives and leading politicians representing each of the authorities. New requests for support at a strategic level will be managed through the Project Management Office after discussion with the intelligent clients locally, operational matters through the Service Desk. The intelligent clients are also the first point of contact if individuals have any concerns around delivery – for discussion with the Service Delivery Manager, which can then be escalated to the strategic leads to discuss with the Head of 3C ICT if required. Delivery of major projects will be governed by Project Boards with representation from all relevant Councils and chaired by a Sponsor representative from the Councils. It is the Council's Board representatives who will ultimately make decisions, on the basis of the status of the project and their organisational objectives, on allocating resource, prioritisation and timescales that will govern delivery, advised by the technical and project management team from 3C ICT.

The **Art of the Possible** output from the recent engagement across all Councils, combined with regular engagement with Members, Senior Officers and the Intelligent Clients in combination provides a clear 'ask' of the business to 3C ICT. This will form the basis for the development of future functionality and review of solutions.

**Member updates** – we are proposing creating a regular performance update meeting for members in each of the Councils. Presenting an update on current operational performance, and demonstrating accountability. Details of this will be discussed with Chief Executives.

**SECTION 2: OPERATIONAL PLAN 2019/20**

**SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS**

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Deliver high standard of system availability	ICT and Digital Strategy, Service Catalogue.	Develop a list of services provided with customer service standards  Develop the Technology roadmap to outline forward plan of work.	Service Catalogue. Technology Roadmap.	Services across the Partner Authorities understand and have confidence in the functions being delivered  Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers.
2	Support and develop our IT systems	ICT and Digital Strategy	Build a technology roadmap. Examine business processes and enable automation wherever possible. Proactive management of vendors/contracts.	Have a clear understanding of the technological direction for the future. Clearer simpler processes that involve less human interaction and that can be replicated elsewhere.  A single set of invoices and contracts to administer.	The Partner Authorities are confident that we are getting value for money from the ICT investment

3	Open the door for others to follow	ICT and Digital Strategy	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance. Council Anywhere Business Case and Project.	Standard applications.  Ability to access, use or administer systems centrally  Enable the services to change	These shared services deliver a more efficient function and better value for money.
4	Allow people to work flexibly	ICT and Digital Strategy	Council Anywhere Business Case and Project.	Flexible Working Home working Remote Working Office Space Rationalisation.	Allow flexible working, staff are able to have a better work life balance with home or remote working. Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner

**SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS**

KPI	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc.)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
KPI-1	Customer Satisfaction	ICT	Three logical environments are still in place across the shared services plus the work to support the Combined Authority. Although there has been some alignment of systems within 3Cs this still presents a challenge to providing an effective service, this coupled with some further reductions in staff during 2019/20 which may place the service under stress. Plans to standardise the support environment are in place to create capacity within the service and reduce the duplication of effort. Managing the demand is also a key risk for which support from the intelligent clients and strategic leads is vital.
KPI-2	Service Availability	ICT	
KPI-3	Incident Performance	ICT	
KPI-4	Service Desk Response	ICT	
KPI-5	Service/Work Order Request Performance	ICT	
KPI-6	Project Delivery Performance	ICT	
KPI-7	Staff Budget Savings	ICT, Finance	HDC salaries are still not competitive in some areas for key ICT skilled staff, especially considering the external market for this skillset. Mitigated via the recent restructuring to provide competitive salary and career progression, apprenticeships and also opportunities to work across the wider area.
KPI-8	Software and Services Savings	ICT, Partners, Finance	Partners do not engage fully with Roadmap objectives adopting to retain legacy systems in favour of non-rationalisation. Mitigated through sign off against principles within the 3C ICT and Digital Strategy.

### SECTION 3: KEY PERFORMANCE INDICATORS (KPIs)

#### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

The follow table details the planned measures, reporting frequency for each measure and the business plan target for next year. Each measure is detailed in the 3C ICT Service Catalogue. Measures reported quarterly will be provided to the 3C ICT Management Board in line with routine reporting and service governance.

KPI Reference and Description		Reporting frequency	2019/20 Target
<b>Key Service PIs (to be selected from the action plan at section 2B)</b>			
KPI-1	Customer Satisfaction (Partial) <sup>1</sup>	Quarterly	85%
KPI-2	Service Availability	Quarterly	95%
KPI-3a	Overall performance on the incident response for Priority 1,2,3,4 calls	Quarterly	85%
KPI-3b	Overall performance on incident resolution for Priority 1,2,3,4 calls	Quarterly	70%
KPI-4a	Overall Service Desk response for priority 1,2,3,4 calls	Quarterly	85%
KPI-4b	Service Desk resolution for priority 1,2,3,4 calls	Quarterly	75%
KPI-5a	Service/Work Order Request Performance on response	Quarterly	90%
KPI-5b	Service/Work Order Request Performance on resolution	Quarterly	85%
KPI-6	Project Delivery Performance	Quarterly	80%
KPI-7	Staff Budget Savings	Annual	£50k
KPI-8	Software and Services Savings	Annual	£108k
<b>Business Plan KPIs (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)</b>			
Customer Satisfaction (Full) <sup>1</sup>		Bi-Annual	80%
Deliver high standard of system availability		Quarterly	95%
Allow people to work flexibly		Quarterly	Business Case

<sup>1</sup> Customer satisfaction surveys will be conducted through service desk feedback on a quarterly basis, in full adopting a full questionnaire approach bi-annually.

**BUSINESS PLAN FOR LEGAL SHARED SERVICE  
2019/20**

<b>Service Leads</b>			
<b>Head of Practice</b>	Tom Lewis		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director of Shared Service</b>	Fiona Bryant	Oliver Morley	Mike Hill
<b>Lead Councillor</b>	Cllr Robertson	Cllr Tysoe	Cllr Hart

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Steering Group</b>		
<b>Management Board</b>		
<b>Joint Leaders and CEX Group</b>		
<b>Cambridge City Council</b> [ <i>Executive Councillor and Scrutiny Committee</i> ]		
<b>Huntingdonshire District Council Cabinet</b>		
<b>South Cambridgeshire District Council Cabinet</b>		

<b>Reporting timetable</b>	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly Member Steering Groups and subsequently Management Board meetings. Quarter 2 and end of year performance will be submitted to the Joint Leaders and CEX Group. The Annual Report and draft Business and Finance Plans will feed into the corporate planning / MTFS cycles in July and January each year.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
<b>Version</b>	<b>Date</b>

## SECTION 1: CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Legal Service, part of 3C Shared Services, for 2019/20. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

### B. DESCRIPTION OF THE SERVICE

The Legal Shared Service known as the Practice went live in October 2015.

The Practice is an internal facing service (unlike Building Control for example) providing advice to the 3 partner authorities. The Practice does not provide a service directly to the public.

The first full financial year of the Practice was extremely challenging with the need to claw back a substantial overspend. Last year the Practice delivered a surplus (£39k) in relation to its budget while it should also be noted that the Practice has achieved the £150k savings target identified in the original business case.

The figures for this financial year show the Practice to be in a much better position and on track to deliver a budget surplus of approximately £120k. This represents a real achievement.

The Practice has sought to develop the role of the intelligent client across the partner authorities. By working closely with clients to understand their needs and make the best use of their knowledge and expertise the Practice has been better able to deliver effective legal services and add value. The intelligent client role has seen processes for the Practice refined and has sought to involve legal at the earliest possible stage in projects to allow potential problems/pitfalls to be identified and where possible pragmatic solutions delivered. In areas such as procurement where collaborative exercises have been run across the partnership the Practice has been to support that process and work closely with relevant teams.

Where it has been necessary to procure external expertise to provide legal support to particular matters the intelligent client role is one where the Practice will work with the client to understand that need and source the most appropriate and cost effective solutions from the market place. The support offered by the Practice would continue as needed working alongside those external colleagues and the client.

## C. FINANCIAL OVERVIEW

	BASELINE 2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL SAVINGS ACHIEVED
	£	£	£	£	£	£
<b>Baseline Budget</b>	1,193,360					
<b>Savings Target</b>	-179,000					
<b>Savings Target %</b>	15%					
<b>Original Budget</b>		1,193,360	1,120,490	1,149,370	1,191,220	
Add - Inflationary adjustments including pay award		46,130	28,880	41,850	37,880	
<b>Budget plus inflation</b>		1,239,490	1,149,370	1,191,220	1,229,100	
<b>Savings Achieved on Inflated Budget</b>		-119,000	0	0	-119,100	-238,100
Revised Budget (Net of savings and inflation)		1,120,490	1,149,370	1,191,220	1,110,000	
<b>Savings Achieved</b>		-10%	0%	0%	-10%	

### Forecast Budgets - Including Savings

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Gross Budget	1,389,660	1,390,760	1,418,575	1,446,947	1,475,886	1,505,403
Less Income	198,440	280,759	286,374	292,102	297,944	303,903
<b>Shared Services Contribution</b>	<b>1,191,220</b>	<b>1,110,001</b>	<b>1,132,201</b>	<b>1,154,845</b>	<b>1,177,942</b>	<b>1,201,501</b>

### Budget contribution by each Partner

	54.22%	18.54%	27.24%	100.00%
	CCC	HDC	SCDC	TOTAL
	£	£	£	£
2017/18	623,230	213,060	313,080	1,149,370
2018/19	645,813	220,862	324,545	1,191,220
2019/20	601,843	205,794	302,364	1,110,001

The tables on the previous page show some extremely positive results for the Practice.

In the original business case for the Practice the target for the Practice was to achieve a saving of 15% on the baseline budget of £1,193,360. This was achieved and in fact savings of 20% were delivered thereby exceeding the target by 5%. In figures savings of £119k were achieved in 16/17. For the next financial year 19/20 savings equated 10% of current budget have been identified. These will equate to £119k. Against the original business case target of 15% the Practice would therefore have delivered a saving of 20% or £238K against the baseline budget £1,193,360. The savings are split according to budgetary contribution across the partnership.

Currently the Practice has exceeded its income target for the financial year (this is included in the forecast £120k surplus) and at the end of December had generated income of £212k (against a target of £198k for the financial year). It is therefore well on track to match or even exceed the extremely positive income figure generated for the last financial year of £247k.

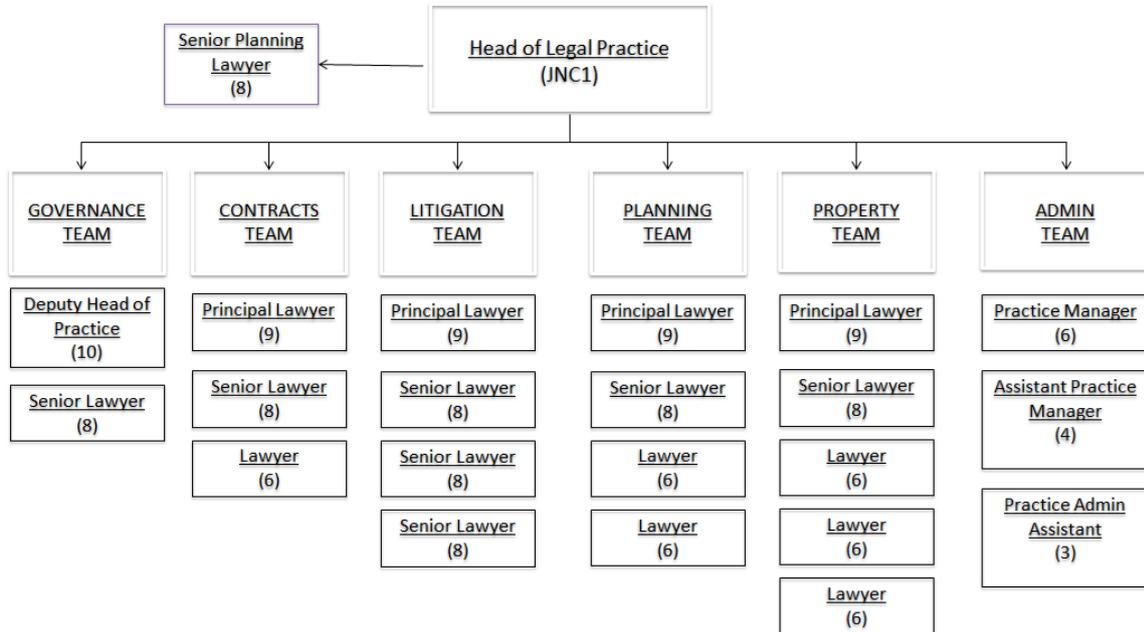
#### **D. STAFFING OVERVIEW**

##### **Organisational Structure**

The Practice currently has 23 posts in its structure and follows the Cambridge City Council policies and procedures in relation to recruitment/handling of existing staff.

For ease of reference an up to date organisational structure is produced overleaf showing the composition of the team:

## Legal Practice Structure Chart (Pay Bands in brackets)



Looking at staff sickness levels across the Practice for the reporting year to date there has been 72 days sickness since 1 April 2018.

Based on current staffing levels this works out at 4.5 per full time employee, the corporate target for Cambridge City Council is 7.7. This is a positive performance for the Practice and will be considered for the whole year in the end of year report for the Practice.

### Equality :

All recruitment adheres to the Cambridge City Council policy to ensure all applicants are treated fairly. Recruitment and selection meets the requirements of Equal Opportunities Employment Policy, the Equality Act 2010 and all other relevant employment legislation. The Practice adheres to all other relevant Cambridge City Council policies in relation to Equality.

The year has seen a marked improvement in the level of hours recorded by fee earners. It was not ultimately possible to submit to Lexcel accreditation but the drive to improve processes and more effective utilisation of fee earner time occasioned by preparatory work for potential inspection has delivered a lasting benefit to the Practice.

In terms of Lexcel accreditation the decision by the Law Society not to consider the application by the Practice was disappointing given the positive indications provided in the build up to the submission. The reason provided was that the Practice was not a legal entity in its own right. It would be possible for each of the constituent Council's to be separately accredited. This would require completely separate applications for each Council. This would be possible but the cost of doing so would be considerable and would throw up practical difficulties (for example the need for separate accountancy) but could be explored further in the future. It would also be the case that Lexcel accreditation would be possible in the event the Practice were set up as a stand-alone company. This is an option which will be considered further in a future paper to be brought before members.

The last 2 reporting quarters have seen a continuation of the positive performance shown by the Practice towards the end of the last reporting year. That positive progression allowed the Practice to achieve a figure for recorded hours within 1% of the annual target with those last 2 quarters in excess of the target at greater than 100%. For this year the first 2 quarters have shown delivery continue in excess of target despite IT downtime a trend which is continuing into the third reporting quarter:

Performance – 1 April 2018 to 31 December 2018

Target Hours	Actual Hours	Variance
12,470	11,335	-1,135
	KPT Target	95%
	Actual	91%

*Note:-*

*330 hours were lost to ICT issues, including the Iken Upgrade*

The achievement of a 91% return in relation to target hours does narrowly fall short of the 95% KPI target. The improvements represented by Council Anywhere will certainly assist in hitting the target for the next reporting year. Improved processes and efficiency across the Practice, including the enhancements to the IKEN practice management software will also assist in this regard.

Positive performance has been mirrored in relation to successful litigation outcomes where performance has exceeded the KPI target of 75% with figures in excess of 90%. This is extremely positive:

Successful Litigation Cases – 1 April 2018 to 31 December 2018

Council	Cases Closed	Cases Marked as Successful	Success Rate (%)
CCC	182	153	84.07%
HDC	361	325	90.03%
SCDC	28	22	78.57%
		KPI Target	75%
		Overall Success Rate	87.57%

In terms of the high number of cases comparatively for HDC this is explained by the work undertaken by the Practice in relation to debt recovery and parking prosecutions. In terms of complexity such matters are more straightforward. Work is underway with the client to seek to enable the client to process more routine paperwork /activity on these matters which is a more effective mechanism for interfacing with court/public. However, the figures remain extremely encouraging and it is certainly the case that the work currently underway with the client (developing that intelligent client role) will seek to enhance the success rate.

In overall terms it is worth reflecting on the current split of cases open across the Practice.

	<b>Cases Open as at today</b>	
<b>CCC</b>	<b>338</b>	<b>53.65%</b>
<b>HDC</b>	<b>177</b>	<b>28.10%</b>
<b>SCDC</b>	<b>115</b>	<b>18.25%</b>

Here the split across the Practice reflects comparative budgetary contributions when the 56 parking prosecutions currently underway for HDC are taken into account.

Customer satisfaction levels (as reported quarterly to the management board) have also exceeded the 90% KPI target set last year.

### **3C Legal Practice – Client Satisfaction**

April 2018 to date

Surveys Sent during this period	391
Returned	144 (63%)
Clients expressing satisfaction*	384
Clients expressing dissatisfaction	7
Satisfaction achieved	98%

\*clients who do not return their survey within 14 days are deemed satisfied with the service.

Working with clients through regular liaison meetings encourages feedback and interaction in addition to the client satisfaction surveys. These are available to clients at every level of the Practice and regular meetings are something which have been increasingly developed across the Practice over the last 12 months. By listening to clients concerns and feeding back any areas where they can assist the Practice (through improved instructions/processes for example) the work of the Practice has become much more client focused.

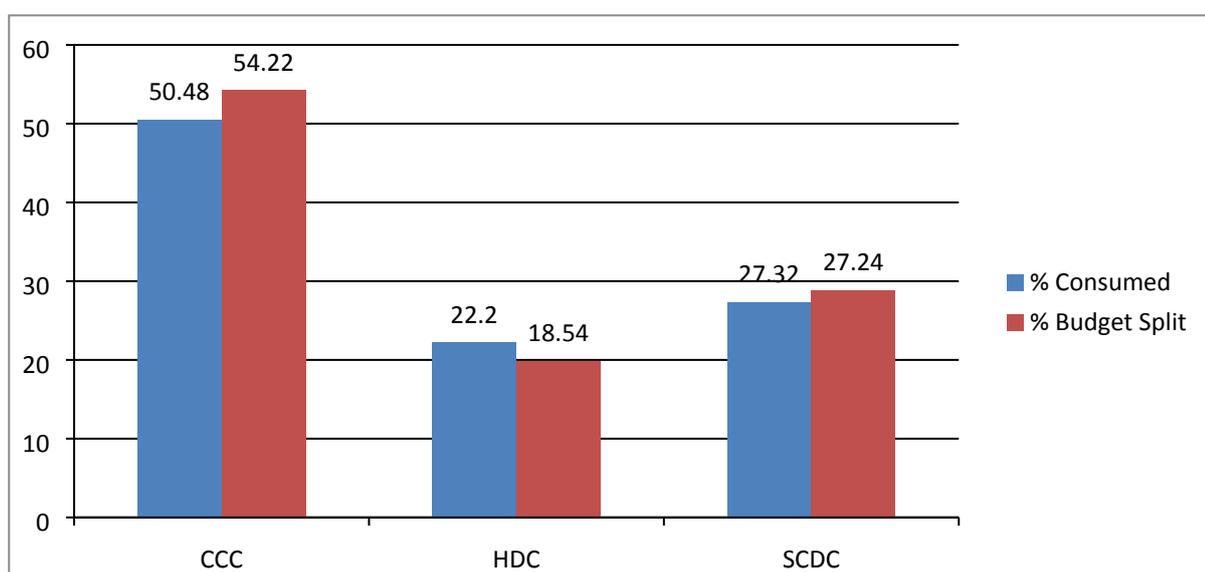
The Practice has settled into its principal hub office at Cambourne but has generally seen staff integrate into the shared structure with far greater staff movement between offices at Cambridge, Cambourne and Huntingdon. This is to the benefit of the Practice and clients in enabling greater resilience/client interface.

Performance on income generation has remained positive as against target while increased efficiency on spend in relation to agency staff has enabled the Practice to remain on track to deliver a budgetary surplus of approximately £120k.

Several welcome additions have been made to the staffing structure and there are currently 2 live recruitments with a view to enabling further full time appointments. The market remains a difficult one and it is a challenge to attract high quality staff. Flexible working is an extremely valuable selling point in attracting staff to the Practice.

Consumption – 1 April 2018 to 31 December 2018

Council	Hours Consumed	
CCC	5,876.90	50.48%
HDC	2,585.09	22.20%
SCDC	3,180.03	27.32%



Budgetary contributions by the respective Councils' remain in line with consumption as demonstrated by the final table above.

**F. LOOKING FORWARD**

The roll out of Council Anywhere should greatly benefit the Practice.

There have been a number of difficulties with the IT platform across the last 12 months .In simple terms loss of network connection for fee earners has meant that they are unable to log on to the practice management system (IKEN) to work: given that all files, templates, time recording facilities are via this system. As well as issues with simply accessing the network there have been difficulties with IKEN and its interface with current systems and software. This is a problem which would not be resolved by using another practice management package. Essentially any such package would be set up to interface with more up to date software packages than currently in use by the Practice. For a small additional fee (approximately £5k) the Practice has upgraded its IKEN package (following liaison with ICT). This has practical benefits in terms of allowing greater analysis of work in progress but should also assist the software to interface with the ICT platform.

In addition ICT have made a single point of contact available to the Practice to co-ordinate and deal with service specific issues which has helped. Council anywhere should improve matters considerably with the update in software assisting both in accessibility and cohesion with the IKEN system. The benefits in productivity and therefore efficiency are perhaps obvious. However, what is crucial to enable the Practice to progress is the ability to attract and retain staff. Efficient flexible working arrangements

are a huge plus point in selling the Practice as a good environment in which to work. Better access to IKEN and improved ICT systems will enhance flexible working and therefore the attractiveness of the Practice to staff.

The business continuity plan for the Practice has been developed to reflect the importance of continuous liaison with ICT and the specific expertise now carried by ICT in relation to the IKEN system. This should enhance resilience for the Practice considerably. On the ground a text and what's app group have also been established for internal communication amongst the Practice.

It is vital that the good work of the past 12 months in developing the effective, cohesive relationship between client and lawyer continues. Efficient working practices can continue to be developed with this relationship to encourage the best use of time for both parties.

Positive engagement with (as just one example) the Director of the 2c Shared Planning Service is seeking to reduce external spend on Counsel (involved in the Local Plan). Given the ability of the Practice to seek to negotiate preferential rates with Counsel and identify appropriate seniority there is a great deal the Practice can do to assist matters. If it is the case that external legal spend is not been directed through the Practice the role out of FMS will allow this to be effectively captured.

Working closely with clients allows the Practice to make the partner Councils' more effective by identifying potential risks/challenges early in any project and working to either find a solution or mitigate risk. An example of such assistance can be seen with Cambridge City Council's Quality Assurance Group where legal are one of a number of participants to input into new projects at the earliest possible stage.

Risk is an area where next year the Practice will welcome the opportunity to participate in a group to challenge the current risk appetite across the partner Councils'. There could be developed a group to consider how risk is approached (with involvement from audit and accounts) with a regular meeting to challenge/adapt the current approach.

The Commercial growth of the practice will be considered in a future paper to be brought before members in July. The current position for income generation is positive. This year's target has already been achieved as outlined in the financial overview.

**Risks and Threats:**

Risk Description	Risk Mitigations
IT - continued disruption to the service caused by systems failures, outages, inability of staff to log on/access practice management (IKEN) system.	Roll out of Council Anywhere and continued work with ICT to alleviate current issues. Development of IKEN specific expertise in ICT and improvements to the IKEN package. Roll out of What's App internal group.
Loss of staff – salaries in the relation to private practice are not on the same level and the cost of living in the surrounding area is high. This together with any number of other circumstances could lead to the loss of staff.	The IKEN management system allows for work to be picked up by alternate fee earners. The role out of Council Anywhere should assist in boosting ability of current staff to work from further afield whilst aiding recruitment. Access to locum/temporary cover via framework agreements assists in relation to any recruitment gaps.

**G. COMMUNICATION AND ENGAGEMENT**

On-going dialogue will continue with Client departments and the Practice has set up an Intelligent Client

role to liaise with individual partner's authority's needs, consumption rates and issues.

The Client Care brochure is available via the following link -

<http://intranet.3csharedservices.org/media/1317/client-care-brochure.pdf>

A number of regular client meetings are in place across the Practice for litigation, planning, property and procurement teams seeking feedback on the performance of the Practice, to discuss and agree changing and new priorities, and identify opportunities for improvement and service development to meet colleagues' needs and increase external income generation. These meetings are extremely helpful in identifying any areas where performance can be improved and equally in allowing areas where the client can assist in improving performance through for example the provision of better instructions or in assisting with assembly of information.

In addition the Head of Practice has had useful discussions with various heads of service/Directors in order to drive through improved performance and enforce good practice in terms of instructions to legal as well as considering how best to procure future external legal advice. To foster the best possible working relationships such dialogue at fee earner/Head of Service level is encouraged and available at any time. In the last 12 months an example of the efficiencies that can be generated through such cooperation has been the increased client role in readying information to submit to the court service in relation to housing matters.

**SECTION 2: OPERATIONAL PLAN 2019/20**

**SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS**

	<b>Priorities for the service</b>	<b>State where these priorities are outlined (Corporate plans, strategies)</b>	<b>Actions that will deliver the priority</b>	<b>Outputs from the activity</b>	<b>Outcomes from the activity</b>
	Embed the use of consumption recharging model	3C Management Board Business Case	Use of coding with Iken time recording system	Quarterly consumption report for partner authorities	Ability for partner authorities to identify areas for reduction in legal spend

<p>Reduce external spend across partner Councils by improving 3C Legal commissioning role and reviewing what legal work is outsourced by Councils at the moment outside the 3C Legal framework and review if it could be carried out in-house where possible</p>	<p>Initial business case agreed at July 2015 S&amp;R Committee</p>	<p>Analysis of external spends across each Council.</p> <p>Review of direct delivery and commissioning capability and capacity within the Practice. This will be assisted by use of FMS across Partner authorities.</p>	<p>Reduce the external legal spend of each Council and the Practice</p> <p>Improve commissioning of external legal advice to deliver quality, value-for-money support.</p> <p>3C Legal has an accurate and timely oversight of all externally commissioned legal work and future need.</p>	<p>A reduction in the cost of out-sourced work</p> <p>More work being carried out in-house</p> <p>Improved value-for-money for partner Councils</p>
<p>Improve performance management of the Practice through the use of the new IKEN Analysis and Reporting Module.</p>			<p>Detailed management information on the caseload, resource consumption and performance of the Service</p>	<p>Partner Councils are satisfied with the Practice's performance.</p> <p>Partner Councils can better influence work priorities to meet their needs</p>

**SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS**

<b>KP I</b>	<b>Performance Measures</b> <i>(provide a list only - target information is included in section 4)</i>	<b>Dependencies</b> <i>(ICT, Finance, Human Resources, accommodation etc)</i>	<b>Key risks to delivery</b> <i>(include how these will be mitigated)</i>
KP I-1	Staff productivity - 20 fee-earning staff to record 1,200 hours per annum	ICT, accommodation, Human Resources, Practice Management	ICT has proved a difficulty in terms of staff productivity. By necessity the Practice operates using a paperless practice management system (IKEN). When ICT downtime is experienced fee earners are severely limited in terms of work that can be done. Work is underway in direct liaison with the interim Head of ICT to tackle the Practice specific problems in addition to work being undertaken by ICT to tackle network issues.
KP I-2	Case Disputes Resolves in favour of the Practice - Measure of percentage of disputes awarding in favour of the Practice		Quality of instructions , ability to recruit and retain staff
KP I-3	Customer Satisfaction Levels	ICT, accommodation, Human Resources, Practice Management	ICT – where delays to output are as result of downtime. See mitigation against KPI 1

**SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES**

**SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES**

**DEVELOPMENT OBJECTIVE**

<b>Development objective</b>	Participation in Local Government Association (“Local Government Association”) Framework for provision of legal services to other public authorities.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	<b>Increase in external income</b>	<b>Lead officer</b>	<b>TL</b>
<b>Is this a Project? (Yes/ No) and description</b>	Not a Council led project. The LGA has identified a gap for Councils’ nationwide.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Increased income generation without the pitfalls of establishing an arm’s length trading arm. There are a number of instances where such models for legal services have encountered difficulties			Income generated		
2.					
3.					
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>	
A flexibility ability to utilise spare capacity to generate income. This perfectly fits the needs of the Practice without complications of insurance, marketing, fluctuations in capacity etc.	Minimal at development stage. LGA currently seeking expressions of interest	Tom Lewis		TBC	
<b>Key risks</b>	LGA fail to take forward the project.				

## SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)

### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description		Reporting frequency	2019/20 Target
<b>Key Service PIs</b> (to be selected from the action plan at section 2B)			
KP I-1	Staff productivity	Quarterly	1,200 hours per annum per fee earner pro-rata
KP I-2	Case Disputes Resolves in favour of the Practice	Quarterly	80% success
KP I-3	Customer Satisfaction	Quarterly	90% success
<b>Business Plan KPIs</b> (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)			
Customer Satisfaction		Quarterly	90%
Litigation Case Success		Quarterly	80%
Staff Productivity		Quarterly	90%



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**BUSINESS PLAN FOR GREATER CAMBRIDGE SHARED PLANNING SERVICE  
2019/20**

<b>Service Leads</b>		
<b>Head of Shared Service</b>	Stephen Kelly	
	<b>Cambridge City Council</b>	<b>South Cambridgeshire District Council</b>
<b>Sponsor Director</b>	Fiona Bryant	Bob Palmer
<b>Lead Councillor</b>	Kevin Blencowe	Tumi Hawkins

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Steering Group</b>	Draft	04/01/2019
<b>Management Board</b>		
<b>Joint Leaders and CEX Group</b>	1.3	12/02019
<b>Cambridge City Council</b> [ <i>Executive Councillor and Scrutiny Committee</i> ]		
<b>South Cambridgeshire District Council Cabinet</b>		

<b>Reporting timetable</b>	
Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.	
<b>Version</b>	<b>Date</b>
<b>Version 1.4</b>	<b>21/02/2019</b>

## SECTION 1: CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Shared Planning Service for 2019/20. It describes how the service is progressing towards implementation of the Business Plan agreed in 2015 and subsequently in 2017 together with the planned outputs for 2019/20.

Based upon the work to date, the service is seeking to realise the following objectives:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees and policy making of each of the participating Councils
- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery
- To build/retain a reputation for professionalism, staff development, the delivery of high-quality outcomes and competent "business management" amongst peers and partners

### B. DESCRIPTION OF THE SERVICE

The Greater Cambridge Shared Planning Service is the "Local Planning Authority" for the areas of SCDC and Cambridge City Council. It therefore has a number of statutory roles to perform on behalf of the two Councils, and in addition undertakes a number of "discretionary" activities that complement the delivery of corporate and strategic planning objectives:

#### **Statutory Services**

Determination of Planning and related applications as the District Level Local Planning Authority  
Responsibility for the preparation, monitoring and review of local "development plans" for the area  
Overseeing the delivery of Neighbourhood Plans  
Designation of Conservation Areas  
Responding to Land Charges requests/searches

#### **Non-Statutory Activities**

Enforcement of planning regulations  
Provision of specialist advice on planning and related applications  
Preparation of "non-statutory" planning documents  
Strategic Spatial Planning  
Economic Development

To deliver these services, during 2018 the service implemented a new management structure. This comprises two service centred teams (led by an Assistant Director) and a central support/enabling team to assist the Senior management team in managing the efficient operation of the "business." During the implementation phase of the project, the service is also being supported by a discrete implementation capability. The management structure within each of the teams is attached as Appendix 1.

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The service although statutory is able to charge fees (set nationally) for planning and related applications and for land charge searches. It also levies a range of discretionary charges for pre-application advice and to support in policy development (see below).

**C. FINANCIAL OVERVIEW**

The following information illustrates the budget position for Planning.

Budget category	2017-18 SCDC	2017-18 CCC	2017-18 Combined (SCDC & CCC)	2018-19 Combined (SCDC & CCC)	2019-20 Combined (SCDC & CCC)	2020-21 Combined (SCDC & CCC)	2021-22 Combined (SCDC & CCC)
Budget Expenditure (Gross)	5,762,720	5,543,000	11,305,720	8,551,180	8,154,180	8,038,811	7,888,811
Budget Income	(2,918,980)	(3,578,650)	(6,497,630)	(4,350,070)	(4,620,123)	(3,805,000)	(3,805,000)
<b>Budget Total (Net)</b>	<b>2,843,740</b>	<b>1,964,350</b>	<b>4,808,090</b>	<b>4,201,110</b>	<b>3,534,057</b>	<b>4,233,811</b>	<b>4,083,811</b>
Actual Expenditure (Gross)	6,035,443	5,111,661	11,147,104	Not Available	Not Available	0	0
Actual Income	(3,422,509)	(2,849,863)	(6,272,372)	Not Available	Not Available	0	0
<b>Actual Total (Net)</b>	<b>2,612,934</b>	<b>2,261,798</b>	<b>4,874,732</b>	<b>See Note c) below</b>	<b>Not Available</b>	<b>0</b>	<b>0</b>

**Notes**

- a) Outturn 2017/18 for SCDC and CCC includes budgeted and actual recharges, which were recovered through fee income. For the 2018/19 combined budgets and future forecasts overheads are not factored in as the authorities are reviewing how these appropriately feed into the shared services and they will be incorporated in future business case revisions.
- b) 2018-19 Budget Expenditure & Income figures include CCC shared budgets received at the start of 2018-19 financial year.
- c) Exact 'Actual Expenditure (Gross)' & 'Actual Income' figures are not known at this point. However the latest projected outturn, at Quarter 3 reported a circa £1m net underspend in the service.
- d) 2019-20 Budget Expenditure & Income include the combined budgets of the shared service for SCDC and CCC.
- e) Recharges are excluded from the figures. The principles and basis of the recharges is currently work in progress and needs developing.

**Review of Budget 2018/19**

The City Council service budget has experienced significant pressure as a result of falls in planning application income. Through the year, alongside vacancies, the service has sought to re-align costs including staffing where appropriate to reflect the re-deployment of some senior officers onto SCDC project such as the Wellcome Planning application and adjacent appeal. This reassignment is not on its own however expected to be enough to offset the loss of fee income.

SCDC has at the same time experienced a significant increase in fee income (above budget) – arising from a greater number of speculative applications, a reduction in planning appeals (and contingency costs assumed) and a number of “unscheduled” significant planning applications. Pre-application income has also increased above budget.

The net effect of the above; that the service appears to be operating within its budget therefore masks actual deviations from each Council budget position.

**Future Years Budget**

For 19/20 the service is proposing to operate a single budget, with costs and income split by reference to a “Memorandum of Understanding” – to ensure that the assignment of costs and income is both transparent and related to the proportion of work performed for the two Councils.

Given the uncertainty of Brexit (which is expected to suppress growth) and consequential impacts on developer confidence, there is a risk of a reduction in forecast fee income during the year ahead. Contingency modelling has been undertaken to allow the service to understand the potential range of such impacts and to help inform

consequential adjustments that may be required to the costs within the service. Given the significant vacancy levels carried at the present time, officers consider that there is sufficient scope to manage this potential impact through the year within the service.

A larger budget re-alignment exercise will also be taking place through 2019/20 (reflecting the indicative figures for 2020/21 onwards in the table above). This adjustment will also be accompanied by a project (see below) looking at inter authority re-charges. Future year budgets do nevertheless seek to reflect improvements to “cost recovery” in line with the original (2017) business plan objectives and the benefits from the services integration and business process re-design which are expected to allow improved productivity amongst staff.

### **Cost share**

The cost share between SCDC and CCC is proposed to be addressed through a Memorandum of Understanding (MoU). Feedback from the Member steering group and the Corporate management team has supported a more sophisticated approach to cost assignment than is deployed in other services – which operate to a common service model and more stable set of income/costs across the area. The MoU will assign the cost of the staff, projects and respective income and charges to the appropriate Council on a fair and transparent basis. In addition, given the unpredictability and potential spatial distribution of income and applications, the MoU will provide for a means to address the probable differences in income/cost that will arise – to enable the service to make the best use of “income” and resources in line with the strategic objective of improved resilience of the shared service.

### **Inter Authority recharges**

Support service and other internal costs (“recharges”) are not being used for the purposes of comparative costs in this business case. In common with other shared services, partner authorities apply a range of recharges across their services. Existing budgets (carried to 2019/20) apply these across the shared planning service on the basis of historical patterns. During 2019/20, the concepts and cost apportionment is expected to be reviewed for the Planning Service as part of a pan-authority project to ensure that the appropriate costs and recharges are applied to each shared service, and that the impact of residual and irrecoverable recharges in non-lead authorities is mitigated in time for 2020/21.

### **Financial objectives**

The three-year budget proposed above reflects the changes being undertaken within the service – to increase cost recovery (and income) and to manage staff costs and improve the relationship between cost of service and charges – as well as improved efficiency of the systems and workflows that should allow greater productivity once the ICT solution is fully embedded. The service also expects to be able to service its policy development needs more effectively from within to reduce the external spend upon consultancy. This is shown as a cost reduction rather than an increase in income.

## D. STAFFING OVERVIEW

Since spring 2018, all staff within the Service are employed by SCDC. The phase 2 service re-structure is pending but formal consultation (to start in February 2019) including consultation on potential further TUPE transfers has the potential to increase workforce numbers slightly. There were a total of 139 posts within the “original” pre 2018 planning departments structures of the two Councils. The service nevertheless has a significant level of vacancies (28 vacancies based upon the historical structure) accounting for a forecast underspend of (£1,063,005) in 2018//19 of the staff budget.

Through 2018, the service alongside SCDC HR team have undertaken a wide-ranging review of the services “offer” which has led to the introduction of a range of measures designed to respond to the acute national shortage of qualified and experienced planners. These measures have included:

- A review of the recruitment process including the capacity to apply via CV
- Attendance at national conferences to promote Greater Cambridge Planning Service opportunities
- Engagement with Universities offering planning courses
- Provision of graduate “work experience” sessions
- A benchmarking of salary levels across the East of England and London
- Introduction of a staff “finders reward” where planning officers are successfully recruited to the organisation by existing staff
- Payment of a professional fee subscription
- Introduction of a “Golden Hello” payment for specific posts
- Payment of a 15% Market Factor Supplement for hard to recruit roles
- Registration of the service with the Home office to allow for overseas appointments to be sponsored
- Negotiation of a travel discount for staff on Greater Anglia trains
- Investment in professional qualification via post graduate study for “unqualified” graduate staff
- One of the UK apprentice pathfinder authorities for planning

### Employee Working patterns

The table below details the number of current staff employed in the service and the breakdown male to female and full/part time. The sharp rise in staff numbers in 2018 reflects the transfer via TUPE of a number of City staff to SCDC:

	Total employees	Total part time employees	Male part time employees	Percentage Male	Female part time employees	Percentage female
2014	51	5	0	0%	5	100%
2015	51	6	2 <sup>1</sup>	33%	4	67%
2016	51	2	0	0%	2	100%
2017	53	3	0	0%	3	100%
2018	92	19	1	5%	18	95%

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There has been a significant increase in the number of part time employees, which has changed from being 10% of the workforce in 2014, to 21% of the workforce by 2018. It is also noticeable that the clear majority of employees who do work part time are female, and this has consistently been the case for the last five years. This impacts upon the male/female average earnings data below.

**Gender Profile**

The gender profile of the role has shifted slightly over the last five years, to be more weighted towards females. In 2018 there were 56 female employees, but this only equated to 48.86 FTE. In comparison, there were 35 male employees, but they equated to 34.59 FTE

Despite there being significantly more females in the department, in 2018 the average salary of female employees was £8,326.57 lower than the average salary for males. There are several factors for this, but the most significant factor is that there are far more women working part time within the department than men.

Of the 21 management roles identified within the department, 13 (62%) are currently held by women, and the other 8 (38%) are held by men. 5 of the female managers work part time, whereas only one of the male managers works part time. The average salaries of the managers are shown in the table below:

	Average FTE manager level salary	Average actual salary
Male	£ 51,574.63	£ 49,405.40
Female	£ 44,976.77	£ 41,081.32

It is to be noted that the management team grades are wide, and with the limited number of employees in the sample, variances at this level are magnified. The make up of male and female officers in more senior roles in the service (based upon the current workforce) is as follows:

Role title	Grade	Female	Male
Principal Planning Officer	Grade 6/ City band 6	8	9
Business Excellence Manager			
Principal Planning Policy Officer			
Senior Planner			
Corporate Business Processing Manager			
Senior Sustainability Officer (Design)			
Team Leader	Grade 7/ City band 7	3	6
S.106 Officer			
Principal Planner			
Urban Extensions Project Officer			

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Planning Policy Manager	Grade 8	4	0
Delivery Manager			
Head of Implementation			
Head of New Communities	Grade 9	1	0
Assistant Director - Delivery	Grade 10	1	1
Asst. Director - Strategy & Economy			
Joint Director of Plg & Econ Dev	Executive Director	0	1

**Ethnicity Profile**

The ethnicity profile of the department on the 1<sup>st</sup> September 2018 is shows 89% of the department identify at white, and 4.4% did not provide an ethnicity, meaning only 6.6% identified themselves as being from an ethnic minority. An estimate for the 2017 local demographic suggested that within South Cambridgeshire 93.3% of residents identified as white, and within Cambridgeshire (including Cambridge City) 92.6% of residents identified as white.

**Age Profile**

	Average age of all employees	Average age of men	Average age of women	Difference (men - women)
2014	47.04	47.77	46.48	1.29
2015	46.9	46.71	47.07	-0.36
2016	43.35	44.33	42.66	1.67
2017	43.98	44.82	43.39	1.43
2018	43.63	43.2	43.91	-0.71
<b>Difference</b>	-3.41	-4.57	-2.57	-2

Overall the average age of the workforce has decreased over the five-year period, with the average age of men decreasing by 2 years more than the average age of women. However, the average ages remain similar between the two genders.

The youngest female employee in 2014 was 27, and the oldest was 63. The youngest male employee was 32 and the oldest was 66. The youngest female employee in 2018 is 21 and the oldest is 61. The youngest male employee is 24 and the oldest is 66.

**Disability**

	Total employees	No. employees with a declared disability	Percentage of employees with a declared disability
2014	51	2	4%
2015	51	2	4%
2016	51	2	4%
2017	53	2	4%
2018	92	5	5%

According to Scope the percentage of working-aged adults in the UK with a disability is 19%. However, the number of disabled employees within GCSPS over the last five years has remained consistently under 5%. It is worth noting that the Council data captures only those employees who have specifically declared that they have a disability and it is possible that other employees have a disability but have chosen not to declare it.

**Conclusions**

The data on staff within the service is a snapshot of the current position. It is important to note that further change and a re-structure of the service through the forthcoming consultation may change the status of the service having regard to the above measures. The continued national shortages of experienced qualified staff and acute competition for staff with the experience that the greater Cambridge Planning Service offers means that further investment and development of the staffing strategy is required through 2019/20. This will include the development (including through the measures proposed in the round 2 shared service implementation) of a cogent and funded career pathway (from apprentice through to manager) and a clear plan for succession planning.

What the data to date does identify however is:

- Trends towards a younger workforce
- Trend towards part time working
- A balance of male/female staffing but an ongoing gender pay gap significantly influenced by the greater levels of part time working amongst females
- A reasonable balance of male/female managers across the service currently
- Limited number of staff who are disabled – below the national average – but with notes about the reliability and quality of data
- A representative workforce based upon ethnicity

**Staff Feedback**

Through 2018, the SPS has undertaken a number of staff engagement and briefing events, designed to engage with and seek feedback from the workforce on matters of broad concern and associated with the shared service. These sessions have sought to capture all staff and all grades – including some dedicated work with managers in late summer following the recruitment of the management team.

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In addition and following concerns by managers and staff around recruitment and retention, a dedicated project looking at benchmark salary's for staff and recruitment and retention issues was undertaken for the service by the HR team. The results of this work have also been fed back to staff.

A summary of the findings from these exercises has indicated the following:

- There is a national shortage of experienced planners
- SCDC's job title naming convention is not aligned with the naming convention used in local government nationally. This creates a mismatch of expectation at each grade of expected outcomes as compared to what is obtainable nationally. E.g. Team leaders are known as principal planners nationally, senior planners are equivalent to roles described as principal planners at SCDC.
- Majority of employers have a career graded structure to support the development of talent in response to the national shortage of planners
- Recruitment into entry roles has been successful generally because of the competitive salary offer.
- Exit interviews list a variety of reasons for leaving the council which includes career progression, family pull, relocation and private sector salary.

During January 2019, the service held a number of engagement events as a precursor to the formal consultation on the shape of the service. Feedback from staff focused upon a number of areas:

- An exploration of the geographical extent and number of area teams for DM
- Questions about the office locations and use by different teams
- Recruitment and retention and ongoing concerns around addressing vacancies
- Career progression and advancement
- Role profiles and the details within
- Wellbeing and Support
- Training and Development opportunities
- Service area specific feedback

### **Future staff engagement**

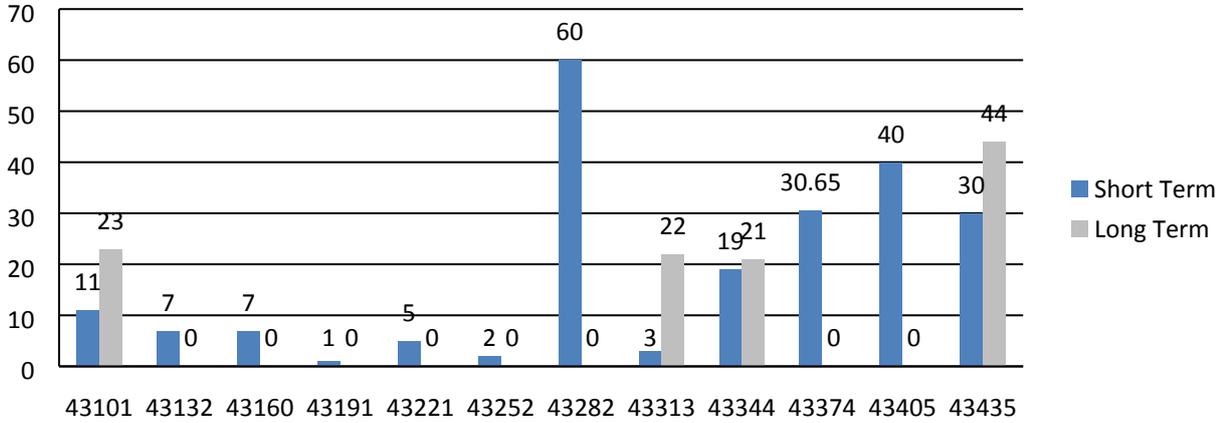
As the service moves towards full integration and a more "business-like" operating model, the Management team have identified a number of areas for further work/investment related to the staffing of the service:

- The need to invest in building a single team ethic across multiple sites.
- The need to use evidence of levels of staffing against benchmarks for delivery elsewhere (to demonstrate value for money)
- The need to enable/deploy staff to work flexibly and from remote locations – having regard to recruitment, likely future working patterns and to realise the business benefits of ICT investment (including Council anywhere)
- Given difficulties in attracting senior/experienced staff to the area and the strong feedback from staff seeking opportunities to develop in their roles, there is a need to invest in and develop an inclusive, accessible and effective programme and pipeline/pathway for developing and retaining staff – especially in hard to reach areas of recruitment.
- The service will need to invest in securing and developing specialist skills associated with effective programme management and business processes that underpin the operation of a "commissioned" service operating to an explicit MoU
- The continued need to promote opportunities for female members of staff to progress within the organisation to higher salary levels

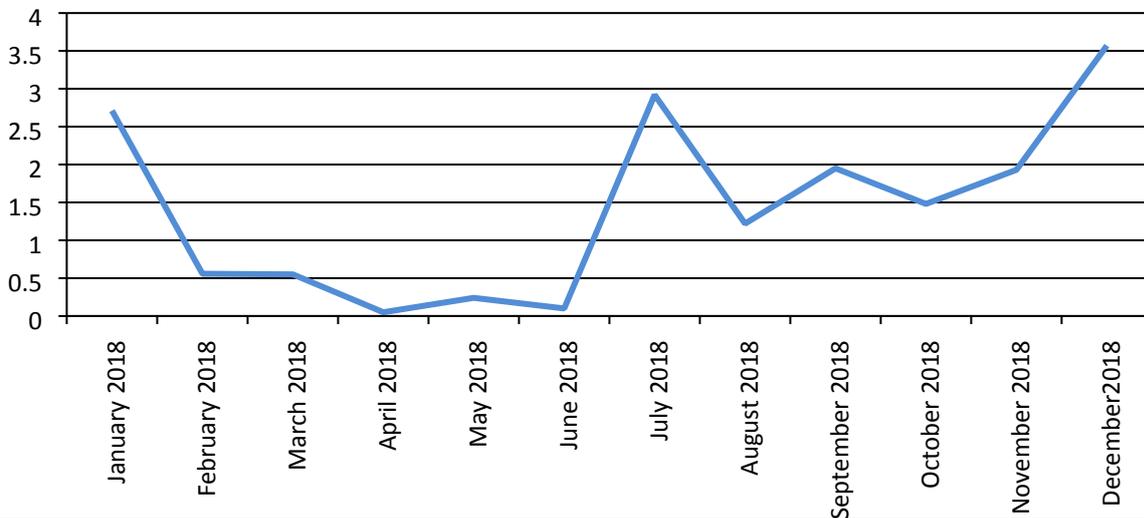
**Sickness**

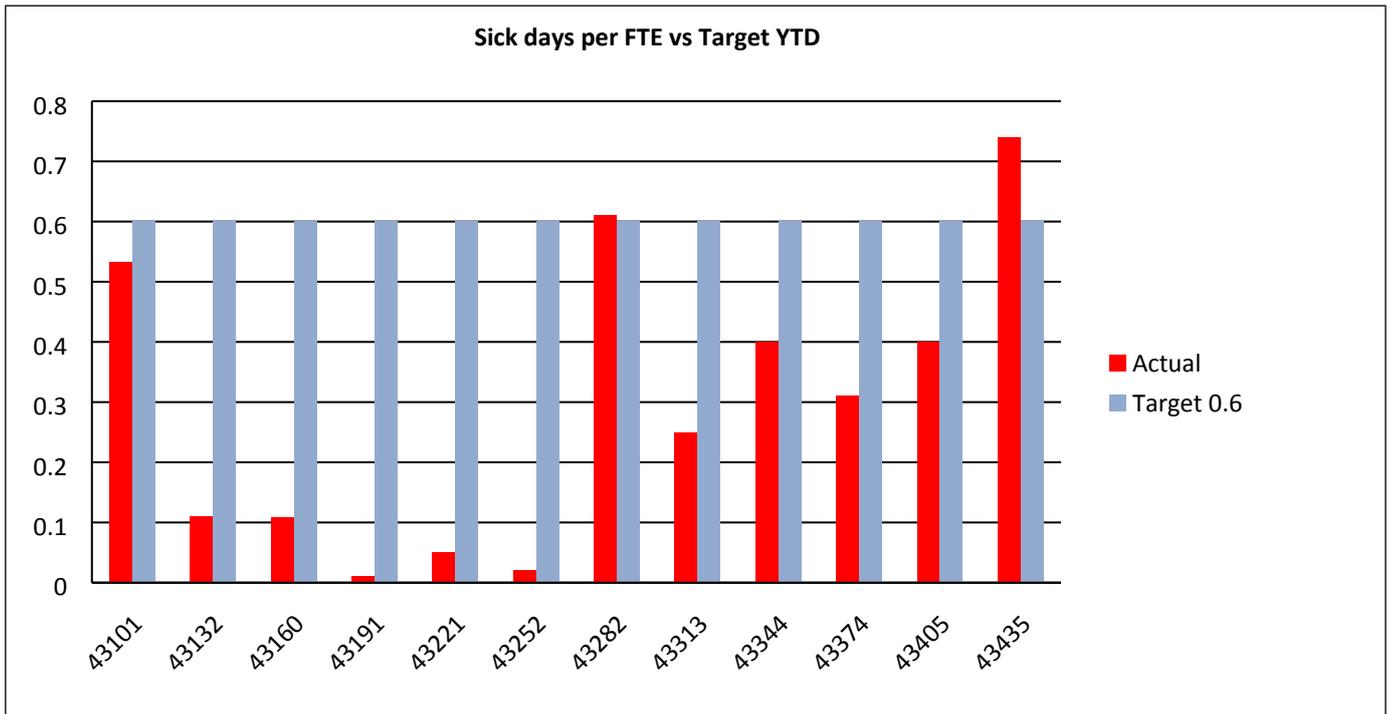
The service has over the years has recorded a relatively low sickness absence rate and experiences more short term absence rather than long term.

**Short Term vs Long Term Absence YTD (days)**



**Absence trend YTD (%)**





The spike in exceeding the corporate target in December 2018 is as a result of 2 long term absence recorded in the service. HR has continued to support the service in managing its absence rate.

### E. LOOKING BACK

The service has made considerable progress on the two core threads of work in the 2018 plan; progressing the implementation of the shared service project and, the delivery of a number of team specific operational outcomes.

#### Shared Service Delivery

Following the implementation of phase 1 of the shared planning service in 2018, the service has now entered the second phase of the programme which includes the substantial roll out of structures and integrated working, alongside a new ICT system later in 2019. Progress against the project plan through 2018 has included:

#### TUPE of all staff to a single (SCDC employer) in April 2018

This was completed successfully on 1 April 2018

#### Implementation of the SPS Management Structure

The structure was agreed and recruitment of 2 Assistant Directors undertaken in early summer with assimilation of existing managers concluded by July 2018

#### Procurement and programmed Implementation of ICT solution

The ICT project is on track to deliver a new integrated digital solution in line with the programme timetable (summer 2019)

#### Engagement and design of new staff structure

The new Management team have spent considerable time progressing the design of the new service including significant round of staff engagement in Winter 2018. Formal consultation is envisaged from March 2019 (subject to Board approval).

Some areas of the project continue to be advanced and have been impacted by capacity within the team (and the impact of other operational work programmes). These include:

**Accommodation Review – March 2018 – August 2018**

Staff engagement has sought to identify the working issues with the two office bases. Whilst staff in both offices regularly interact virtually and physically with each office, the practical and ICT implications of 2 site working are still being worked through. The accommodation review has seen a re-organisation of office space in Cambourne and Guildhall to introduce “hot desks” but further work in 2019 will be required alongside ICT and communications investment.

**Review of Shared Service Business Plan October 2018 - December 2018**

This piece of work is ongoing as part of the design of the new shared service. The Service did participate in the processes associated with budget review in the City Council and is undertaking an ongoing “re-design” as par to the development of the proposals for phase 2. A programme milestone plan (Appendix 2) with 5 workstream threads has also been prepared to help communicate and manage the programme implementation.

**Workforce Strategy October 2018 – March 2019**

Significant work has been undertaken through 2018 to both understand the “competitiveness of the Council’s recruitment offer, and to seek to respond to feedback about the Councils processes for recruitment, including enhancement to the “Package” available to existing and future staff. The service has also invested in improved guides and increased its promotion activities nationally to include conferences and Universities. The Ph 2 service design will also be responding to feedback with a career grade and simplified posts allowing greater agility within the service to deploy and develop staff.

**Branding April 2018 – March 2019**

This thread of work has been impacted by limited resource. In response the service has secured from Feb 2019, additional seconded capability to allow for the development of this thread alongside corporate discussions about the role and “brand” for 2 way and 3-way shared services.

**Operational outcomes**

The previous year’s business plan included a number of deliver objectives based upon the emerging Delivery, Business Management and Strategy and Economy Teams. The majority of these have been successfully progressed including:

**Strategy and Economy**

- Local Plans adopted for Cambridge City Council and South Cambridgeshire District Councils
- North East Cambridge AAP commenced and issues and options consultation undertaken
- SPD for Mitchams Corner, Grafton Centre
- Input into Non-Statutory Spatial Framework, CPIER, Local Transport Plan and Local Industrial Strategy
- Response to consultation on the NPPF review
- Adoption of Waterbeach Newtown SPD
- Commencement of work on Bourn Airfield SPD
- Responses to consultation on E-W Rail, Oxford – Cambridge Expressway, National Infrastructure Commission (CaMKox)
- Support for Joint Greater Cambridge Housing Strategy
- Approval for Adoption of Great Abingdon Neighbourhood Plan

- Commission of Cambridge City Spaces and Movement SPD
- Collaborative development with Parish Councils of 8 Village Design Statements
- Celebration Event for 50<sup>th</sup> Anniversary of Cambridge Central Conservation Area

#### **Business Services**

- Providing monitoring and management and officer support to the shared planning service implementation
- Redesigning customer complaint monitoring to improve response times and GDPR compliance
- Supporting the service to achieve targets for performance on all application types
- Supporting Member training and briefings and the preparation of material to allow for the promotion of the Shared service recruitment offer.

#### **Delivery Outcomes**

- Processing and determination of planning application decisions within national performance thresholds .
- Supporting the progression of strategic planning applications on 12 strategic sites to meet housing trajectory and Local Plan objectives
- Enabling business expansion and growth at locations across the Districts including CB1, Mel born Business Park, Cambridge and St Johns Science Park and Babraham research Campus.
- Investigation of 900 alleged breaches of planning control by the 2 planning enforcement teams and 4 successful prosecutions in SCDC securing £84,008 in fines. 41 enforcement notices were served and 2 High Court Injunctions were successfully obtained.

### **F. LOOKING FORWARD**

The Shared Services Business Plan 2018 includes a number of workstreams that need to be carried forward into 2019. Given the existing delivery challenges and as the service transitions through to implement phase 2 of the shared service programme, there are four cross cutting priorities that will require the input of the entire service through 2019 and beyond:

- a) The continued commitment towards implementing the integrated shared planning service

Staff are now impatient to see the shared service implementation concluded. Formal consultation will take place in 2018/19 but will not conclude until Q1 2019/20. The program contains 5 workstreams (see appendix 2) with nominated lead officers and funding to deliver. Key milestones include the ICT implementation that will allow applications in both Council areas to be processed through a single system and workflow, the implementation of the new service structure and roles and the conclusion of the MoU to provide a single operating framework to aid clarity and transparency on cost and change processes. The service has secured additional seconded resources to help build a one team customer centric culture and a clearly understood identity for the service within the two Councils and into the community.

- b) The recruitment and retention of staff with the right skills to meet the demands facing the service

The shared service has consistently faced difficulties in recruiting and retaining staff. In 2018/19, the service has experienced significant numbers of vacancies in key areas. This has compounded pressure on existing staff and led to some staff experiencing stress or poor health. The market demand for planning and related skills exceeds the supply of labour. The significant and challenging workloads of the team (over 15 strategic projects and 5000 planning applications) put pressure on the team. Developers willingness to fund additional posts through Pre-app charges cannot be fulfilled because the service is unable to fill vacant roles. Hard to recruit areas include principle planning roles in development management, urban design and conservation and ensuring a stable stock of capable more junior planners.

Through 2018 the HR team and managers have gathered a significant amount of information on the current offer and its competitiveness. The service has recognised the need to adapt its recruitment and retention processes and noted the trend towards more flexible working. Morale within the service and the impact of a transition to a shared service needs to be improved with an active staff engagement and team building programme. Recognising the impact of high house prices on affordability, the service will need to implement programmes to grow and nurture talent. The process for supporting and developing staff within the service also needs to improve so that we can build a reputation as an “employer of choice” with extraordinary professional opportunities alongside being a great place to work and develop.

c) More effective systems for budget and performance management

The service currently relies upon two separate accounting systems and performance management regimes (via the separate ICT planning solutions). This has made dynamic and timely data capture difficult and impacted upon managers ability to manage performance and costs effectively. The challenges facing finding across both Councils require more effective systems and controls to manage a multi-million pound budget, invested in a significant and business critical staff resource. Through 2019 and beyond, the service will be introducing tighter cost and time recording systems across the service to improve “cost recovery” and the management of available staff resources – to help avoid the accidental “over programming” of finite staff resource and provide members with clear information about the services capability and capacities to assist work and project planning and delivery.

d) Continued development and maintenance of partnerships with public agencies and delivery bodies

The shared service operates in a complex landscape for planning and strategic growth. The new management team has spent considerable time through 2018 working with public and private sector partners to try and facilitate delivery of the planning objectives for the service. The governments focus on the CaMKoX arc and the emerging programme of the Combined Authority, alongside the work of GCP means that the need for developing partnerships with other agencies to deliver the Council’s objectives will continue to grow. This will require increased clarity on the areas strategic objectives – to allow these to inform the programmes of partners. Significant engagement and work by the service with Members and Senior officers (and communities) is expected to be required to affirm these objectives and help all staff involved in delivery to translate these objectives into their work outputs.

As a result of Brexit and a slackening economy, a growing area of work will be the requirement for more overt participation in economic development related initiatives on behalf of SCDC. Subject to the outcome of the ongoing management review within SCDC, work to deliver this aspiration within an explicit budget provision will form a part of the phase 2 service implementation.

**Service specific outcomes**

In addition to support for the above, each of the teams within the service will be responsible for the delivery of the range of outcomes listed below. These reflect the ongoing programmes of work to develop the service and to achieve the outcomes set out in the respective corporate plans for the two Councils. A detailed work plan for the service, based upon these headlines, will be used by the management team to monitor delivery.

**Strategy and Economy**

- Local Plan issues and options consultation
- Cambridge North AAP Preferred option consultation
- Prepare and deliver an Economic Growth strategy to be delivered through a dedicated team (SCDC)
- Adoption of Spaces and Movement SPD
- Progress the Council agenda “towards zero carbon”
- Review Green Infrastructure evidence base and explore development of a natural capital framework
- Establishment of new cost aware working practices for consultancy and policy teams

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- Review the case for CIL and prepare S106 supplementary guidance
- Preparation of Housing SPD
- Adoption of Biodiversity SPD
- Preparation of sustainable design and construction SPD
- Continue to support Neighbourhood planning
- Influence and shape the strategies of strategic partners to ensure the efficient and effective realization of the two Council's objectives through public and private sector investment.

### **Business Development**

- Develop a single service budget and oversee completion and operation of shared service MoU
- Develop and implement a new centralized recruitment and retention programme to include a staff training/development programme
- Oversee and enable the delivery of the Council Anywhere project to make the most effective use of officers and premises and to allow improved customer contact and responsiveness.
- Review and coordinate service wide procurement
- Implement improved customer/user engagement information and media including promoting improved understanding of the planning process
- Coordinate delivery of a member development programme and the review of the Cttee protocols in SCDC and CCC
- Deliver a single, integrated customer complaint and resolution offer
- Provide a dedicated business support officer to assist businesses engage more effectively with the planning service

### **Delivery**

- Progress the determination of major site strategic planning applications for:
  - Waterbeach
  - Bourn Airfield
  - West Cambridge
  - Darwin Green
  - Wing
  - Land North of Cherry Hinton
  - Northstowe Phase 2
  - Camborne West
- Review pre-application and post application advice and project management capability within the service and introduce new fee schedule and service offer to improve cost recovery
- Support the City Council Housing Investment Partnership.
- Operate a digital "paper free" application process to meet all statutory decision timeframes
- Create a new, service wide, planning enforcement policy for consultation and adoption
- Alongside Planning Committee's review existing schemes of delegation to ensure that it is transparent, fit for purpose and makes efficient use of the officer resources.

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**Risks and Threats:**

<b>Risk description</b>	<b>Risk mitigation</b>
<p>Timely delivery of Strategic Transport and other Infrastructure supporting growth</p>	<ul style="list-style-type: none"> <li>• Effective partnership working on GCP/CPCA schemes providing planning input in a timely way to support delivery of high-quality projects on time and on budget.</li> <li>• Effective input to LTP and major transport schemes at all stages of the planning and implementation process.</li> <li>• Securing financial contributions to strategic infrastructure through S106 contributions.</li> <li>• Effective programme management between schemes and infrastructure delivery.</li> </ul>
<p>Inadequate provision for Gypsy and Travellers and those not meeting new definition leads to significant unauthorised occupation of sites.</p>	<ul style="list-style-type: none"> <li>• The Local Plan Inspectors concluded that this is an issue to be addressed through the early Local Plan review. The Local Plan for adoption will provide the statutory basis for decision making pending the consideration through the Local Plan review.</li> <li>• Provision to draw down resources to address enforcement service requirements.</li> </ul>
<p>Proposed shared service arrangements and other change projects impact upon service delivery through a reduction in service focused capacity.</p>	<ul style="list-style-type: none"> <li>• Effective communication strategy.</li> <li>• Secondments and promotion opportunities.</li> <li>• Effective recruitment practices with interim support as required.</li> <li>• Project management arrangements and new joint management team in place.</li> <li>• Organisational Development Strategy as part of wider corporate work streams.</li> <li>• Further work being done on recruitment practices/processes</li> <li>• Shared Service Board established.</li> </ul>
<p>Recruitment and Retention of appropriate skills to ensure delivery of corporate and service priorities.</p>	<ul style="list-style-type: none"> <li>• Continued funded programme of professional development and corporate investment to retain staff.</li> <li>• Regular review of resourcing at management team.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Development of competency matrix and career grade progression scheme with HR to support career progression.</li> <li>• Market supplement for hard to recruit posts in place.</li> <li>• Service wide recruitment and retention project with HR and corporate task group to explore further improvements to recruitment “offer”.</li> <li>• Discussions to be held with staff, agencies and planning consultancies to improve recruitment strategy.</li> </ul>
<p>National Planning Policy Changes impacting effective planning of the area.</p>	<ul style="list-style-type: none"> <li>• Joined up approach between Planning and Housing teams to prepare for housing reforms including senior member briefings, discussions with RP’s.</li> <li>• Identify opportunities for engagement with Planning Advisory Service (PAS) and CLG and subscriptions to TCPA and RTPI professional and practitioner networks on emerging planning threads to help service to anticipate change effectively.</li> <li>• Working with CA and through Policy planners network on Non-Statutory Spatial Plan to help shape future</li> </ul>
<p>Securing and retaining sufficient capacity and expertise to maintain delivery of Growth Sites</p>	<ul style="list-style-type: none"> <li>• Programme management resources to be put in place.</li> <li>• Pre-app scheme to be updated and more PPAs secured to enable greater resource flexibility.</li> <li>• Major Sites board set up.</li> </ul>
<p>Ensuring planned growth is supported by strategic plans and accompanying infrastructure investment.</p>	<ul style="list-style-type: none"> <li>• Support GCP delivery programme to unlock planned growth</li> <li>• Engage with the Combined Authority and influence effectively the preparation of the non-statutory spatial plan, local transport plan and local industrial strategy.</li> <li>• Engage with the Network Rail and transport agencies on the Cambridge-Milton Keynes-Oxford-Arc.</li> <li>• Engage partners/agencies within sub region including LA’s, LSCC, NIC etc.</li> </ul>

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<p>Failure to meet Housing delivery test leading to unplanned development and inadequate housing to meet local need.</p>	<ul style="list-style-type: none"><li>• Develop effective systems within SPS to enable timely delivery of implementing planning decisions (e.g. high quality sustainable development).</li><li>• Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR).</li><li>• Tracking of outline planning permissions through to implementation.</li><li>• Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff.</li><li>• Neighbourhood Planning Toolkit to enable parishes to shape and develop local housing and design polices reflecting local circumstances.</li><li>• Ensure joint Local Plan services joint housing trajectory with Cambridge and agree with PINs method of 5 year supply calculation.</li><li>• Tracking of delivery against Housing Delivery test.</li></ul>
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### G. COMMUNICATION AND ENGAGEMENT

Growing out from the two Councils, the service does not currently have a unified marketing or engagement plan that can be used to provide a single, coherent narrative. Instead, the service supports delivery of the corporate plan objectives for SCDC and the City Council as set out (and consulted upon) annually.

To support its service development, the shared service will be undertaking further insight work into our users, and our workforce through:

- Participating in and leading formal and informal training events for staff and professionals, members, parishes and associated amenity bodies and the development community
- Preparing new material to underpin service promotion for recruitment and place recognition
- Having an active presence in social media platforms including Linked in and You tube
- Encouraging staff chat groups through snapchat to help build a one team culture
- Presenting and contributing to “thought leadership” on planning and growth matters through conference attendance and media briefings
- Presenting the work of the service to CMT/SMT in the respective Councils
- Developing a single brand presence through new business cards, email address and promotional materials

Through the Business Plan and the organisational design/re-structure the service is also seeking to recognise and invest in improving user feedback and responsiveness – including managing the challenges of a flexible, increasingly part time and dispersed workforce and the rising expectations from customers for service delivery on line and in the field. This will require careful configuration of the ICT as well as a mobile enabled workforce using Council anywhere and mobile telephones to effect delivery from anywhere.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PROJECTS

	Priorities for the service	State where these priorities are outlined <i>(Corporate plans, strategies)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Implement Phase 2 of shared planning service		Delivery of the shared planning service programme (Appendix 2)	Single, integrated planning service with consistent service offer delivered across Greater Cambridge Geography	More efficient use of professional resources Retention of staff Increased customer satisfaction Quality decision making securing high quality development
2	Planning software upgraded to allow area wide paper free processing alongside Council anywhere programme roll out.		Workflow and business process redesign Mobile communications roll out to frontline/operational staff Data and GIS migration and alignment across both Councils Implementation of new Enterprise software	Enhanced and robust processes are in place for planning applications Ability to improve “self-service” through better case “tracking” Digital first allows agile/remote and flexible working Improved management information to ensure effective performance and output management	Planning service makes better use of officer resource Fewer handling “errors” in application process Customers/interested parties are better informed and able to see progress of proposals for themselves. Improved performance management of the service and its outcomes

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3	Review advice services		<p>Redesign and redefine service paid service offer at pre and post application stages</p> <p>Improved customer feedback process</p> <p>Dedicated staff resource focused on administering delivery</p> <p>User engagement on priorities for service</p> <p>Introduction of more effective time and cost recording systems for staff</p>	<p>Improved quality and effectiveness of advice services</p> <p>Reduced cost of service provision to the Council</p> <p>Better use of scarce officer resources</p> <p>More effective and targeted advice services</p>	<p>Meeting customer needs with the right service offer</p> <p>The cost of providing the service by the Council reduces</p> <p>Better advice and support to applicants reduces risk of unacceptable/inappropriate proposals being submitted.</p>
4	Budget and cost of service review		<p>Review and identify full cost of each staff member to Council</p> <p>Develop a system to record and reliably capture staff time spent on projects</p> <p>Ensure ridged application of time recording system amongst officers (phased rollout)</p> <p>Revise discretionary charges schedule to reflect findings above</p>	<p>Accurate data on cost of delivery to assist budget planning and cost estimating</p> <p>Consistent and business-like approach to service provision</p> <p>Improved understanding of staff deployment (and capacity) to allow for effective workforce planning</p> <p>Effective recovery of costs associated with discretionary project-based work</p>	<p>Improved management understanding and scrutiny of service budget</p> <p>New discretionary charge regime that reflects actual cost of delivery (and improved estimating for service users)</p> <p>Bette staff deployment and reduced “over commitment” of staff to projects will help manage programme expectations</p> <p>Reduced cost of Planning service to partner Councils</p>
5	Recruitment and retention programme		<p>Review of recruitment material and package</p> <p>Review of recruitment and induction processes</p> <p>Development of professional and management training programme to support staff advancement and retention</p>	<p>Clearly defined recruitment offer is effective at filling roles</p> <p>Staff satisfaction with SPS as an employer improves</p> <p>Annual training and development programme operate and can be “publicised”</p>	<p>Improved ability to attract the best staff (including in hard to recruit areas)</p> <p>Reduced staff turnover</p> <p>Recognition/positive association of SPS as a “learning organisation” developing trainees and staff</p> <p>Highly developed and effective workforce able to bring forward high quality development</p>

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**SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS**

<b>KPI</b>	<b>Performance Measures</b> <i>(provide a list only - target information is included in section 4)</i>	<b>Dependencies</b> <i>(ICT, Finance, Human Resources, accommodation etc)</i>	<b>Key risks to delivery</b> <i>(include how these will be mitigated)</i>
KPI-1	Acknowledgement of planning and related applications received by Service	UNIFORM management system, ICT	Peaks and Troughs in workload Mitigated by allocation of resources across whole service
KPI-2	Registration and validation (including consultation) completed	UNIFORM management system, ICT	Peaks and Troughs in workload Mitigated by allocation of resources across whole service
KPI-3	Decision making within statutory timelines by application type	UNIFORM management system, ICT	Peaks and Troughs in workload Other demands on Professional Team / Resources Mitigated by prioritisation
KPI-4	Percentage of applications submitted electronically/online	UNIFORM management system, ICT	Agent/applicant preference Council and 3 <sup>rd</sup> arty ICT system resilience (planning portal) Future Govt charges for use of portal
KPI-5	Percentage of applications valid upon submission	UNIFORM management system, ICT	Poor quality agents refuse to engage with target (mitigate by publishing performance) Consistency of officer interpretation regarding validity
KPI-6	Average Number of days for householder decisions	Uniform Management System, ICT	Potential for significant outliers to skew data Mitigated by regular “cleansing” of data and “old” case management.
KPI-7	Percentage of Business planning and related applications approved	Uniform Management System, ICT	Clarity in identifying applications from businesses Mitigation - review of local validation requirements
KPI-8	Percentage of all planning and related applications approved (by type)	Uniform management system, ICT	
KPI-9	Customer satisfaction with the service	Survey Monkey online survey, ICT	Failure to deliver service Mitigated by prioritisation and allocation of resources

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KPI-10	Percentage of comments received to application online	UNIFORM management system, ICT	User (consultee) resistance Mitigated by promotion of benefits and training sessions to Parish Councils and local residents' groups plus online "how to" guide.
KPI – 11	Number of new homes delivered (affordable/market)	Uniform and BC systems, ICT	System integration and reliability, plus officer's commitment to keep record up to date. Mitigation: staff training and ongoing ICT data project delivery.
KPI – 12	Percentage of posts vacant (for more than 1 month)	Workforce HR system	Tracking vacant posts (and impact of economic downturn) Mitigation: Using payroll system should render data accurate. Management review quarterly of what "full" structure would look like to ensure figure is relevant to circumstances

SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE

<p><b>Development objective 1 – workforce development</b></p>	<p>Deliver a comprehensive recruitment, development and retention package for the workforce, to include all stages of the staff recruitment journey and a programme for development targeted at ensuring the service has the skills necessary to meet needs, including the ability to reduce consultancy spend on projects with in house expertise.</p>	<p><b>Describe the desired outcome – what will it look like when it has been achieved?</b></p>	<p>The service is effective at recruiting skills and expertise required and becomes recognised for its workforce management and development so that staff consistently rate the service as a good employer.</p>	<p><b>Lead officer</b></p>	<p><b>TBC</b></p>
<p><b>Is this a Project? (Yes/ No) and description</b></p>	<p>Yes - taking the benchmarking work, feedback from staff and applying best practice to our recruitment (process and material), induction (onboarding processes and material) and ongoing staff review and development processes (PDR) including exploring creating specific “development time” as part of the service and staff offer.</p>				
<p><b>Business Benefits</b></p>			<p><b>How will it be measured?</b></p>		
<p>1. Ability to compete with private sector and successfully recruit and retain expertise</p>			<p>No of vacant posts unfilled</p>		
<p>2.Reduced opportunity costs associated with high staff turnover</p>			<p>Staff satisfaction measures (annual survey)</p>		
<p>3.Greater staff satisfaction leading to improve productivity, customer feedback and wellbeing.</p>			<p>Staff turnover Service complaints upheld</p>		

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<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>	<b>Target delivery date</b>
Recruitment “pack” and process Induction “pack” and process PDR feedback	HR/Business Support/Project implementation officer time Training budget allocation increased (to £100K) Dedicated monthly development days	Implementation Manager (secondment)	July 2019
<b>Key risks</b>	Lack of stakeholder support Staff participation not forthcoming due to workloads Lack of dedicated resource impacts upon delivery of outputs listed (induction/recruitment materials)		

**DEVELOPMENT OBJECTIVE**

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<b>Development objective 2 – Quality Planning service</b>	Improved responsiveness to customers and improving the actual and perceived quality, accessibility, value and responsiveness of the planning service to users	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	<b>Customers contacting the service for advice will receive prompt and high-quality responses to enquiries. Members/Managers will spend less time chasing up responses to queries Customers will feel more confident in the service.</b>	<b>Lead officer</b>	Heather Jones
<b>Is this a Project? (Yes/ No) and description</b>	Yes – the project has a series of threads including improved pre-application process, recognition of changing work patterns and the consequences and opportunities from Council Anywhere project. Alongside it is proposed to invest in new systems and processes (plus online resources) to increase on demand/self service and roll out of mobile phones to allow frontline officers to contact customers when out on site/stationed at offsite offices/home.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Reduced failure demands (incl case escalation to senior manager)		Number of complaints received (and upheld)			
2. Improved efficiency and workflow throughput		Average end to end processing times			

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3. Improved outcomes for applicants (applications approved)		<i>Application approval rates by category</i>	
4. Effective use of scarce resources		<i>On hand and cases per officer data plus end to end times (above)</i>	
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>	<b>Target delivery date</b>
New online web-based tools and information New Mobile enabled frontline staff (Council Anywhere)	Council Anywhere (Corporate investment) Mobile Phone roll out (£17,020)	Cat Quy (TBC)	May 2019
<b>Key risks</b>	Rollout of Council Anywhere and mobile technology delayed by ICT capability Inadequate staff resource to deliver website information User acceptance of shift to online advice prevents introduction Associated projects (pre-application advice review) is delayed.		

**DEVELOPMENT OBJECTIVE**

<p><b>Development objective 3 – Effective staff deployment and cost recovery</b></p>	<p>Improving the procurement, deployment and cost recovery of specialist staff within the planning service to underpin policy and project delivery priorities at lower cost.</p>	<p><b>Describe the desired outcome – what will it look like when it has been achieved?</b></p>	<p>The skills and abilities of team members are used to undertake professional work for internal and external public sector clients and thereby reduce net costs on the service and Council</p>	<p><b>Lead officer</b></p>	<p><b>Paul Frainer</b></p>
<p><b>Is this a Project? (Yes/ No) and description</b></p>	<p>Yes – the planning service spends a significant sum (£300K) each year on consultancy services to underpin projects, in addition to commissioning further external advice through planning performance agreements with applicants on areas such as landscape appraisal, urban design, graphics and policy development. The service possesses some of these capabilities in house (and needs to recruit to vacant posts). The project will improve the management and costing/recharging within the service, and promoting an internal first</p>				
<p><b>Business Benefits</b></p>			<p><b>How will it be measured?</b></p>		
<p>1. Improved capability within the service to deliver high quality outcomes through the planning process with expert resources at lower cost</p>			<p>Consultancy spend on planning programme is reduced</p>		
<p>2. Effective task and workload planning means that “cost recovery” within the service improves to reduce net cost of delivering policy and planning outcomes</p>			<p>Reduced net cost of SPS to the Councils</p>		
<p>3. More effective staff management provides for additional work opportunities beyond greater Cambridge, and make s working for GCSPS more rewarding for staff</p>			<p>Additional income to the Council</p>		

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Outputs & products	Resources	Responsible Officer	Target delivery date
<p>Clearly defined cost for each staff members                      Improved understanding of project costs and staff deployment                      Improved “estimating” for future work leading to better management of specialist resources (and workloads)                      A defined “service offer” for third party LA’s looking to “buy” services                      Improved project commissioning and planning is possible – with true costs identified.</p>	<p>Professional staff within SPS                      Business Development Team to manage invoicing etc                      New financial management and time recording systems</p>	<p>Paul Frainer</p>	<p>March 2020</p>
<p><b>Key risks</b></p>	<p>Insufficient capacity within service and staff to participate in the learning and system development                      Inability to recruit specialist staff to key posts                      Market collapse prompts fall off in service demands</p>		

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans ( <i>i.e. what do we want to achieve and why are we doing it?</i> )	Lead Officer(s)
1 – Workforce development	The establishment of a motivated, unified, happy and effective workforce is imperative in a service that relies upon its “intellectual capital” to deliver project outcomes.	Heather Jones
2 – Quality Planning Service	In recent years the Planning service has experienced increased negative customer feedback and complaints. Investing in improving the customer/user experience – whether for advice or as an applicant seeking to bring forward a project is imperative if the service and members are to rebuild confidence in our ability to manage change and growth effectively. Key to this is communication and information.	Liz Jackson
3 – Effective staff deployment and cost recovery	This is a key objective for the future – to ensure that we properly account for and recover where possible to costs of delivering project, or advice or services to others in line with the objective of maintaining our capabilities (to deliver high quality development on behalf of communities) at lower net cost.	Paul Frainer

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**SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)**

**Organisational, Service and Corporate Plan Performance Indicators**

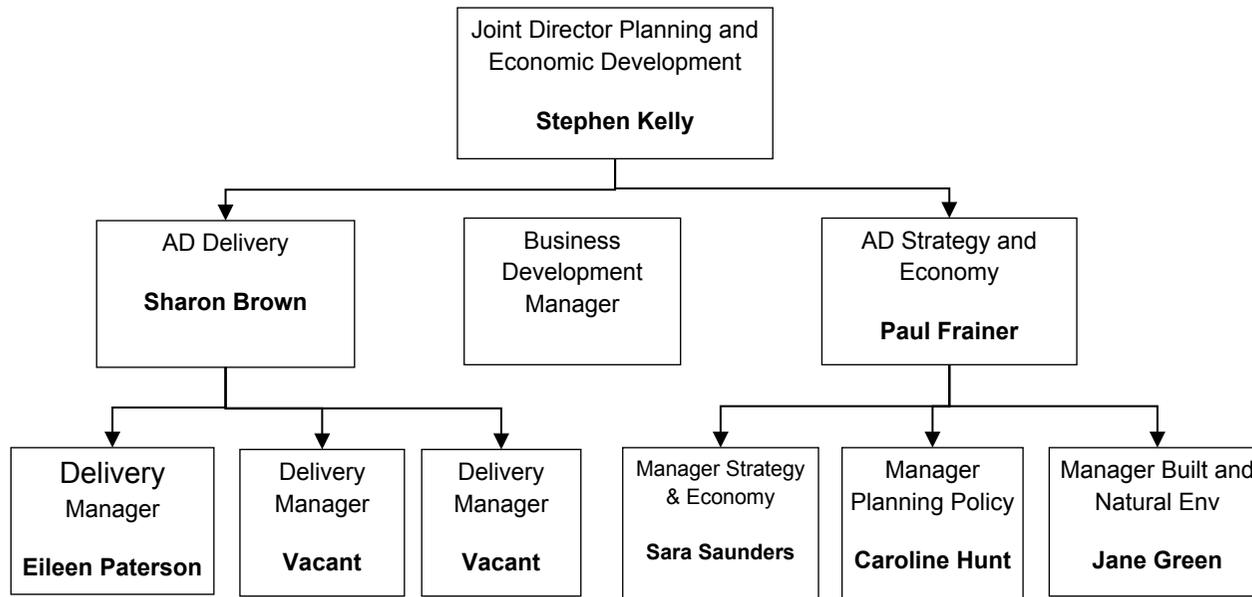
*The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.*

KPI Reference and Description		Reporting frequency	2019/20 Target (Interim)
<b>Key Service PIs (to be selected from the action plan at section 2B)</b>			
KPI-1	Acknowledgement of planning and related applications received by Service within 2 days	Monthly	95%
KPI-2	Registration and validation (including consultation) completed within 5 days	Monthly	90%
KPI-3	Decision making within statutory or agreed timelines for Major applications	Monthly	70% (65%)
KPI-4	Decision making within statutory or agreed timelines – Minor applications	Monthly	80%
KPI-5	Decision making within statutory or agreed timelines – Other applications	Monthly	80%
KPI-6	Decision making within statutory or agreed timelines – all business applications	Monthly	95% (75%)
KPI-7	Percentage of applications submitted electronically/online	Annually	80%
KPI - 8	Percentage of applications valid upon submission	monthly	80% (65)
KPI – 9	Percentage of all planning and related applications approved (by type)	monthly	90%
KPI-10	Average Number of days for planning decision householders	Monthly	56 days
KPI-11	Customer satisfaction with the service	Monthly	TBC
KPI – 12	Percentage of comments received to applications submitted online	Monthly	70%
KPI - 13	Number of new homes delivered (affordable/market)	Annually	As per Housing delivery test requirement

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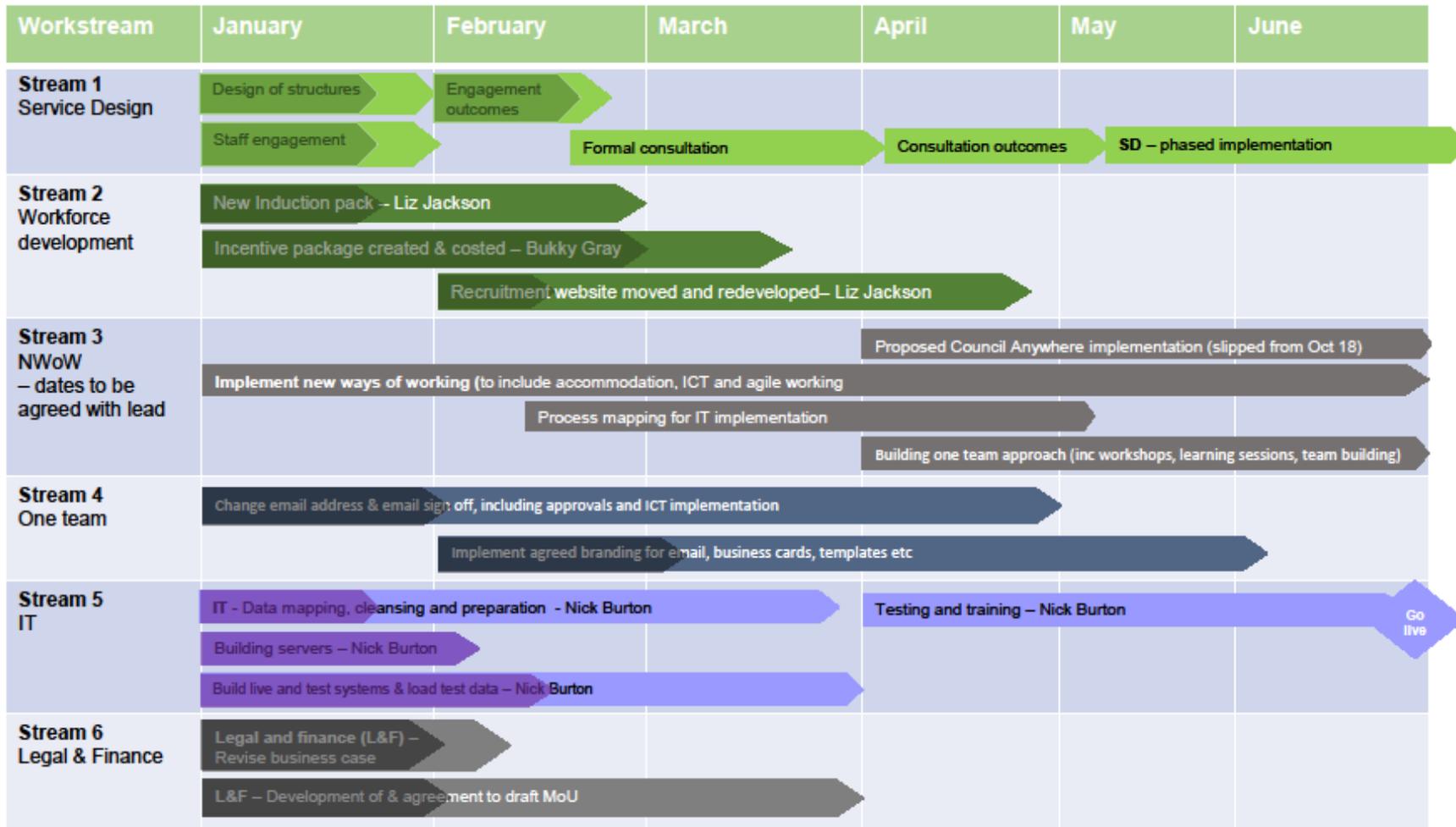
<b>KPI Reference and Description</b>		<b>Reporting frequency</b>	<b>2019/20 Target (Interim)</b>
KPI – 14	Percentage of “live “posts vacant in the service (for more than 1 month)	Monthly	<10%
1.		Annual	-
2.		Annual	-
3.		Annual	-
4.		One off	-

Appendix 1  
Service management structure



Greater Cambridge Planning Phase 2 - Milestone Plan at 13<sup>th</sup> February 2019

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**BUSINESS PLAN FOR  
Greater Cambridge Shared Waste Service (GCSWS)  
2019/20**

Service Leads		
<b>Head of Shared Service</b>	Trevor Nicoll	
	<b>Cambridge City Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director of Shared Service</b>	Suzanne Hemingway	Mike Hill
<b>Lead Councillor</b>	Cllr Rosy Moore	Cllr Neil Gough

APPROVED BY	Status	Date
<b>Waste Management Board</b>	Agreed	24/1/19
<b>Joint Leaders and CEX Group</b>		
<b>Cambridge City Council</b>		
<b>South Cambridgeshire District Council Cabinet</b>		

Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly Waste Board Meetings and subsequently Management Board meetings. Quarter 2 and end of year performance will be submitted to the Joint Leaders and CEX Group. The Annual Report and draft Business and Finance Plans will feed into the corporate planning / MTFS cycles in July and January each year.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
<b>Version</b>	<b>Date</b>
<b>Final</b>	<b>24/01/19</b>

## SECTION 1: CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Shared Waste Service (GCSWS), for 2019/20. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

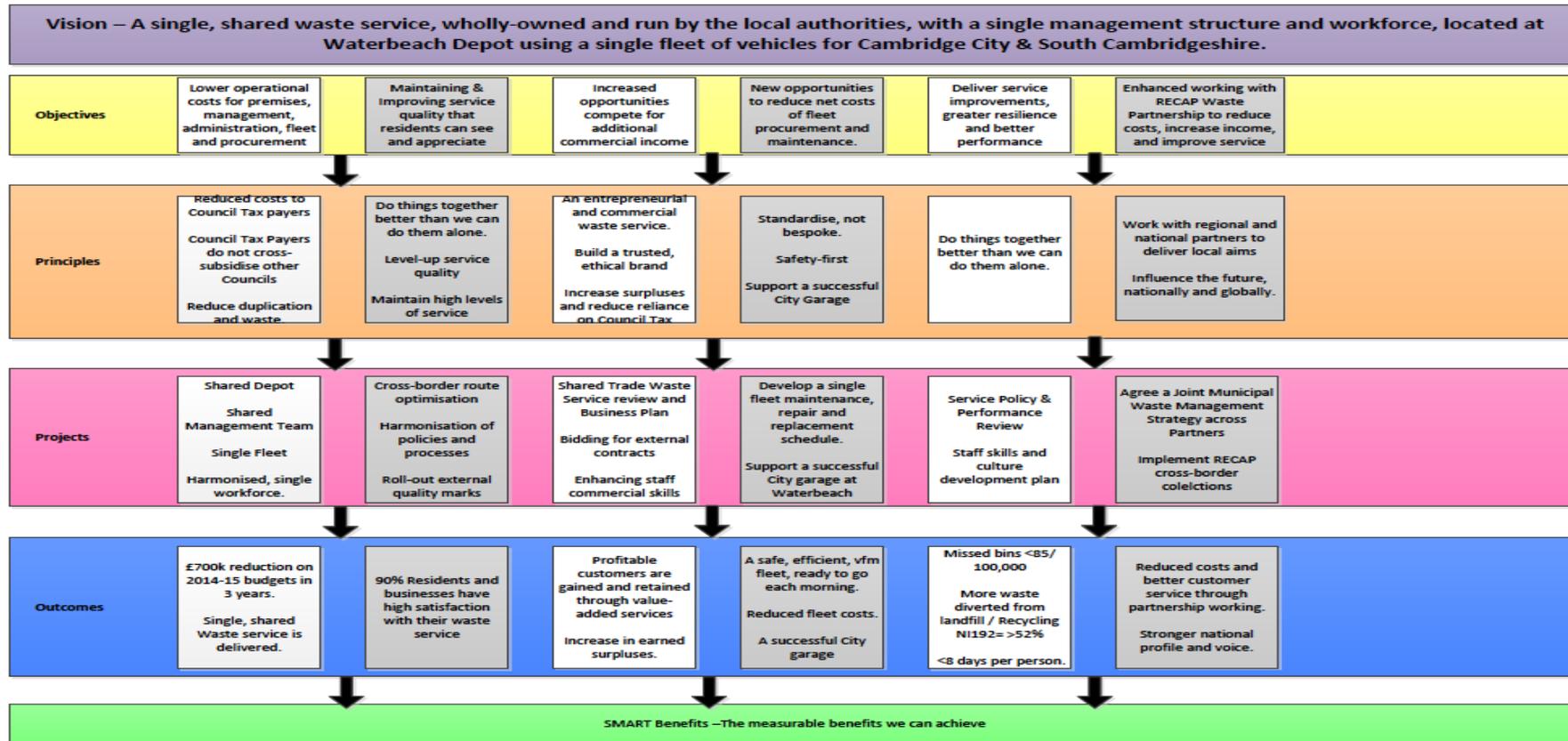
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

## B. DESCRIPTION OF THE SERVICE

### Vision

A shared waste service, wholly-owned and run by the local authorities, with a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for residents Cambridge City and South Cambridgeshire.



### Description of the service

The Cambridge City and South Cambridgeshire Single Shared Waste Service now includes:

	CCC	SCDC	Notes

<b>Domestic Refuse Collection</b>			
- Residual Waste	✓	✓	
- Organic Waste	✓	✓	CCC & SCDC operate a monthly winter collection service (for 3 month) and charge for additional organic bins.
- Recycled Waste	✓	✓	SCDC and CCC operate a fully co-mingled service.
<b>Policy and communications on Waste Management</b>	✓	✓	Fully aligned policies
<b>Commercial Waste</b>	✓	✓	
<b>Street Cleansing</b>	x	✓	CCC retains Streets and Open Spaces separate from the GC Shared Waste Services.

The Service collects recycling and waste from approximately **121,600** households and over 2,700 commercial customers across both council areas.

#### Governance

The role of the Shared Waste Board is to:

- oversee delivery of the shared waste service;
- oversee performance within the budget and policy framework set by both Councils
- provide advice and recommendations on waste policy matters to both Councils; and
- deliver the Councils' objectives.

#### Aims & Priorities

The key objectives of the shared waste service are to:

- deliver a safe and legally compliant service;
- maintain and improve service quality that residents can see and appreciate;
- lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
- increase opportunities to market and compete for additional business, for instance in relation to trade waste;
- find new opportunities to reduce net costs in relation to fleet procurement and maintenance;
- achieve service improvements, greater resilience and better performance, through shared knowledge and experience;
- enhance opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal

costs, improve income and secure service improvements;

- Deliver the KPIs for the service; deliver the ongoing benefits of a shared service through change and innovation.

Key external stakeholders are:

- Cambridge City and South Cambridgeshire Councils residents and businesses;
- RECAP Partnership (other partners are Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and Peterborough City Council);
- Elected Members;
- Area Committees and Parish Councils;
- Commercial supply – chain contractors;
- Community Groups and Volunteers – Recycling Champions, Cambridge Sustainable Food, Cambridge Carbon Footprint, Parish and Area groups;
- ICT System Providers;
- Local Media.

## C. FINANCIAL OVERVIEW

	<b>2017-18 Budget GCSWS £000</b>	<b>2017-18 Outturn GCSWS £000</b>	<b>2018-19 Budget GCSWS £000</b>	<b>2018-19 Outturn GCSWS £000</b>	<b>2019-20 Budget GCSWS £000</b>
Staffing	4,877	5,116	5,053	5,256	5,326
Premises Related Expenses - inc Depot Running Costs	248	238	241	241	237
Transport Related Expenses	2,065	1,971	1,525	1,456	1,578
Supplies and Services	466	625	463	652	473
Communications	34	44	35	43	36
Contracted Services - including waste disposal	1,685	1,625	1,767	1,639	1,902
Miscellaneous	20	24	21	8	21
Capital Charge (Depr'n) – SCDC Only	223	223	223	223	223
Sinking Fund Contribution – SCDC Only	303	259	640	640	650
Support Service Recharges – SCDC Only	525	338	514	514	508
<b>TOTAL GROSS EXPENDITURE</b>	<b>10,384</b>	<b>10,463</b>	<b>10,482</b>	<b>10,672</b>	<b>10,954</b>
<b>INCOME</b>	<b>(5,418)</b>	<b>(5,082)</b>	<b>(5,285)</b>	<b>(5,393)</b>	<b>(5,504)</b>
<b>TOTAL NET EXPENDITURE</b>	<b>5,028</b>	<b>5,381</b>	<b>5,198</b>	<b>5,279</b>	<b>5,450</b>

### 2019/20 Budget assumptions are as follows:

- Inflation increase of 2% on pay for SCDC staff, 2% on staff still on City pay scales
- Inflation on non-pay is at 2%

- Fuel is budgeted at the same budget level as last year i.e.:
  - £800k for waste services and £59k for street cleansing based on 2018-19 fuel usage budget (846,000 litres at £1.015 per litre)
- The only other changes for GCSWS built into the base budget were in relation to the bids:
  - £200k additional budget for MRF costs
  - £40k for additional for direction Communications/Contamination Officer
  - (£10k) net commercial trade surplus
  - (£70k) additional garden waste income SCDC

### Housing Growth Budget Pressure

The number of households has a direct effect on the cost of collection, for every 3,000 new houses built in the collection area the service will require one additional staffed collection vehicle. A collection vehicle cost £185,000 to purchase and £155,000 per year to operate split between vehicle operating cost of £50,000 and staffing costs (3 people) of £105,000

	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>
City Completion	535	906	991	1008	927
SCDC Completions	1830	1830	1742	1621	1583
<b>Total per year Growth</b>	<b>2365</b>	<b>2736</b>	<b>2733</b>	<b>2629</b>	<b>2510</b>
<b>Ongoing Growth</b>	2365	5101	7834	10463	12973

Additional vehicle requirement		1 vehicle	1 vehicle		1 vehicle
Additional Staffing Requirement		3 Staff	3 Staff		3 Staff

<b>Capital</b>	<b>£0</b>	<b>£185,000</b>	<b>£185,000</b>	<b>£0</b>	<b>£185,000</b>
		£105,00	£105,00		£105,00
Revenue Staff	£0	0	0	£0	0
Revenue other	£0	£50,000	£50,000	£0	£50,000

<b>Total Revenue</b>	<b>£0</b>	<b>£155,000</b>	<b>£155,000</b>	<b>£0</b>	<b>£155,000</b>
		<b>0</b>	<b>0</b>		<b>0</b>
Revenue City additional	£0	£43,787	£56,204		£58,363
Revenue SCDC additional	£0	£111,213	£98,796		£96,637
					£158,353
City Revenue pressure	£0	£43,787	£99,990	£99,990	3
		£111,213	£210,010	£210,010	£306,647
SCDC Revenue pressure	£0	3	0	0	7
<b>Service Revenue</b>		<b>£155,000</b>	<b>£310,000</b>	<b>£310,000</b>	<b>£465,000</b>
<b>Pressure</b>	<b>£0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## D. STAFFING OVERVIEW

### **Staffing**

All staff in the Shared Service are now employed by SCDC and work on behalf of CCC and SCDC. A Shared Management Team comprises of a Head of Waste; Waste Operations Manager; Waste Policy, Change and Innovation Manager; and Commercial Waste Manager. The current organisational structure of the service is shown below. All staff and vehicles are now located at Waterbeach depot.

Currently there are 186 posts within the service, the following tables provide some information and an outline of the current organisational structure is in Appendix 1.

Office	23
Operational – Waste	147
Operational – Cleansing	16
<b>Grand Total</b>	<b>186</b>

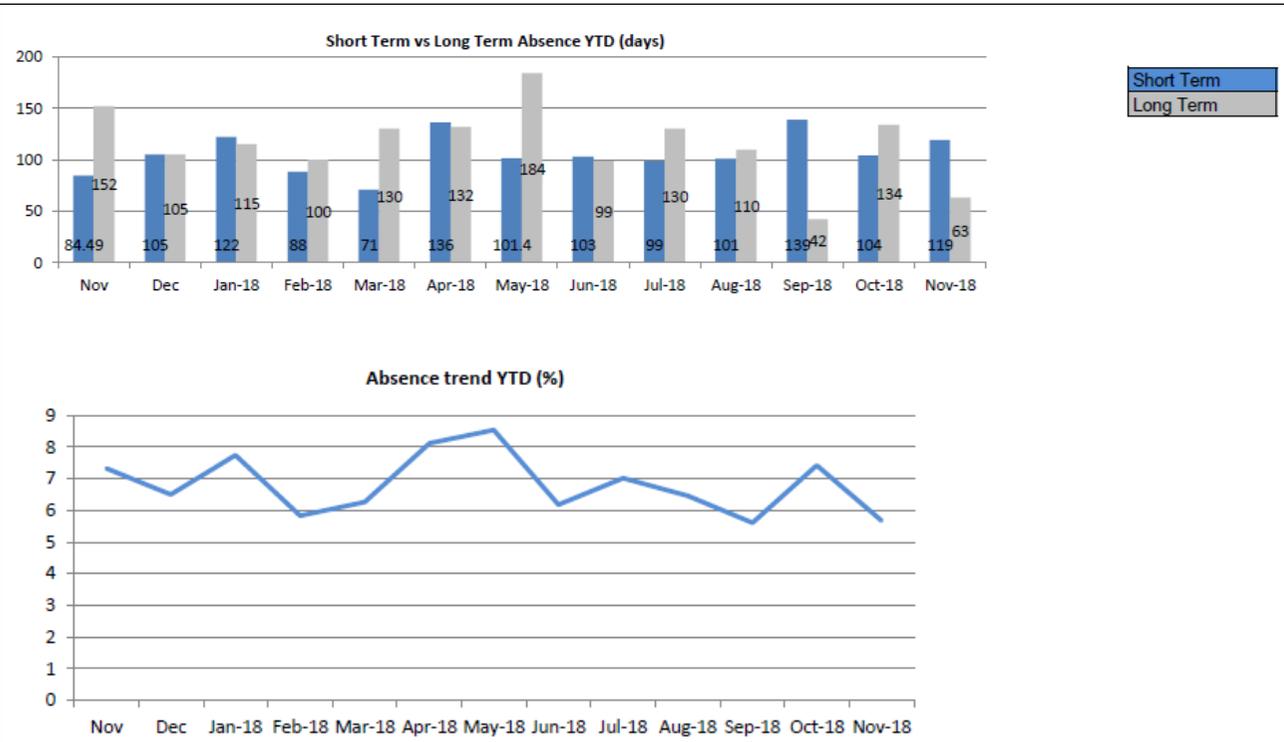
### **Recruitment**

The service has been carrying a high number of vacancies particularly HGV drivers, currently eight positions, which due to a national shortage of drivers is making these posts difficult to fill. To try to reduce this risk the service has undertaken an active recruitment programme, including developing a driver training programme, within our loading staff, currently we have six staff on this programme.

To reflect that the service requirements change since the formation of the shared service there has been a couple of slight changes to structure in the Commercial Waste Team and the Operations Management Team. The service is also hosting a Compliance Officer to support the Councils currently contracting Amey to manage the dry recyclate MRF contract.

### **Sickness issues**

During 2018 the service has continued to experience high levels of sickness, both short and long term. An active programme has been implemented to reduce sickness as the high level will have a direct financial burden on the service as sick drivers and operatives need to be replaced with agency staff to ensure that all work is completed. Whilst this is still very high it is a reduction of 3.17\* sick days per FTE per year from 2017 figures.



Quarter	Sick days per FTE per quarter	
	2017	2018
01/01 - 31/03	5.33	3.78
01/04- 30/06	4.67	4.38
01/07 - 30/09	4.54	3.67
01/10 - 31/12	4.22	3.69
<b>Total</b>	<b>18.76</b>	<b>15.52</b>

**Dec 2018**  
Phone numbers begin  
(01954) 71XXXX



**Greater Cambridge Shared Waste Contacts**

Missed Bins and new bins  
www.scams.gov.uk/recycling

General waste and street care  
refuse@scams.gov.uk  
Depot X3484  
Trade Waste X3496

**Mike Hill**  
Director Health & Environmental Services X2921

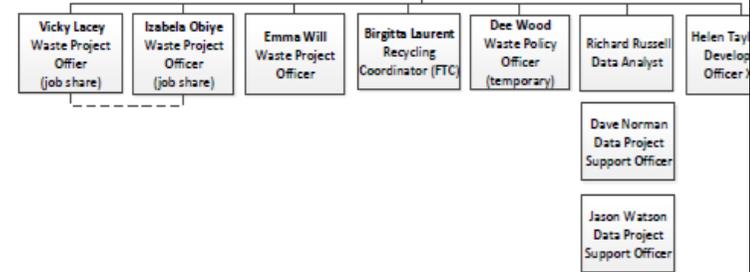
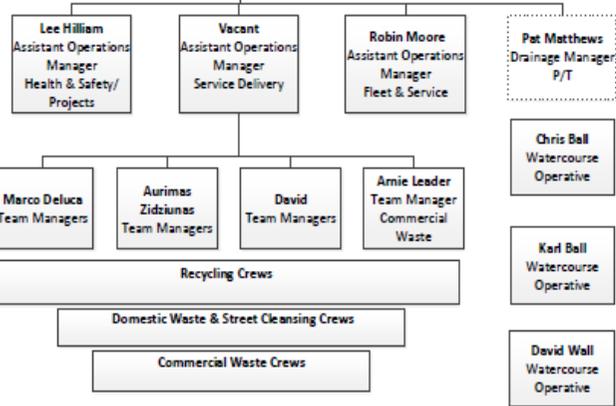
**Suzanne Hemmingway**  
Cambridge City Council

**Trevor Nicoll**  
Head of Shared Waste Services

**Michael Parsons**  
Waste Operations Manager

**Greg Hutton-Squire**  
Commercial Waste Manager

**Rebecca Weymouth**  
Wood Waste Policy, Change & Innovation Manager



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**E. LOOKING BACK**

The service has continued to develop over the last 12 months, it now is providing an efficient service for residents; and internally staff have established into a strong team. Below are a few of the key successes: -

**Review of round changes.**

The operations team has reviewed most operational collection rounds, looking at the workloads per round. This has enabled rounds to be better balanced across collection streams, and on a number of days they have been able to reduce the number of front-line vehicles which are dispatched. This will enable the service to offset the pressure of new housing growth in the collection area.

**Standardised policies**

The service is now operating under clearly defined, standardised and documented operational policies. This includes a standard start time which provides increased flexibility for dispatching staff and provision of clearer communication. Garden Waste collection policy was also standardised with the introduction of a winter collection timetable in the City and chargeable second bins in SCDC.

The benefits of this are realised outside the GCSWS across partner departments across both councils, *eg* customer services, planning, communications, councillors etc

**Implement new digital end-to-end customer & business processes supported by new, single, shared ICT system.**

Lead by the service digital team, Yotta Mayrise has been implemented across the service replacing three incumbent systems. This is making it possible for residents to self-report any query collections issues on-line and enabling round information to be changed more flexibly and quicker than the previous systems. The implementation has also reduced the amount of double entering of service requests from customer. The team is now looking to increase the number of service requests that can be handled this way with the introduction of Yotta Alloy for streets then waste.

**Develop structured training and validation scheme, which has H&S at the heart**

Robust training and monitoring of operations team now embedded in the service, including structured annual training and scheduled toolbox talks through the year. This programme has included operational monitoring, rough sleeping awareness and poor driver awareness elements.

**Service wide material quality campaign to reduce contamination in the recycle**

The policy and communications team have completed a service wide rebranding of information with the Greater Cambridge branding. It has undertaken two major campaigns to increase recycle for both plastic & metal materials and reducing contamination. This in addition to our ongoing programme of service and council magazine communication activity. These activities have helped to reduce dry recycling contamination from 10.5% to 7.3% over a comparable period this year and last.

**Increased rate of successful collections**

The service collects about 675,000 bins every month. The number of successful collections has increased from 99.17% to 99.72% (a drop from 5,600 to 1,800 missed collections per month) over a comparable period this year and last. This has been done by closer supervision of collection crews, the use of the Yotta system and greater involvement of the collection teams.

Over the last quarter this number of successful collections has risen to over 99.87% (less than 900 missed collection per month).

**Review commercial waste business**

The commercial waste team has worked closely with Cambridge University Judge Business School to undertake detail market and customer analysis within Greater Cambridge and help the team produce a go to market plan to further increase the profitability of the service that is provided.

## F. LOOKING FORWARD

### Plans for 2019/20

- Service wide and local focused material quality campaign to reduce contamination in the recycle.
- Implement changes to Yotta Alloy for both streets and waste service to further improve digital end-to-end customer processes.
- Roll out chargeable garden waste service within SCDC.
- Review of SCDC Street Cleansing.
- Work with RECAP partners on contract reviews and partnership opportunities.
- Implement robust sales plan to increase the profitability of the commercial waste service.
- Identify and develop operational plans to ensure the service will comply with the national 25 Year Resources and Recycling Strategy.

The further success of the service will be observed by;

- Achievement of savings defined in the business plan.
- Growth of the Commercial Waste Service.
- An increase in the percentage of waste diverted from landfill.
- A High level of resident satisfaction with recycling and waste collections.
- Creation of a team that is proud of the service and take pride in their work (in part measured by Successful Collection, Sickness Absence Levels and Staff Survey)
- High level of satisfaction with street cleanliness – South Cambridgeshire

### Opportunities and Risks/Threats

#### **Political**

- Increasing financial pressures due to reductions in Central Government funding.
- Political policy and legislative changes at local and national level increasing new 25 Year Resources and Recycling Strategy.
- Bolder decision-making and greater scope for innovation.

#### **Economic**

- Fluctuations in recyclable materials prices either increasing or decreasing costs or viability.
- Fluctuating fuel prices either increasing or decreasing operational costs.
- Loss of key contractor.
- Anticipating customer needs and responding to key competitors in trade waste markets.

#### **Environmental**

- Legislative requirements to collect recyclable materials separately rather than co-mingled may be extended to include additional materials, such as

food waste which is included in the new 25 Year Resources and Recycling Strategy.

- Increasing industry requirements for better quality recyclable materials to compete with virgin materials markets and opportunities to achieve greater income to the authorities.
- Drive to increase proportion of waste diverted from landfill which can call for simplification rather than segregation.

**Social**

- Ability to meet the demand of housing growth within Cambridge City and South Cambridgeshire and opportunity through this to develop new recycling schemes e.g. underground banks.
- Residents do not use schemes as designed, increasing collection and processing costs and opportunities for closer engagement with communities/policy review to improve recycling behaviours.
- Media interest in plastics and recycling, such as the Blue Planet effect and focus on single-use plastics.
- Pressure to reduce carbon impact from vehicle fleet.

**Technological**

- Re-design of vehicles, bins and ICT to support development of optimised collection schemes.
- Development of integrated systems and software to achieve service efficiencies.

## G. COMMUNICATION AND ENGAGEMENT

Current key messages for the service include:

- Reduce black-bin waste to reduce landfill, its environmental impacts and its costs.
- Re-use and reduce waste – buy what you need, re-use when you can.
- Focus on high quality recycle.
- Recycle, recycle, recycle via your blue bin.
- Support community volunteering groups to keep the environment clean and litter-free.
- Increase reporting of fly-tipping, littering and dog-fouling.
- Councils' are actively working together to reduce costs to Council Tax payers.

A Communication Plan will be developed, to include:

- Evidence based focus for targeted campaigns.
- Internal and external stakeholders.
- Key messages to communicate and timescales.

**SECTION 2: OPERATIONAL PLAN 2019/20**

**SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS**

<b>KPI</b>	<b>Priorities for the service</b>	<b>State where these priorities are outlined (Corporate plans, strategies)</b>	<b>Actions that will deliver the priority</b>	<b>Outputs from the activity</b>	<b>Outcomes from the activity</b>
A	Collect all residents' and businesses' bins safely and with great customer service on the due day.	Corporate plans.	Fully staffed and trained crews safely collect on safe bin lorries every day.	All bins collected. No health & safety issues. Delivered within budget.	A clean, healthy City and District, with highly satisfied residents and Councillors.
B	Increase in the percentage of waste diverted from black bins & landfill.  Increase quality and quantity of recyclate material.	Corporate Plans / Joint Municipal Waste Management Strategy. (JMWMS)	Reviewing and changing policies to support this.  Effective resident and business communications and influencing.  Effective monitoring.	Reduced tonnage of black bin waste.  Less recyclate in black bins.  Residents change their behaviours.  Less contaminate in blue bins.	Reduced environmental impact from waste.  Reduced disposal costs for County Council.  Increased income from recycled materials sales for the service.
C	A GCSWS team that is proud of the Service and take pride in their work.	Corporate Plans.	Lead and implement the service plan and improvement projects.  champion effective communication within the service.	Colleagues feel part of and pride in the service.  High staff engagement with service and Councils' priorities. High job satisfaction for staff.	High staff pride reported.  High levels of customer service and resident and business satisfaction.  Reduction in sickness rate.

D	Develop the Greater Cambridge Commercial Waste Service to help fund waste and recycling across the area.	MTFS.  Corporate Plan.	Sales teams understand customer needs and convert sales.  Operational teams collect commercial bins on due day with high levels of customer care and satisfaction.  Marketing plan in action.	Increase in customer base with increased satisfaction.  Increase in service income.  Increased numbers of businesses recycling.	A clean, healthy City and District, with highly satisfied businesses, residents and Councillors.  Reduced costs to Council Tax payers.  Councils' MTFS targets achieved.
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**SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS**

<b>KPI</b>	<b>Performance Measures</b> <i>(provide a list only - target information is included in section 4)</i>	<b>Dependencies</b> <i>(ICT, Finance, Human Resources, accommodation etc)</i>	<b>Key risks to delivery</b> <i>(include how these will be mitigated)</i>
KPI-A1	% bins successfully collected on scheduled collection days.	<p>ICT – support web services and Yotta system.</p> <p>Human Resources – whether we have staff available and Agency contracts working well to ensure all crews go out as planned.</p> <p>Vehicles – ensure that we have maintained vehicles via Cambridge City Fleet Service.</p> <p>Traffic – Major Road building programme in area.</p>	<p>Ensure that staffing and funding is available to complete migration to Yotta Alloy.</p> <p>Sickness absence levels and absence of agency staff cover mean staff are unavailable to collect bins. National shortage of HGV drivers means it is challenging to keep the team fully staffed.</p> <p>Vehicles are replaced at the correct timescale and that fleet management is strong.</p> <p>Monitor road closures and have secondary routes if possible.</p>
KPI-B1	% recycling rate.	Resident.	Provision of clear communications via multi streams.
KPI-B2	Kg of residual waste per household.	External contractor - Amey.	This contract is a key risk at present due to global recycling markets uncertainty and quality of material. Strong active management of contractors.
KPI B3	Kg of dry recyclate per household.		
KPI B4	Kg of organic waste per household.		
KPI B5	Contamination rate.		
KPI-C1	Sickness absence (days absence / fte).	Human Resources – to support management.	The increased focus on absence management requires line managers to be trained, supported and unwavering. They also need HR support on an ongoing basis, and to take a consistent approach. Early progress is good.

KPI-D1	Increase in service profit.	Finance.	Not being able to monitor true costs and income.
KPI-D2	Increased total numbers of businesses.		External pressure of other trade waste businesses in the area.

## SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

### SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

#### SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

##### DEVELOPMENT OBJECTIVE 1

<b>Development objective</b>	Implementation of service wide deployment of Yotta Alloy.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Single system for managing service information.	<b>Lead officer</b>	Tony Allen.
<b>Description</b>	All service information to be managed via Yotta Alloy – including ability for customers to log and queries issues on-line and staff to manage and respond to issues via in-cab devices.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Single software system to maintain.			Reduction of number of systems.		
2. Increased flexibility for managing data at all level to improve service efficiency.			Increase use in data to make service improvements.		
3. Removing need for double entering data within process.			Reduction of support required from Resources Team.		
4. Increase channel shift to website.			Measuring number of call and web transaction.		
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>
New web form Increase reporting		Support from web team and 3CICT for developing system.	Trevor Nicoll.		August 2019.
<b>Key risks</b>	Yotta Alloy system not implemented on time. Resident will not move to self-service model – aging (vulnerable) population has no web access. Staff will not use all elements of Yotta system.				

## DEVELOPMENT OBJECTIVE 2

<b>Development objective</b>	Develop the Greater Cambridge Trade Waste Business to increase profitable return.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Growth in Commercial Waste Service increases profitability. Reviewed structure and approach to delivery.	<b>Lead officer</b>	Greg Hutton-Squire.
<b>Description</b>	Implement an active focused marketing and communications programme to increase market share of profitable customers, using information and data from support work undertaken by Cambridge University – Judge Business School.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Delivery of an additional surplus over 2018/19 budget.			Commercial Waste Service monthly management accounts; and income/expenditure reports.		
2. Reduced costs through service integration / rationalisation.			Reduced operational costs.		
3. Revised pricing strategy and Improved commercial skills amongst staff.			Increased profitable contracts, customer retention and budget surplus.		
4. Increased profitable customer retention, including continued use of weighing.			Increased profitable contracts, customer retention and budget surplus.		
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>	<b>Target delivery date</b>	
Marketing and communication. Re- modelled commercial collection rounds. Services harmonisation / process review. Profit. Structure review.		Commercial waste team, with support from Head of Service, finance, policy team (data analysts) and external contractor as required.	Greg Hutton-Squire.	December 2019.	
<b>Key risks</b>		Competition from other businesses. Incorrect pricing model.			

### DEVELOPMENT OBJECTIVE 3

<b>Development objective</b>	Communication programme to increase high quality recycle.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Increase in dry recycle collected whilst also seeing a reduction in contamination.	<b>Lead officer</b>	Rebecca Weymouth-Wood.
<b>Description</b>	Implement a coordinated communication and education programme to inform residents and business of the importance of recycling correctly. This programme will include area wide and focused activities.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1 Increase in income from recycling credits.			Income from recycling credits and material value.		
2. Improved recycling rate.			Recycling rate and Kg per household of recycling and residual collected.		
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>
Marketing and communication Education programme including door knocking		Service communication officers with additional support from corporate communications team. External support with door knocking.	Rebecca Weymouth-Wood.		December 2019.
<b>Key risks</b>		Residents not will to engage.			

## DEVELOPMENT OBJECTIVE 4

<b>Development objective</b>	Standardised chargeable additional garden waste system.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Smooth transition from current service and additional income.	<b>Lead officer</b>	Rebecca Weymouth-Wood.
<b>Description</b>	Implement a chargeable additional garden waste service in South Cambridgeshire and transfer of City system using external support.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Improved invoicing processes via external organisation.			Reduction in time and cost for invoiced process. Increase numbers using web forms and direct debits.		
2. Increase income from chargeable service.			Increase income.		
3. Standardised service and system.			Reduction in time and cost for invoiced process. Increase numbers using web forms and direct debits.		
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>
New simplified process and improved online form.		Support will be required from finance teams and web team.	Rebecca Weymouth-Wood		April / October 2019
<b>Key risks</b>		Residents don't sign up for chargeable additional bins. Systems are not in place for residents to subscribe.			

## DEVELOPMENT OBJECTIVE 5

<b>Development objective</b>	Determined implications to the service due to 'The Resources and Waste Strategy.'	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Develop options for service to comply with 'The Resources and Waste Strategy' which best meets the need of residents locally.	<b>Lead officer</b>	Trevor Nicoll.
<b>Description</b>	The National Resources and Waste Strategy is the government's 25-year environment plan which covers several areas including sustainable production, standardised collection models, separate food waste collections, waste crime. The plan will have implications how the GCSWS provides services to residents.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Being involved with consultation will provide opportunity to shape the final strategy.			Consultation response.		
2. Understanding implication of the strategy early will enable the service more time to develop options.			Development of options paper.		
<b>Outputs &amp; products</b>			<b>Resources</b>		<b>Responsible Officer</b>
Development of options paper.			External consultancy support will be required to develop options.		Trevor Nicoll.
<b>Key risks</b>			Additional cost of service. Requirement to engage residents.		
<b>Target delivery date</b>			October 2019.		

## DEVELOPMENT OBJECTIVE 6

<b>Development objective</b>	To reduce fly-tipping with South Cambridgeshire District Council by working in partnership with several agencies.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	The number of reported fly-tips will be reduced, increase issuing of FPN or prosecutions of offenders. Residents will be more knowledge about how they can help reduce fly-tipping.	<b>Lead officer</b>	Michael Parsons.
<b>Description</b>	Redesign on how fly-tipping is managed within South Cambridge to increase the speed of dealing with it. Employing a fly-tipping coordinator to work with RECAP and other partners to raise awareness of the issues of fly-tipping. Undertake a communications programme to raise awareness of the issues of fly-tipping.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Reduce of operations costs by streamlining of fly-tipping clearance process.			Time of clearance.		
2. Increase resident satisfaction.			Customer Complaints/comment.		
<b>Outputs &amp; products</b>			<b>Resources</b>		<b>Responsible Officer</b>
Change of working processes. New communications.			Communication supports.		Trevor Nicoll.
<b>Key risks</b>			Requirement to engage residents and other agencies.		
<b>Target delivery date</b>			May 2019.		

### SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome	Lead Officer(s)
1	Objective - Implementation of service wide deployment of Yotta Alloy. Outcome - Single system for managing service information.	Tony Allen.
2	Objective - Develop the Greater Cambridge Commercial Waste Business to increase profitable return. Outcome - Growth in Commercial Waste Service increase profitability; reviewed structure and approach to delivery.	Greg Hutton-Squire.
3	Objective - Communication programme to increase high quality recycling. Outcome - Increase in dry recyclate collected whilst also seeing a reduction in contamination.	Rebecca Weymouth Wood.
4	Objective - Standardised chargeable additional garden waste system. Outcome - Smooth transition from current service and additional income.	Rebecca Weymouth Wood.
5	Objective - Communication programme to increase high quality recycling. Outcome - Increase in dry recyclate collected whilst also seeing a reduction in contamination.	Trevor Nicoll.
6	Objective - To reduce fly-tipping with South Cambridgeshire District Council by working in partnership with several agencies. Outcome - The number of reported fly-tips will be reduce, increase issuing of FPN or prosecutions of offenders. Residents will be more knowledge how they can help reduce fly-tipping.	Michael Parsons.

## SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)



### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description		Reporting frequency	2019/20 Target
<b>Key Service PIs</b> (to be selected from the action plan at section 2B)			
KPI-A1	% bins successfully collected on scheduled collection days	Monthly	99.5%
KPI-B1	% recycling rate (and year to date)	Monthly	50%
KPI-B2	Kg of residual waste per household	Monthly	425 kg
KPI-B3	Kg of dry recyclate per household	Monthly	205 kg
KPI-B4	Kg of organic waste per household	Monthly	290 kg
KPI-B5	Contamination rate	Monthly	6%
KPI-C1	Sickness absence (days absence / fte)	Monthly	1 per FTE
KPI-D1	Increase in service profit	Quarterly	£50k
KPI-D2	Increased total numbers of businesses	Quarterly	10
<b>Business Plan KPIs</b> (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)			
Customer Satisfaction			

**INTERNAL AUDIT  
BUSINESS PLAN FOR SHARED SERVICE  
2019/20**

Service Leads		
<b>Head of Shared Service</b>	Jonathan Tully	
	<b>Cambridge City Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director of Shared Service</b>	Fiona Bryant	Bob Palmer
<b>Lead Councillor</b>	Cllr Robertson	Cllr Williams

APPROVED BY	Status	Date
<b>Steering Group</b>		
<b>Management Board</b>		
<b>Joint Leaders and CEX Group</b>		
<b>Cambridge City Council</b> [ <i>Executive Councillor and Scrutiny Committee</i> ]		
<b>Huntingdonshire District Council Cabinet</b>		
<b>South Cambridgeshire District Council Cabinet</b>		

Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly Member Steering Groups and subsequently Management Board meetings. Quarter 2 and end of year performance will be submitted to the Joint Leaders and CEX Group. The Annual Report and draft Business and Finance Plans will feed into the corporate planning / MTFS cycles in July and January each year.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
<b>Version</b>	<b>Date</b>
<b>Draft 0.6</b>	<b>05/02/19</b>

## SECTION 1: CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Internal Audit Service, part of Greater Cambridge Shared Services, for 2019/20. It describes how the shared service arrangement will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

### B. DESCRIPTION OF THE SERVICE

#### Description & Functions of the Shared Internal Audit Service (SIAS)

The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively.

The detailed role of Internal Audit is set out in the Internal Audit Charter which is [approved annually](#) by each partners relevant Audit Committee. To successfully act as a key business partner, internal audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage.

The key service objective is to provide assurance on each Council's control environment, and will include the following functions:

- preparation and delivery of audit plans to each Council that are reflective of their strategic plans, objectives, and the risks to their achievement;
- providing an annual opinion on the adequacy and effectiveness of the Council's control environment and which may be used as a key assurance source when drafting the Annual Governance Statement;
- communicating with stakeholders, in a timely and appropriate manner, the results of work undertaken;
- considering whether operational and management arrangements are delivering the most economical, effective and efficient use of resources; and
- providing support and advice on new developments, policy initiatives, programmes, projects and emerging risks

Additional functions of the SIAS are to :

- facilitate, and provide evidence, for the Annual Governance Statement, which is a summary of

how the Council complies with its Local Code of Governance;

- working with the external auditors, where appropriate, to provide assurance over core financial systems;
- lead on aspects of the Councils approach to anti-fraud and corruption, such as strategy, policy update, reporting and completing data analytics. The SIAS is the key contact for the National Fraud Initiative, an annual exercise to proactively detect potential fraud and error. This was not included in the original business case for SIAS, and is an additional piece of work.

### **Service Model**

The team currently operates from the two main sites (Cambridge City Guildhall and South Cambridgeshire Hall), although they may work from any Council site where a review is relevant.

Historically the service model was based around two separate teams, with a shared management. Whilst this enabled an amount of shared knowledge, it was not integrated. Consequently there are different processes within each site. Establishing a centralised team, which operates from both sites, will enable economies of scale and smarter ways of working.

A risk based plan is completed annually, in consultation with management, to help ensure that work reflects both corporate priorities and corporate risks. The details of the plan are then presented to each Councils relevant audit committee for approval. The plan is designed to be flexible, so that work can be re-prioritised in response to the continually changing risk environment. This approach helps to ensure that the scarce resources are allocated in such a way that they add the most value to the Council.

Adequately resourcing the team, and having an established brand, are both important factors for delivering the service model. Recruitment, and marketing the team, has been documented in Section 2 – Operational Plan, and Section 3 – Service Development Objectives.

The original vision for the service is included in Appendix A.

## C. FINANCIAL OVERVIEW

The Shared Internal Audit Service is a support service, with costs recharged to both Councils. The risk based audit plan identifies the resource requirements for both Councils. The budget for the team is predominantly spent on resourcing, which is 88% of annual costs.

The current budget for the service can be analysed as:

Activity	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22
Staff costs <sup>1</sup>	289,080	298,556	308,242	318,169
Other operational costs <sup>2</sup>	9,220	9,230	9,240	9,250
Corporate Support costs and recharges <sup>3</sup>	30,800	31,779	32,780	33,807
<b>Total costs</b>	<b>329,100</b>	<b>339,565</b>	<b>350,262</b>	<b>361,225</b>

1. Staff costs are predominantly the salary, NIC and pension costs of the team. With current vacancies in the team these costs will include agency workers.
2. Other operational costs include transport costs, professional costs, training and development, and IT costs.
3. Corporate Support costs and recharges include overheads for buildings and administrative costs.

The resource requirements for the combined audit plan are budgeted to be the same over the medium term. If the audit plan changes, this will potentially impact the budget, but it should not be material. The budget will be annually reviewed, with the audit plan, and adjusted for inflation and other costs.

Analysis of previous years plans (before shared services) illustrated that the total volume of work (number of days delivered) has been split approximately 75% CCC and 25% SCDC. This formed the basis for the 2018/19 and future audit plans and is also reflected financially in the budget allocation for both Councils. Based on the demand of work at SCDC in 2018/19 there is potential to increase their audit plan. For example, there has been additional demand to support activities such as the National Fraud Initiative and ISO accreditation, which were not included in the original Business Case. The audit plan includes a contingency for unplanned work, and is also revised throughout the year. If however, there is a significant demand for extra work this would need to be recharged accordingly, and budgets would be revised.

Over the longer term the team aims to market services externally to generate additional income. Market analysis will be completed, along with brand development, in years 1 – 2, which will enable income projections to be built into the financial overview. Costs will potentially increase with income generation, as the resource need will also increase. This will still provide improved resilience and efficiencies for the two Councils, as the team develops, and help to deliver the vision.

## D. STAFFING OVERVIEW

Cambridge City Council is the employing authority. The SIAS is a relatively small team, and consequently changes to the establishment can have a significant impact on both the budget and resources of the team. The current establishment, as reflected in the 2019/20 budget, comprises:

Role	Number of staff	FTE	Comment
Head of Shared Internal Audit	1	1.00	
Principal Auditor	1	1.00	Vacant
Senior Internal Auditor	4	3.52	Currently a mixture of substantive staff and two agency workers
Assistant Auditor	1	0.76	

There is no professional standard for calculating how to resource Internal Audit Teams. There are various factors to consider, and it should reflect the risk environment of the organisation, which in turn informs the annual plan. The risk appetite, and subsequent resource need, will change over time according to the risk profile of the Councils. For example undertaking new alternative delivery models can increase the risk profile, and would require more assurance, whereas implementing smarter controls may reduce risk and consequently the need for an independent review. It is therefore appropriate to consider whether the team is adequately resourced when compiling the annual plan. As highlighted above, the significant costs are staff resourcing, and both Councils have made significant savings by sharing the Head of Internal Audit role.

The resource calculation for the short to medium term is the same as previous years, and recruitment is in progress for two of the vacant Senior Internal Auditor posts. The service has successfully recruited into the team during 2018/19. It is evident, however, that it is challenging to recruit to the remaining vacant posts, and the resources have been provided by agency workers. On a positive note this has enabled us to source people with relevant expertise for targeted pieces of work (e.g. risk, housing) whereas a substantive employee may have a more general skill set. The residual challenge, however, is to manage the increased cost of agency workers, versus the resilience of having a fully resourced team. The vacant Principal Auditor post has helped the service to stay within budget, within the short term. The recent PSIAS assessment highlighted the importance of recruiting to the Principal Auditor role, to provide resilience and to develop the team over the longer term, and also recommended exploring the use of apprenticeships once the new Institute of Internal Auditors scheme is established.

All members of the team can work at both sites, with their skills and capabilities being used where it is most effective. The current aim is to have a team with a variety of complementary skills and capabilities, and also to offer opportunities for continuous professional development.

As a small team sickness absence can easily impact the delivery of the team's objectives. Consequently this is actively monitored and good attendance is encouraged. If an agency worker is sick, this does not have a financial impact to the Council. There have been no long term absences in the year, for substantive employees, and the number of absences has not had a significant impact on the delivery of our plan.

We are continually reviewing our working arrangements to ensure that practices in place are the most appropriate for the new SIAS. These will include a look at remote and flexible working arrangements, and utilisation of technology. This is anticipated to be carried out from 2019/20 with the implementation of Council Anywhere.

Over the longer term the team aims to become commercial and provide services beyond the two Councils, and additional resource may be required in the team to achieve this.

## E. LOOKING BACK

There were two main drivers behind the decision to consider setting up the SIAS:

- CCC and SCDC desire to have a strong business focussed leadership model, in line with other shared services, to lead the shared Internal Audit Service across the two Councils.
- Bringing together the professional discipline of internal audit into one team, provides the opportunity to deliver a more resilient and responsive service that would allow internal audit work to be carried out seamlessly and without boundaries across the two Councils.

The SIAS has had a positive year, with both successes and continuing challenges. Our main challenges include:

- difficulties recruiting into vacant posts;
- planned roll-out of new ICT equipment and tools have been delayed;

These challenges were recognised as potential risks in the business case, and have been managed.

There have also had a number of positive achievements over the last 12 months and we have:

- recruited a Senior Auditor into the team, who is working at both Council's;
- started to deliver joint audit work at both sites, enabling economies of scale, plus shared learning and development for both our customers;
- reviewed and changed a significant number of internal working practices, to improve the quality and efficiency of the team;
- successfully achieved accreditation with the Public Sector Internal Audit Standards, and Local Government Application Note, which is a rigorous assessment to demonstrate our compliance with professional standards;
- chaired the CAMSAG away day, which is an annual training and networking event for public sector internal auditors, and this has helped to promote our brand;
- completed data quality assurance and managed data collection for the Cabinet Office's National Fraud Initiative, which was not included in the original business plan; and
- continued to deliver the core work, audit plan, Annual Governance Statement and providing supporting and assurance on key projects.

## F. LOOKING FORWARD

This Business Plan focusses on year two of our five year plan. Looking forward, to develop the SIAS, we have both an immediate short term plan (looking at years 1 – 2), and also a longer term plan (years 2 – 5), which forms our strategy. This enables us to align our objectives to the organisation, and have a road map based on the CCC/SCDC overall strategy, stakeholder expectations, regulatory requirements and the role of the other risk functions. The outcome of this approach, and key activities, is detailed below. This strategy provides a focus for the team, and the Shared Services Board. Years 3 – 5 will need to be adaptable, to ensure the strategy remains relevant, and will be updated in future business plans.

### Short term plan

2019/20 will be an important year for the team, as there are a number of immediate challenges ahead.

Resources	Recruitment of staff, to substantively fill vacant positions, will help establish the team as an adequately resourced shared service, with team members working across both sites.
Brand awareness	It will be important to continue marketing the new team, so that our customers understand that the SIAS has been set up, and can be utilised to support projects and add value. Both CCC and SCDC have internal intranet pages. A detailed review will be completed to promote the SIAS.
Quality Assurance and Improvement Program	Internal Audit teams have to follow Public Sector Internal Audit Standards (PSIAS), and also the sectorial Local Government Application Note. We successfully passed an external assessment in 2018/19. Being able to demonstrate compliance with the standards is a fundamental requirement when marketing the service externally. The PSIAS action plan will be implemented throughout 2019/20, and we will complete an internal annual health check to the PSIAS.
Performance management	Historically there were limited systems for managing the internal audit processes, and a reasonable amount of paper based files. The team has reviewed a number of processes and developed a framework for monitoring performance in 2018/19. The team will explore opportunities to use technology in smarter ways, which will help our productivity.

### Longer term strategy

2019/20 to 2023/24 will be an opportunity for the team to build upon the short term plan, and develop the activities of the SIAS, which can help to achieve resilience and generate potential revenue.

Commercial activities	The SIAS will complete market analysis to identify potential customers, for income generation.
Brand awareness	It is important to promote the brand externally, and marketing material under the “Greater Cambridge” brand will be developed, such as an external web presence, to reach new customers.
Resources	The resources of the team will need to be continually reviewed, with potential investment to compete commercially. This could include additional recruitment, training and development.
Performance management	As the team develops there may be a business case for purchasing a supported Internal Audit Management system. This will be dependent upon potential economies of scale, value for money, and we will look at what is available in the marketplace. One system has been appraised and was not considered to represent value for money. We will continue appraise other potential systems in 2019/20.

<p>Develop real time risk assessments</p>	<p>An annual risk assessment is no longer enough if internal audit wants to remain relevant to its customers. To ensure that the audit plans are adding value we will develop a real time based risk analysis which supports a dynamic and agile audit plan. This will enable us to provide a customer focussed approach, whilst ensuring that our resources continue to be allocated effectively.</p> <p>In addition the team will develop a data analytics program that can be embedded into the entire audit life cycle. Using analytics can produce more focused risk assessments, more efficient execution, increased risk coverage and more effective reporting.</p>
<p>Governance</p>	<p>The team will work with key officers and stakeholders to ensure that the SIAS is providing relevant assurance for the AGS, by mapping assurance sources. In addition the team will help to facilitate workshops to review the format of the AGS to ensure it is effective for its customers.</p>
<p>Other assurance activities</p>	<p>One of the benefits of providing services to more than one customer is that the SIAS can share good practice. We will consider other assurance activities where the SIAS can objectively add value, such as participation in project and governance groups, and promote this as further good practice.</p>

<b>RISKS AND THREATS</b>	
<b>Risk Description</b>	<b>Risk Mitigations</b>
<p>1 Not maintaining the skills and experience to undertake audits on increasingly complex areas. This could result in:</p> <ol style="list-style-type: none"> <li>1. Failure to identify a significant issue</li> <li>2. Inability to provide assurance</li> <li>3. Reliance on consultants who do not have the Authority's best interests at heart</li> </ol>	<p>Attending Briefings for staff and Managers.</p> <p>Building relations with other local authorities / networking.</p> <p>Cascade of knowledge and skills to minimise key person dependency.</p> <p>Close relationships with Heads of Service.</p> <p>Institute publications / forums reviewed.</p> <p>Internet research</p> <p>Performance review process.</p>
<p>2 Exceptional demand for unplanned work (special investigations / consultancy) and / or resource issues (inability to recruit) could result in:</p> <ol style="list-style-type: none"> <li>1. Not providing the agreed level of assurance to the Authority</li> <li>2. A fraud goes undetected</li> <li>3. Control failings are not picked up</li> <li>4. Reputational risk</li> </ol>	<p>Performance management framework and regular 121s</p> <p>Protocol for updates and re-profiling the plan with the relevant Audit Committee.</p> <p>Regular monitoring of the audit plan.</p> <p>Time recording system</p> <p>Performance management system</p>
<p>3 Audit Plan is not aligned with the Council's Risks. If the Council does not engage with internal audit, and does not keep its risks register up to date, this could result in:</p> <ol style="list-style-type: none"> <li>1. Not providing assurance in the right areas</li> <li>2. Significant control failures not picked up</li> <li>3. Audit are not perceived to be adding value to the Authority</li> </ol>	<p>In year 'Radar' reporting and horizon scanning by audit team.</p> <p>Linking the Audit Plan to the Risk Register.</p> <p>Maintaining good relations with Heads of Service.</p> <p>Regular review of customers Risk Registers (Corporate / Service and Project).</p>
<p>4 Compromise to Internal Audit's independence.</p> <p>Over involvement in non-audit work could result in an ethical compromise. Conversely, not being involved in key projects could reduce the quality of our assurance work.</p>	<p>It is important to maintain the right ethical balance, and this is achieved by:</p> <p>Declaration of Interests.</p> <p>Having clarity in what our role is. Regular review of the Internal Audit Charter.</p> <p>Having knowledge of the escalation process if Internal Audit advice not taken. Training</p>

<b>RISKS AND THREATS</b>	
<b>Risk Description</b>	<b>Risk Mitigations</b>
<p>5 Ineffective working relationship with External Audit.</p> <p>This could result in:</p> <ol style="list-style-type: none"> <li>1. Impact on work load and audit plan</li> <li>2. Poor working relations</li> <li>3. Duplication of audit work</li> </ol>	<p>Consultation over internal audit plan</p> <p>Regular meetings with External Audit</p> <p>Using the External Audit portal to provide timely evidence</p>
<p>6 Inappropriate assurance is provided, which could result in:</p> <ol style="list-style-type: none"> <li>1. Damage to Internal Audit and the Council's reputation.</li> <li>2. Inadequate assurance provided for the Annual Governance Statement</li> <li>3. Customer's scarce resources are not allocated effectively</li> <li>4. Required improvements are not delivered</li> </ol>	<p>This is managed by PSIAS based procedures including:</p> <p>Audit Manual and protocol for peer reviews.</p> <p>Consultation with the right people at the right time.</p> <p>Ensuring the scope is appropriate.</p> <p>Sharing of information within the team.</p> <p>Timely peer review process.</p> <p>Use of industry standard sampling methods.</p>
<p>7 It is important that we achieved and maintain accreditation and compliance with audit standards (PSIAS and LGAN). If we don't this could result in:</p> <ol style="list-style-type: none"> <li>1. Not meeting sector specific requirements</li> <li>2. Exception reporting in the Annual Governance Statement</li> <li>2. Poor quality brand and reduced ability to get new customers</li> </ol>	<p>We achieved accreditation in 2018/19. This is further mitigated by:</p> <ol style="list-style-type: none"> <li>1. A 5 Year external accreditation is completed by qualified inspector (next due in FY 2022/23).</li> <li>2. Regular annual self-assessment reported to S151 and relevant Audit Committee, as part of the annual audit opinion.</li> <li>3. Continuous Quality Assurance and Improvement Programme, plus customer feedback, used to inform action plan.</li> </ol>
<p>8 Failure to develop quality internal audit services, could result in:</p> <ol style="list-style-type: none"> <li>1. Resilience not achieved</li> <li>2. Inefficiencies not achieved</li> <li>3. Growth not achieved</li> <li>4. Competing priorities dilute quality of service</li> </ol>	<p>This is mitigated by:</p> <ol style="list-style-type: none"> <li>1. Robust business case approved by Councils</li> <li>2. Regular reporting to Shared Service Board and relevant customer committees</li> <li>3. Audit committee roles codified in constitutions (and reflect professional good practice guidance e.g. CIPFA).</li> </ol>

## G. COMMUNICATION AND ENGAGEMENT

As the SIAS is new, we are currently developing its brand awareness with our customers.

The SIAS presents Internal Audit plans to their audit committees, (known as “Civic Affairs” in CCC and “Audit and Corporate Governance” in SCDC) and also consults with Management to identify the main risks and opportunities for both Councils. The plans are being considered jointly, and this will provide a further opportunity to promote the brand, and understand our customer’s needs.

Internal Audit work is consistent with Council policies and requirements to maintain compliance with equalities legislation. We regularly engage with our customers, through delivery of the audit plan, and proactively seek feedback which could help us to improve the service.

As part of the PSIAS assessment we consulted with management to understand what they need and value from the SIAS, and this has helped to inform the business plan. Overall this was positive feedback, and opportunities for improvement were fed into our continuous Quality Assurance and Improvement Programme, which is reported to the audit committees. We regularly have meetings with the S151 Officer at each Council, which provides an opportunity to provide feedback on services. We have also developed post-audit surveys, which are issued to customers following and audit or consultancy work. This provides an opportunity to learn what works well, and how we can improve.

The SIAS will participate in professional networks, which will provide an opportunity to promote the brand with peers.

The team has intranet pages, which provide useful resources for employees. These will be reviewed and updated, which will also help to promote the brand.

## SECTION 2: OPERATIONAL PLAN 2019/20

### SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

	Priorities for the service	State where these priorities are outlined <i>(Corporate plans, strategies)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Complete a resource assessment of the team and recruit employees into vacant posts.	Internal Audit Plan	Recruitment	New members of the team recruited.	An adequately resourced team which can work smarter across multiple sites and provide effective assurance to customers.
2	Maintain PSIAS accreditation.	Internal Audit Plan	5 year External Quality Assessment followed by annual Internal Quality Assessment	Compliance report	Assurance that team complies with PSIAS and Local Government Application Note.
3	Deliver a joint risk based plan for CCC / SCDC	Internal Audit Plan	Assurance and advice	Action plan for further improvement.	Assurance for the Annual Governance Statement.
4	Key contact for NFI	Internal Audit Plan	Data upload and investigation	Reports and assurance statements	Opportunities for continuous improvement
5	Annual Governance Statement	Internal Audit Plan	Assurance mapping	Assurance of controls and recovery of fraud and error	Assurance and control improvement

## SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
KPI-1	<p>Legality: Compliance with PSIAS and LGAN.</p> <p>The SIAS will demonstrate that it is professionally competent.</p>	<p>Internal Audit Charter, Internal Audit Manual, and key documents and procedures.</p> <p>Availability and support of key personnel including HIAS, S151, Monitoring Officer, and Committee Chair.</p>	<p>Working processes are non-compliant, which could lead to reputational risk.</p> <p>A continuous review will be completed to ensure compliance, which will be reported to relevant audit committees.</p>
KPI-2	<p>Effectiveness: Timely assurance provided to key stakeholders.</p> <p>Key information, such as performance updates, annual outturn and AGS, will be reported promptly.</p>	<p>Availability of key officers, systems and access to records.</p>	<p>Insufficient resources within the team to complete sufficient work for an audit opinion for the AGS. Customers unreceptive to audits because of competing priorities such as new system / project delivery.</p> <p>Manage by recruitment and project plan management.</p>
KPI-3	<p>Efficiency: Productive use of resources</p> <p>The team will demonstrate that time and resources are used effectively.</p>	<p>Project planning and resource management.</p>	<p>Resources are not utilised effectively.</p> <p>This will be managed by risk appraising, prioritising and monitoring work.</p>
KPI-4	<p>Business success: Customer satisfaction</p> <p>Whilst it is important that SIAS can be objective, we also aim to add value to our customers and will actively ask for feedback.</p>	<p>Customers completing satisfaction questionnaires and providing feedback for continuous improvement of service.</p>	<p>Insufficient resources within the team to respond promptly to customer demand.</p> <p>Manage by recruitment and development plans. Action plans from feedback.</p>

**SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES**

**SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES**

**DEVELOPMENT OBJECTIVE**

<b>Development objective</b>	<p><b>Managing Resources:</b> The team needs to recruit into current vacancies, where team members have left to progress their career in other organisations. The risk, that employees may leave, was recognised as a risk in the original business case, so it is important to offer continuous professional development and career opportunities where possible.</p>	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	A fully resourced team with a complimentary mix of skills and capabilities. Development opportunities.	<b>Lead officer</b>	Jonathan Tully
<b>Is this a Project? (Yes/ No) and description</b>	No – Resourcing the team to the planned establishment is ‘Business as Usual’, although the establishment will be continually reviewed according to the needs of the Council and the risk based audit plans .				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Improved service to clients			Customer satisfaction		
2. Increased resilience			Reduced turnover and reduced requirement for contract and consultancy staff		
3. Building a strong foundation for potential growth			Reduced turnover and reduced requirement for contract and consultancy staff		
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>
Reflect PSIAS review and customers audit plan resource needs.		2019/20 budget approved	Jonathan Tully		March 2020
<b>Key risks</b>		Unable to recruit from current market, lack of available quality candidates			

**DEVELOPMENT OBJECTIVE**

<p><b>Development objective</b></p>	<p><b>Efficient and effective processes:</b>                  Integrate processes between the two sites to leverage efficiencies.                  Aim to have one consistent reporting format and working papers.                  Adopt digital working where possible for efficiencies.                  Implement management tools.</p>	<p><b>Describe the desired outcome – what will it look like when it has been achieved?</b></p>	<p>Utilise digital working                  Simpler and more efficient processes.</p>	<p><b>Lead officer</b></p>	<p>Jonathan Tully</p>	
<p><b>Is this a Project? (Yes/ No) and description</b></p>	<p><i>Yes. The team has a continuous Quality Assurance and Improvement Programme, which is reported to Audit Committees annually. Continuous improvement is also a standing item at team meetings. The team processes were significantly paper based and we have been reviewing our processes during 2018/19. Internal Audit work involves reviewing other systems, so there will be some dependencies on other projects, such as 'Council anywhere'. We have agreed to establish peer group with other shared services, so that we can share ideas and good practice.</i></p>					
<p><b>Business Benefits</b></p>			<p><b>How will it be measured?</b></p>			
<p>1. Improved flexibility for team members – ability to work digitally and from various locations</p>			<p>Review of working papers.</p>			
<p>2. Increased efficiency – completing work quicker and smarter, improving the service for our customers.</p>			<p>Reduction in working days for specific pieces of work / increased output across the audit plan.</p>			
<p>3. Increased resilience – ability for team members to support each other and collaborate.</p>			<p>Staff multi-site working</p>			
<p><b>Outputs &amp; products</b></p>		<p><b>Resources</b></p>		<p><b>Responsible Officer</b></p>		<p><b>Target delivery date</b></p>
<p>Digital file and working papers                  Time saved and deployed more effectively.</p>		<p>Council Anywhere                  MS Office applications</p>		<p>Jonathan Tully</p>		<p>March 2020</p>
<p><b>Key risks</b></p>		<p>Lack of buy in to procedural change, from existing team members. Infrastructure doesn't support new procedures. Reliance upon ICT being available.</p>				

**DEVELOPMENT OBJECTIVE**

<b>Development objective</b>	<b>Develop brand awareness and culture for the SIAS.</b> It is important that both Councils recognise that we are a shared service. Also a strong brand will help us to promote our services externally.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Our customers recognise the SIAS as a strong and distinctive brand.	<b>Lead officer</b>	Jonathan Tully
<b>Is this a Project? (Yes/ No) and description</b>	<i>No –This activity will require immediate resource to set-up certain activities such as intranet refresh, updated report formats, but should then become business as usual. We have already established a peer group with other shared services to help us on the journey. Internally this is also about building the right culture within our team, so that sharing information and working collaboratively becomes standard practice. We have already commenced a number of joint pieces of work, and promoted the service externally. We will develop this further in 2019/20.</i>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Improved service to clients – both Councils benefit from joined up working.			Customer satisfaction		
2. Increased efficiency			Self-service and customer feedback		
3. Consistency of our product for customers – also more efficient for the team.			Customer satisfaction		
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>	
Branding adopted into working papers and reports	Greater Cambridge branding guidelines	Jonathan Tully		March 2020	
<b>Key risks</b>	Not having sufficient resources (time and marketing skills) to promote the brand.				

## DEVELOPMENT OBJECTIVE

<b>Development objective</b>	<b>Quality Management System.</b> Quality Management System for the SIAS. A continuous quality assessment helps the team to manage and prioritise their workload, plus analyse completed work to help inform future work plans.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Management information to help strategic planning	<b>Lead officer</b>	Jonathan Tully
<b>Is this a Project? (Yes/ No) and description</b>	<i>No. The team did not have a Quality Management System in operation. In 2018/19 we have developed an in-house system which has enabled us to record core performance information. This will be developed and refined in 2019/20, as there are a number of dependencies on the functionality of Office 365 being rolled out through Council Anywhere. We have also explored externally supplied system, but these have not been considered cost effective. The view of the PSIAS assessment was that an in-house system would be sufficient, although we may wish to procure a managed system if the team grows / expands. We will therefore also maintain knowledge of other systems in the market place.</i>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Improved performance management information			Customer satisfaction		
2. Increased efficiency – modern ways of working			Team satisfaction and feedback through team meetings.		
3. Increased resilience – better knowledge of our work programme progress			Audit plan delivery		
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>	
Data management system	Development of in house systems. Dependency on Council Anywhere rollout.	Jonathan Tully		March 2020	
<b>Key risks</b>	Dependency on Council Anywhere rollout Dependency on time to invest in development of the system, and team training.				

### SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans ( <i>i.e. what do we want to achieve and why are we doing it?</i> )	Lead Officer(s)
1	Managing resources. <i>The team needs to recruit into current vacancies, and develop its own team potential. It is important to offer continuous professional development and career opportunities where possible.</i>	Jonathan Tully
2	Integrate processes between the two sites to leverage efficiencies. <i>Having a consistent produce will help to promote our brand, and release potential efficiencies within the team. Standardisation across two Councils will help to provide resilience and continuity.</i>	Jonathan Tully
3	Develop brand awareness for the SIAS <i>A good brand will help the service maximise its chances of seeking additional work in the future outside its core Councils.</i>	Jonathan Tully
4	Quality Management System for the SIAS. <i>A continuous quality assessment helps the team to manage and prioritise their workload, plus analyse completed work to help inform future work plans.</i>	Jonathan Tully

## SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)

### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

We have included performance information from Quarter 3 2018/19 to provide a comparison where applicable. Full information, up to the end of the year will be included in the annual report.

KPI Reference and Description		Reporting frequency	2018/19 Q3 Actual	2019/20 Target
<b>Key Service PIs (to be selected from the action plan at section 2B)</b>				
KPI-1	Legality: Compliance with PSIAS and LGAN	Annually	Compliant	Compliant
KPI-2	Effectiveness: Timely assurance provided to key stakeholders (including audit update reports and opinion for the Annual Governance Statement).	Quarterly	Full	Full
KPI-3	Efficiency: Productive use of resources	Quarterly	New measure	80%
KPI-4	Business success: Customer satisfaction	Annually	New measure	80%
<b>Business Plan KPIs (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)</b>				
Complete a resource assessment of the team and recruit employees into vacant posts.		Annually	New measure	Complete
Maintain PSIAS accreditation.		Annually	New measure	Compliant
Deliver a joint risk based plan for CCC / SCDC		Annually	New measure	Complete
Key contact for NFI		Annually	Complete	Complete
Annual Governance Statement		Annually	Complete	Complete

## Appendix A - The Vision for SIAS

**Our mission: To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.**

Objectives	Be a fully integrated commercial internal audit service across the 2 councils	Deliver robust assurance on risk management, control and governance processes	Be proactive, flexible, future-focused and innovative	Communicate in a clear, easy to understand and timely way	An attractive place to work
Principles	<p>One team.</p> <p>Alignment of audit plans &amp; processes.</p> <p>Clear performance targets.</p>	<p>Audit plans aligned with the strategies, objectives, and risks of the authority.</p>	<p>Audit plans responsive to speed of developments.</p> <p>Increase in collaboration and systems development.</p> <p>Be trusted advisors.</p>	<p>Encourage customer input prior to, during and after work undertaken.</p> <p>Report in the most appropriate manner.</p>	<p>Develop people's contributions for the benefit of the team and the individual.</p> <p>Flexible, home and remote working</p>
Activity	<p>Review of structure.</p> <p>One audit plan across the 3Cs.</p> <p>Auditors work at any of the 3Cs.</p> <p>New audit manual &amp; audit software.</p>	<p>Regular meetings with senior management to develop client relationships.</p> <p>Identify assurance gaps.</p>	<p>Undertake audits focused on specific &amp; immediate risks.</p> <p>Promote best practice and new ideas (e.g. continuous auditing).</p> <p>Marketing the benefits that can be gained.</p>	<p>Report actions aligned to risk appetite.</p> <p>Redesign audit report format.</p> <p>Interim reporting to drive change.</p>	<p>Focused staff development and training.</p> <p>Agile working – to meet the clients' needs.</p>
Outcome	<p>Standard and consistent processes. PSIAS compliance.</p> <p>Auditors work to same goals &amp; targets.</p> <p>Knowledge sharing amongst auditors and with managers.</p>	<p>Annual opinion report.</p> <p>Suggest ways to add value to service outcomes across 3Cs.</p>	<p>Real and immediate contribution to Council developments and initiatives.</p> <p>Provide timely advice when requested.</p>	<p>Influence and bring about meaningful change.</p> <p>Full and quick response to reports from managers.</p> <p>Educated client.</p>	<p>Motivated and engaged staff.</p> <p>Increased productivity.</p>



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**REPORT TO:** Scrutiny and Overview Committee  
**LEAD OFFICER:** Interim Director of Housing

21 March 2019

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## Homelessness strategy 2018-2023

### Purpose

1. To seek approval for the Council's Homelessness Strategy 2018-2023.
2. This is a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority. Notice of the decision was first published in the August 2018 Notice of Key and Non Key Decisions.

### Recommendations

3. That the Scrutiny and Overview Committee:
  - (a) Reviews and comments on the draft Homelessness Strategy 2018-23.
  - (b) Recommends Cabinet approve the draft Homelessness Strategy 2018-23.

### Reasons for Recommendations

4. The priorities in the Homelessness Strategy come from the findings and key issues emerging from the Homelessness Review. Many of the actions relate to new statutory responsibilities, initiatives to prevent homelessness and continuation of existing work with partner agencies.

### Background

5. The Homelessness Act 2002 places a statutory duty on all Local Authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness. The strategy must be renewed every 5 years. South Cambridgeshire District Council's Homelessness Strategy was last published in 2013 and is now due for renewal.

### Considerations

6. Levels of homelessness are increasing with a 45% increase in homeless approaches between 2012/13 and 2016/17 and a 64% increase in acceptances between 2012/13 and 2016/17.
7. The highest priority group for homeless acceptances is households that include dependent children, followed by those who are vulnerable due to mental health.
8. The main cause of homelessness is now termination of assured shorthold tenancy which accounts for two-thirds of all homeless acceptances.

9. The Homelessness Reduction Act came into force from 3<sup>rd</sup> April 2018 and increases the duties owed by the Council.
10. Private rented accommodation in the district is expensive and unaffordable to many households when comparing the local housing allowance with medium rents.
11. Home ownership is unaffordable for many households with lower quartile figure comparisons showing house prices to be 10.8 times higher than income (Sept 2018).
12. Homeless prevention has reduced since 2014/15 largely due to the difficulties of accessing affordable private rent.
13. The County-wide Trailblazer project is working to increase homeless prevention further through building stronger links between agencies and making homelessness the unacceptable outcome.
14. From the homelessness review and consultation, the following themes have emerged for the Homelessness Strategy 2018-23:
  - Working closer with partner agencies to prevent homelessness.
  - New private rent initiatives
  - Access to information
  - Access to accommodation and support.

### **Options**

15. To approve the draft South Cambridgeshire Homelessness Strategy 2018-23. This includes work that the Council will need to do to meet its statutory obligations, and reduce the risk of an increase in demand for temporary accommodation. It also continues the good work already underway, for example, through the Trailblazer project.
16. To reject the current draft and recommend alternative priorities which may incur additional expenditure, as a significant proportion of the current draft is work that the Council will need to undertake to meet its statutory obligations and minimise the potential increase in expensive temporary accommodation such as B&B accommodation.

### **Implications**

17. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

#### ***Financial***

18. Meeting the statutory needs of the Homelessness Reduction Act and increasing access to the private rented sector via Shire Homes Lettings, all have financial implications. However, budgets for the current year have already been agreed for these and bids have been made to take account of on-going expenditure. These costs can be met by the Homeless Flexible Support grant up to and including 2019/20. The Council are yet to be notified of its level of allocation past this date. Investing in sufficient resources to help prevent homelessness will also help to minimise the risk of an overall increase in expenditure due to increased demand for temporary accommodation for homeless households, such as expensive B&B accommodation.

### **Legal**

19. The Council have statutory obligations towards homeless households as set out in the Housing Act 1996. These duties have recently increased with the introduction of the Homelessness Reduction Act 2017.

### **Staffing**

20. Staffing levels have been increased to meet the demands of the Homelessness Reduction Act.

### **Risk Management**

21. Increasing costs of homelessness is one of the Council's highest corporate risks. Many of the mitigations for this are included in the draft Homelessness Strategy including homeless prevention within the private rented sector and working with partner agencies.

### **Consultation responses**

22. Partner agencies were initially consulted on our priorities during the review of homelessness. Giving consideration to the four themes coming out of the review:
- 11/11 agreed with "working closer with partner agencies to prevent homelessness".
  - 11/11 agreed with "new private rent initiatives".
  - 10/11 agreed with "access to information".
  - 11/11 agreed with "access to accommodation and support".

23. On completion of the draft strategy, a 12-week consultation period ended on 9<sup>th</sup> October. The following responses were received:

24. (Anon) Other priorities that should be included – single women, disability and DDST (Dual diagnosis street team). Also, an observation that rough sleepers migrate to the City and therefore have no local connection and are excluded from some support services. Some temporary accommodation places people a long way from familiar surroundings and support.

Comment: No changes made to homelessness strategy. Homeless prevention options for single people are available to men and women. Disability assessed within our application process. DDST is 2 year pilot scheme and an initiative operated by Cambridge and Peterborough Foundation Trust covering Cambridge City only. Support and options available to those at risk of rough sleeping – if they migrate to the City they are usually entitled to support services as they are from the Cambridgeshire area in line with the Reconnections policy. Acknowledge that temporary accommodation can be some distance away from existing surroundings as this is emergency accommodation – emphasis on early prevention to either keep households within their existing home or work with them to find a suitable alternative solution.

(Diane Docherty – Emmaus, Cambridge) Would it be possible for the strategy to include a priority of supporting single homelessness in non traditional longer term supported housing options such as Emmaus.

Comment: Included a more general action around supported accommodation, as the budgets for such accommodation are not within our control. "Ensure vulnerable applicants are referred to appropriate supported accommodation that meets their needs. Monitor access to this supported housing and any unmet need to identify

ongoing needs and continue to engage with the County on their review of housing related support."

We have also included an action regarding single people – "continue to work with the City Council and contribute to the Single Homeless Service and identify other ways to meet the housing needs of single people".

(Anon) Would be good to see reference to supported housing. Update the strategy to reflect the government decision to no longer look to change funding arrangement for supported housing.

Comment: As above regarding supported housing and strategy updated to reflect the recent government decision on funding for supported housing.

(Anon) Advice to prevent homelessness, especially in relation to universal credit.... There is no CAB drop in service for money advice – there is a service delivered once a week by appointment. Perhaps a drop in session could be considered or a 1:1 service targeted at specific groups.

Comment: No changes made – CAB drop in has been trialled and little take up. Applicants identified for debt advice to prevent homelessness are referred. Ongoing liaison and monitoring of demand, particularly in view of universal credit. An action is already included regarding the CAB.

(Alison Smith – Cambridgeshire County Council) – to work with partner agencies through a think family approach.

Comment: wording of action around partnership working amended to reflect this.

(Gary Hall – Clarion Housing Group) – the review is very comprehensive and gives a clear view of the amount of work that has gone on.... Strategic priorities seem very much in line with the findings of the review. ... We will continue to work in partnership with the Council in trying to meet the statutory duty both through nominations arrangements and the provision of new housing.

Comment – no changes made.

(Housing Advice team) – include more reference to the Duty to Refer as other agencies may look to the Homelessness Strategy for this information.

Comment – strategy updated to include this, and added action point.

Of the five E-forms completed and two email responses from outside the service, six respondents felt that the Homelessness strategy included the correct priorities.

### **Effect on Strategic Aims**

25. Homes for our future – find solutions for people facing homelessness

### **Background Papers**

- Homelessness Strategy 2018-23
- Homelessness Review 2018

**Report Author:** Sue Carter/ Heather Wood – Head of Housing Advice and Options  
Telephone: (01954) 713044



# HOMELESSNESS STRATEGY 2018-2023

If you would like a larger print version of this Strategy or would like a copy translated in another language please let us know and we will be happy to arrange this for you free of charge.

**To be approved by Cabinet: March 2019**

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## **The Homelessness Review 20018/23**

## **The Homelessness Strategy Action Plan**

# SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL HOMELESSNESS STRATEGY 2018-2023

## 1. INTRODUCTION

The Homelessness Act 2002 places a statutory duty on all Local Authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness. The Strategy must be renewed at least every 5 years. In addition, Section 153 of the Localism Act 2011 requires that Local Authorities must have regard to their Allocation Scheme and their Tenancy Strategy when developing or modifying their Homelessness strategy.

South Cambridgeshire District Council's Homelessness Strategy was last published in 2013 and is now due for renewal. During the life of the 2013-18 strategy, the emphasis was on the provision of temporary accommodation and on-going homelessness prevention. The 2018 Homelessness review for South Cambridgeshire District Council has shown:

<b>Profile of Homelessness</b>
Levels of homelessness are increasing with a 62% increase in homeless approaches between 2012/13 and 2017/18 and a 55% increase in acceptances between 2012/13 and 2017/18.
The highest priority group for homeless acceptances is households that include dependent children, followed by first pregnancy and those who are vulnerable due to mental health.
The highest age category of homeless acceptances are those aged between 25-44 who make up around 50% of all homeless applications.
The main cause of homelessness is now termination of assured shorthold tenancy (AST) which accounts for a third of all homeless acceptances.
South Cambridgeshire does not have a specific problem with rough sleeping and levels remain low. It is unlikely that this will become a problem in the future since rough sleepers tend to migrate to Cambridge City where there are support services/facilities. Advice and assistance is provided to rough sleepers in South Cambridgeshire, but due to the low numbers this does not form a key issue for the strategy.
7.8% of homeless applicants accepted were from black and minority ethnic (BME) households in 2016/17, compared to 6.7% of the population as a whole.
14% of homeless acceptances have been from foreign nationals on average over the past five years with the highest nationality represented being Polish.
Future homelessness – based on current trends, homeless acceptances are expected to rise significantly with a potential worse case scenario of a 7-fold increase in case load.
The Homeless Reduction Act came into force from 3 <sup>rd</sup> April 2018 and increases the duties owed by the Council.
<b>Existing Housing &amp; Support</b>
The number of households in temporary accommodation has increased by 9% over the last 6 years.
Use of bed & breakfast however has reduced considerably with only £22,606 spent on this type of temporary accommodation in 2017/18 compared with

£99,767 in 2012/13.
Redevelopment of the existing hostel site in Waterbeach has resulted in a better quality of living standards and an increase in units from 16 to 30 overall.
Private rented accommodation in the district is expensive and unaffordable to many households when comparing the local housing allowance (LHA) with median rents.
Home ownership is also unaffordable for many households with lower quartile figure comparisons showing house prices to be 11.1 times higher than income.
<b>Prevention Activities</b>
Homeless prevention has reduced since 2014/15 largely due to the difficulties of accessing affordable private rent, although figures have increased in 2017/18.
Most homeless prevention is achieved through securing alternative accommodation rather than maintaining current homes, reflecting the unaffordability of current accommodation.
However, private rent assistance (which includes some form of financial assistance from the Council) remains the highest successful intervention to prevent homelessness.
Following a review of the Private Sector Leasing (PSL) scheme, an in-house scheme via a new council owned company has been set up.
The County-wide Trailblazer project is working to increase homeless prevention further through building stronger links between agencies and making homelessness the unacceptable outcome.

This document will replace the 2013/18 Homelessness Strategy and is based on the Homelessness Review 2018, which is at Appendix 1, and should be read in conjunction with this strategy. An action plan will accompany the strategy. The Strategy sits within the context of the wider draft Greater Cambridge Housing Strategy due to be published in 2018.

New actions and priorities resulting from the Review will help to shape the strategic approach for the next five years, taking into account National and Local Priorities.

In developing the Homelessness Strategy, key stakeholders were consulted and the actions identified complement the County-wide Trailblazer project that South Cambridgeshire District Council are a part of. The continued support of partnerships and involvement will be crucial to the success of this Strategy's implementation.

## 2. NATIONAL AND LOCAL POLICY

### 2.1 National:

<b>Welfare reforms</b>
<p>The implementation of a major national programme of welfare reforms is well under way. Key aims are to cut the overall welfare bill and encourage people into work.</p> <p>A key driver of the welfare changes is to make it financially worthwhile for people to take on paid employment rather than claim benefits. This, combined with advice and support around seeking employment, education and/or training should lead to improved opportunities for some people who would previously have been caught in the benefit trap.</p> <p>However, with severe cuts to the national welfare budget happening at the same time, many claimants are finding their benefits reduced, and struggling to make ends meet, including those who are already in work. In South Cambridgeshire there are approximately 65 households subject to the benefit cap with an average weekly restriction of £49.86 (the highest being £155 per week).</p> <p>Universal Credit was introduced across the district in October 2018. This replaces six other benefits, including housing benefit, and is provided in a single monthly payment. Nationally the risk of Universal Credit claimants falling into rent arrears has been found to be high, increasing the risk of homelessness as well as increasing the financial risk to the Council in respect of its role as a landlord.</p>
<b>Social Housing Policy reforms</b>
<p>A range of housing policy reforms were announced in 2015-16. These included: the annual high value asset levy payable by stock holding local authorities; the phasing out of lifetime tenancies for council tenants and extension of the Right to Buy to Housing Association tenants. However, other than a 1% annual rent cut for social housing tenants, and a review of social housing rent policy, it is now unclear the extent to which the range of social housing policy reforms announced during 2015-16 will be implemented. In the meantime, more positive proposals for a green paper on a national review of social housing have been announced, although timescales are unclear.</p> <p>Rent cuts have had a significant impact on the council's Housing Revenue Account; and the higher value asset levy – if implemented - would have significant financial implications for the council, reducing the amount available for providing services to tenants and for investing in new homes.</p>
<b>Funding of supported housing</b>
<p>The Government recently consulted on the future funding for supported housing and the decision, in response to this, to continue payment of housing costs through</p>

housing benefit for supported housing is welcome. This includes all forms of supported housing including short term accommodation for those faced with homelessness.

Cambridgeshire County Council are currently undertaking a review of Housing Related Support. Whilst it is recognised that floating support type services provide valuable support to many residents in independent accommodation, there is also a need to ensure adequate provision of supported accommodation for the most vulnerable clients.

## **Homeless Reduction Act**

The main national policy change relating to homelessness has been around the passing of the Homeless Reduction Act. The Homeless Reduction Act brings major changes to the homeless legislation and with it, significant resource implications for the Council. The Act, which emanated from a Private Members Bill and received Royal Assent in April 2017 came into effect from April 2018.

The Homeless Reduction Act places new responsibilities on local authorities to provide advice and assistance to prevent and relieve homelessness, regardless of priority need. It is expected that the impact of the act will be to increase the number of customers approaching the Council for assistance. In addition, the Act will place significant additional administrative burdens on local authorities, particularly in relation to the level of detail required in producing and monitoring Personal Housing Plans. Furthermore, there are potentially 10-15 stages in the new process where the local authority is required to issue a written decision and where these decisions are all subject to review.

The main changes that the act will bring are:

- Applicants will be treated as being threatened with homelessness within 56 days (previously 28).
- Duty to prevent homelessness.
- Duty to relieve homelessness.
- Duty to complete a needs assessment and personal housing plan and keep these under review.
- Increase in decisions that can be reviewed, including decisions to end the prevention and relief duties and actions specified in the personal housing plan.
- A requirement on the applicant to co-operate with the actions to prevent and relieve homelessness.
- A duty on other public sector bodies to refer cases of potential homelessness to the housing authority (delayed until Oct 2018).

Duty to refer:

The following public authorities are under the duty to refer:

- Prisons
- Youth offending institutions
- Secure training centres
- Secure colleges
- Youth offending teams
- Probation services

- Job centre plus
- Social services authorities
- Emergency departments
- Urgent treatment centres
- Hospitals in their function of providing in patient care

To refer the referring agency must have the client's consent. Local procedures are available on the Council's website.

## 2.2 Local:

### Trailblazer project

In 2016, a range of partners across Cambridgeshire and Peterborough came together to bid for "homeless trailblazer" funding. The purpose of the funding was to enable local authorities and partner agencies to develop and test new ways of working in order to prepare for the new duties contained in the Homeless Reduction Act. The Cambridgeshire and Peterborough bid was able to secure nearly £750,000 of funding as a result. Our vision is that "by empowering all public facing staff to identify the risk of homelessness and work together to prevent it, we make homelessness the 'unacceptable outcome'".

The project includes:

#### ***Homeless prevention***

The homelessness prevention team is working with a wide range of local teams across a range of services to work better together, to reduce homelessness. They have been helping staff in partner agencies to identify the early warning signs of homelessness and ways to prevent it. The team has built up good working relationships to deliver a better service by linking agencies up. In addition, pieces of focused multi agency work are also underway to develop and improve pathways for particularly vulnerable groups, such as high risk offenders.

#### ***The landlord rent solution service***

The rent solution service offers free specialist help and advice to agents, landlords and tenants to help maintain tenancies and try to help resolve tenancy problems that may otherwise lead to evictions.

#### ***New business development***

Two new business development officers will develop schemes that facilitate access into good quality, affordable and suitable private rented homes. The aim is to increase supply of affordable housing options for households in need, co-operating with existing offers and exploring new opportunities.

#### ***Expanded Web Resources***

Debt advice and resolving arrears are key to homelessness prevention. We will

support the Making Money Count (MMC) web resource and we will expand our web resource to help residents and partner agencies with more information around homelessness and build better inter-agency knowledge.

## **Housing Strategy**

Cambridge City and South Cambridgeshire District Councils are working together to produce a joint Housing Strategy (the Greater Cambridge Housing Strategy) promoting healthy, sustainable, affordable homes for all. It was agreed to undertake a joint strategy given the affordability challenges facing both Councils and the interdependencies of the two areas in terms of supporting sustainable economic growth. They are also the only authorities in the Cambridge housing sub-region to have retained their own housing stock.

Both councils have a central role to play in ensuring that the residents of Greater Cambridge can live settled lives, in strong and stable communities, and in homes that are well managed and maintained.

Although there are clearly differences between the two authorities demographically, and in terms of tenures and types of housing, urban and rural communities, etc. both districts face many of the same issues, including high housing costs, management and maintenance of Council rented homes, ensuring safe and well managed homes in the private rented sector and promoting health and wellbeing, particularly for vulnerable and elderly residents in the district.

The strategy also has a focus on tackling poverty and social exclusion including the impact of welfare reforms and ensuring appropriate forms of help and assistance are available to help tackle poverty and isolation.

As well as considering the needs of existing residents, the joint Housing Strategy addresses growth planned for Greater Cambridge. To accommodate future growth several areas have been identified for development within and on the edge of Cambridge, as well as key strategic sites for new towns. South Cambridgeshire district will aim to achieve 40% affordable homes on all sites of 10 or more dwellings.

## **Lettings policy**

The lettings policy was amended in April 2013 to take account of the welfare reforms and in particular the changes to LHA including new assessments of overcrowding based on the LHA regulations but with higher priority awarded. The LHA guidelines also form the basis of the property size allocations.

Further minor amendments were made in February 2018 to ensure compatibility with the Homeless Reduction Act. This will be monitored and reviewed again to ensure the policy continues to assist those who are homeless or at risk of homelessness appropriately.

The lettings policy provides priority for homeless households including the following housing need reasons:

Accepted as statutorily homeless – Band A  
Homeless prevention or relief – Band B  
Rough sleeping – Band B  
Other homelessness (including non priority and intentionally homeless households) – Band C

## Tenancy Strategy

The Localism Act 2011 placed a duty on the local housing authority to prepare and publish a Tenancy Strategy. South Cambridgeshire's Tenancy Strategy was published in October 2012. This sets out the broad objectives to which registered providers should have due regard in formulating their Tenancy Policy, which must include -

- a) the kinds of tenancies they grant,
- b) the circumstances in which they will grant a tenancy of a particular kind
- c) where they grant tenancies for a certain term, the length of the terms, and
- d) the circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy

### **Use of Fixed Term/Flexible Tenancies (Social Rents and Affordable Rents)**

The Council supports the use of fixed term/flexible tenancies for the primary purpose of making best use of existing stock, especially in tackling under-occupation in the longer term or making best use of adapted properties, or in some cases where households are able to secure alternative appropriate housing at the end of their initial tenancy.

However, this flexibility needs to be balanced against the need to ensure households have stability and security so that they feel part of and contribute to the community. The Council would also expect that the use of fixed term/flexible tenancies would not see an increase to the risk of homelessness.

### **Expiry of a Fixed Term/Flexible Tenancy**

The Council is committed to ensuring that the use of fixed term/flexible tenancies and their termination does not lead to an increase in homelessness and therefore expect registered providers to generally offer tenancy renewal or alternative accommodation. We would therefore encourage there to be a presumption for renewal of tenancy in most circumstances. Where this is not the case, for example where a household's circumstances have changed to the extent that they can access the private market, it is expected that appropriate advice and support will be given to enable the household to move to suitable and appropriate accommodation that is both affordable (ie. housing costs amount to no more than a third of gross household income) and available (i.e. within the household's locality for employment, school, family support, etc.).

## Sub Regional Homeless Group

The Sub Regional Homeless Group consists of housing advice and homelessness leads from Cambridgeshire, Peterborough and West Suffolk, who work together on shared priorities and actions to help maximise good practice, prevent homelessness

and address housing need across the sub region. From this joint initiatives are developed, which are not only cost effective, but provide consistency across the area to aid closer working with partner agencies.

The main focus of the Sub-Regional Homeless group work is currently supporting the Trailblazer project, however, other joint initiatives include joint working around homeless issues affecting the Home-Link choice based lettings scheme, a single homeless service and joint protocols.

### **Cambridge Sub Regional Housing Board (CRHB)**

CRHB is a senior officer group of local authorities and partner agencies which meets regularly to work collaboratively on strategic housing issues. CRHB works to share learning and experiences across our housing market area on four priority areas:

- New homes
- Homes for wellbeing
- Existing homes
- Housing need & homelessness

Overall, CRHB aims to help

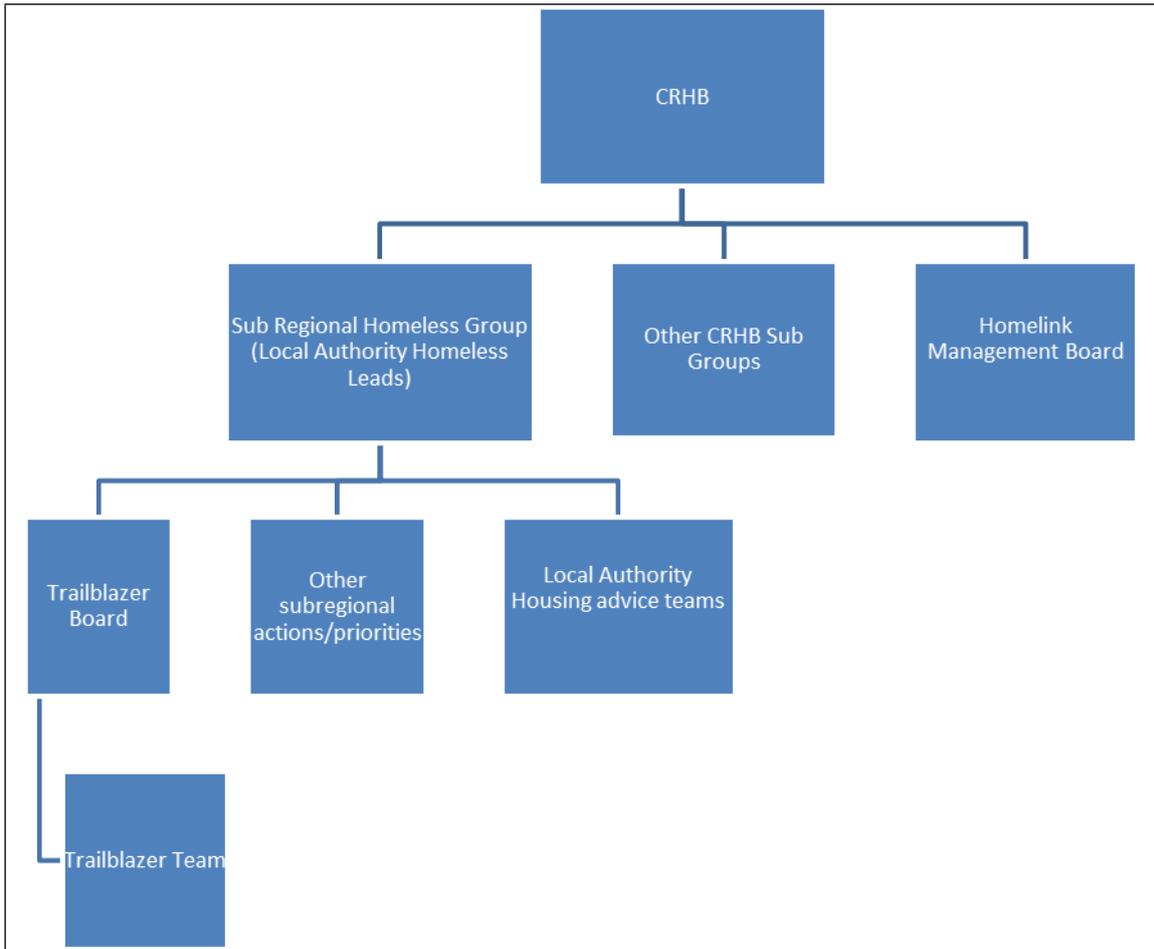
- support the most vulnerable in our society.
- build and promote partnerships which help tackle the area's most pressing housing needs.
- make best use of the resources at our disposal and reduce inefficiencies.

Through its meetings and work plan, the Board will

- Respond to key consultation documents on housing and related issues.
- Develop and deliver an annual work programme, based on agreed priorities.
- Identify opportunities for joint working and exchange of good practice between agencies including joint working and joint commissioning of projects.
- Set up and support groups which address priority areas, enabling links back to CRHB, and review the impact and relevance of such groups periodically.

A number of related sub-groups report to CRHB, including the Home-link Management Board and the Sub Regional Homeless Group which consists of the Homelessness/Housing Advice Lead Officers for Cambridgeshire, Peterborough and West Suffolk. All sub boards report back to CRHB throughout the year.

Structure of local groups reporting into CRHB:



### 3. OUTCOME OF THE HOMELESSNESS REVIEW

The Homelessness Review that supplements the Homelessness Strategy, and can be found at Appendix 1, gives a detailed analysis of homelessness in the District over the last 5 years and the types of support available.

South Cambridgeshire District has experienced trends similar to the national homelessness picture. Homelessness is increasing, with loss of AST being the main cause of homelessness. Affordability is an acute issue for residents in South Cambridgeshire, with property prices continuing to increase and a general lack of affordable private rented accommodation. It is anticipated that the changes to the welfare reforms including the introduction of Universal Credit in the district along with new responsibilities under the Homeless Reduction Act are likely to have a significant impact on the demand for the housing advice and homelessness services.

The outcome of the Review identified the following themes to be taken forward over the next 5 year Homelessness Strategy:

- Working closer with partner agencies to prevent homelessness.
- New private rent initiatives.
- Access to information.
- Access to accommodation and support.

## 4. PRIORITIES AND OBJECTIVES

### 4.1 Corporate Priorities

- We will support our communities to remain in good health whilst continuing to protect the natural and built environment

Relevant Council Actions:

- Adopt a new Local Plan that will guide where and how new jobs, homes and facilities will be delivered in the area
- Put more resource into preventing people becoming homeless
- Manage the introduction of Universal Credit across the district
- Secure the delivery of a wide range of housing to meet the needs of existing and future communities

Relevant Council Actions:

- Work with the Combined Authority as they begin to build affordable homes as part of the £100 million housing programme
- Finish building and rent out 31 more affordable Council homes and begin work on site on 28 more
- Work closely with developers so they can get on site more quickly to deliver high quality new homes where they are needed
- Assess and determine planning applications for new houses and facilities at major growth sites, such as Northstowe
- Make sure local communities are actively involved in how major housing sites are being developed
- Complete the first plot sale of council owned land made available for self-build.
- Fund and help set up community groups to develop local affordable housing schemes
- Provide more help and advice for parish councils so they can shape and influence the design of new *homes* in their villages

At a corporate level, the Council recognises the need to invest in homelessness prevention services. Increasing homelessness is high on the Council's risk register and additional resources have been supported corporately, to both increase the staffing levels to meet the demands of the Homeless Reduction Act, as well as direct homeless prevention solutions such as the Shire Homes Lettings private sector leasing scheme.

### 4.2 Homeless strategy priorities

Each of the key themes identified in the Homelessness Review has strands of work, or actions, associated with it and these are contained in the Homeless Strategy Action Plan. Partnership working is recognised as central to achieving the prevention, accommodation and support actions. It is also recognised that new ideas and ways of working will play an important role in delivery of the actions. The joint bid for Trailblazer funding is just one example of partnership working in which costs and expertise have been shared and new ways of working introduced. Similarly, throughout the life of the strategy, developing partnerships and exploring

opportunities to maximise resources and expertise will continue to be considered and assessed as opportunities arise.

### **Working closer with partner agencies to prevent homelessness:**

This is a priority of the Trailblazer project, with many agencies signing up to the commitment to make homelessness the unacceptable outcome. During the course of this next homelessness strategy we will need to learn from this project to ensure we can take this ethos forward. In addition, the Homeless Reduction Act places duties on a number of public services to refer those at risk of homelessness to the local housing authority. The Homelessness Review shows that we are continuing to see many people with complex needs, where additional support to manage their home will be essential.

Key actions include:

- Responsibility on all agencies to help prevent homelessness, including homeless prevention awareness, referral systems, housing pathways and protocols.
- Increase prevention upstream which enable people to remain in their current homes.
- Increased casework with all homeless applicants (including non priority homeless applicants), identifying key actions through housing plans.
- Help staff within partner agencies to identify early warning signs of homelessness and find new ways to prevent it including staff training, evaluation of Trailblazer project and identifying ways of continuing joint working, including a think family approach.
- Work with public bodies under their duties to refer clients at risk of homelessness.

### **New private rent initiatives:**

Ending of an assured shorthold tenancy is the Council's main cause of homelessness and there is a severe lack of affordable accommodation in the private sector. Social rented accommodation is unable to keep pace with demand and therefore it is imperative that we look at solutions within the private sector that enable families and vulnerable people to find decent, affordable homes where they feel safe and secure.

Key actions include:

- Increase supply of private rented properties through the Shire Homes Lettings private sector leasing scheme.
- Evaluate the success of the landlord and rent solution service (Trailblazer project) and how the service or learning from the service can be taken forward following the Trailblazer project.
- Evaluate the success of the new business development officers and methods to increase access to private rented sector (Trailblazer project), including access through existing schemes and one-off solutions using a spend to save approach.

- Exploring opportunities for Build to Rent Schemes on the larger strategic sites in South Cambridgeshire as part of the Council's affordable housing enabling role.
- Review of rent deposit guarantee scheme.
- Utilising discretionary housing payments (DHP) specifically for homeless prevention.

### **Access to information**

This has been a priority of the Trailblazer project. South Cambridgeshire District Council will both benefit from and expand on this work in order to provide residents of the district with information and advice that can help them to resolve their housing difficulties and/or that they can access at any time via the internet.

Key actions include:

- Update and review written and website information covering advice on rights and responsibilities to help residents prevent homelessness from their current accommodation.
- Update and review written and website information covering advice on other housing options available.
- Better advice and information for partner agencies including through the evaluation of the Trailblazer project.
- Targeting advice for specific groups, such as single people or those renting privately.

### **Access to accommodation and support**

Affordability is a severe problem in South Cambridgeshire and access to affordable and decent accommodation is crucial to meeting housing need. Homelessness has been increasing over recent years, and this is expected to continue. Solutions will therefore be required that prevent homelessness, provide temporary accommodation for households where prevention has not been possible or provide longer term social rented homes.

Key actions include:

- Increase supply of affordable accommodation (including private rent and appropriate levels of social rent), through new build programme, private sector leasing and access via other private rent incentives.
- Review levels of temporary accommodation and the need for additional units, by monitoring hostel vacancies and the use of B&B, and exploring opportunities for new temporary accommodation provision.
- Continue to work with the City and contribute to the Single Homeless Service and identify other ways to meet the housing needs of single people.
- Monitor impact of the Homeless Reduction Act.
- Enable existing and potential tenants to access appropriate support to enable them to maintain their accommodation, including floating support, visiting support, Citizens Advice Bureaux (CAB) money advice service and discretionary housing payments.

- Increasing the number of properties under management by Shire Homes Lettings private sector leasing scheme.
- Managing Universal Credit roll out in South Cambs, including working with the housing benefit team to support applicants.
- Work with Housing Services and monitor impact of fixed term tenancies coming to an end.
- Ensure vulnerable applicants are referred to appropriate supported accommodation that meets their need, monitoring access to this supported housing as well as unmet need to identify ongoing gaps in provision and continue to engage with the County on their review of Housing Related Support.
- Review lettings policy in light of impact of Homeless Reduction Act responsibilities and duties.

## 5. MONITORING AND REVIEW OF THE STRATEGY

The Homelessness Strategy Review Group will review the strategy on an annual basis and will share the review findings with the Council's wider Housing Services Management Team. It is expected that some actions may evolve over the lifetime of the Strategy and any such changes will be agreed by the Review Group and reported to the Management Team before being incorporated into the Action Plan. The Housing Portfolio Holder will monitor progress against the Action Plan annually.

Key objectives within the Strategy are also monitored on a quarterly basis through the Council's corporate Performance Indicator System. The three areas of performance monitored are:

- Preventing Homelessness
- Numbers in temporary accommodation
- B&B spend

## 6. CONTACT DETAILS

If you have any comments about this Strategy or would like more information about ways in which homelessness can be tackled in South Cambridgeshire please contact:

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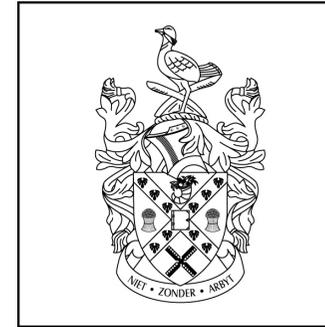
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[www.scambs.gov.uk/housing/housing-advice/duty-to-refer](http://www.scambs.gov.uk/housing/housing-advice/duty-to-refer)

## **7. ACKNOWLEDGEMENTS**

South Cambridgeshire District Council would like to acknowledge and thank all organisations that have contributed to the Homelessness Review and development of the Homelessness Strategy by assisting in the completion of questionnaires as well as providing valuable input throughout the consultation process.

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**South  
Cambridgeshire  
District Council**

# **EQUALITY IMPACT ASSESSMENT**

## **Full Assessment Form**

This form is for use in undertaking a full equality impact assessment of a policy following the findings from an equality screening.

<b>Name of Policy being assessed</b>	<b>Homelessness strategy</b>
<b>Service Area</b>	<b>Affordable Homes – Housing Advice and Options</b>
<b>Lead Officer</b>	<b>Sue Carter/ Heather Wood</b>
<b>Team</b>	<b>Housing Advice</b>
<b>Completion date of equality screening</b>	
<b>Start date of assessment</b>	
<b>Completion of assessment</b>	

## **A. STATUS AND SCOPE OF THE POLICY BEING ASSESSED**

For the purposes of this assessment, the term 'Policy' refers to a Policy, Strategy, Programme, Procedure, Function or Decision.

### **A1. What are main aims, objectives, purpose and intended outcomes of the Policy?**

How to tackle homelessness over the next five year period including homeless prevention and the provision of accommodation and support.

### **A2. What is the status of this Policy? (New, existing or under review)**

Homeless strategies have been a legal requirement since 2002, and should be reviewed at least every five years. Following a review of homelessness in the district this homeless strategy covers 2018-23.

### **A3. What is the timescale and decision-making route for approval of the Policy?**

Document has been consulted on and is a working document – policy to be approved by Cabinet April 2019.

### **A4. Is this policy associated with the Council's strategic Aims, Approaches and Actions (The Three 'A's)? If so, please state the relevance and association to The Three 'A's'.**

Housing that is affordable to live in:-

We will prevent homelessness and provide support for vulnerable people.

### **A5. Who are the intended beneficiaries/stakeholders of the policy or function? How many people are affected and from what sections of the community?**

The strategy will be applicable to any resident of the district who is homeless or at risk of homelessness. (Duties could also be owed to some people outside of the district, if they fulfil local connection requirements).

### **A6. Are external partners involved in delivering this policy? If so, what are their roles, and level of involvement/influence?**

Joint working with partner agencies in relation to the Trailblazer project, homeless prevention initiatives and joint protocols for vulnerable groups.

## **B. EVIDENCE, DATA AND CONSULTATION**

It is important to consider all information that is available in determining whether the Policy could have a differential impact. Please include examples of monitoring information, research or consultation reports.

### **B1. What monitoring or other information do you have about relevant target groups, which will show the impact of the Policy?**

See homelessness review.

Data shows acceptances (those accepted as statutorily homeless) by age ( 25-44 year olds account for around 50% of all applicants followed by the 16-24 age group), household type (lone parent female represents the higher household type, followed by couple with children), reason for priority need (households with dependent children account for around 60% of homeless acceptances, followed by mental health) and ethnicity (86.2% of applicants are white compared to 93.3% of population).

**B2. Have you compared the data you have with the equality profile of the local population? What does it show?**

Yes – see Homeless review. Similar proportions for ethnicity.

**B3. Have you identified any improvements or other changes that could be made from monitoring the data?**

Data shows key areas of concern – i.e. private rented sector market, and a number of homeless prevention options are targeted at addressing this.

**B4. Have you consulted or involved external stakeholders about the policy or function? If so, what were their views?**

Consulted during review of homelessness and on the draft strategy document – partner agencies in agreement with main priorities.

**B5. Have you undertaken any consultation with staff to assess their perception of any impacts of the policy or function? If so, what has been learnt from them?**

Yes as part of the consultation. Staff are given the opportunity to input and comment on issues/impact related to service delivery and these are constantly discussed within team meetings and individually, in an informal rather than structured way

**B6. Please provide information about any other consultation, research, or involvement undertaken in relation to this impact assessment.**

As above

Based on the evidence and information you have gathered, and any consultations you have carried out, you should:

- Identify any **opportunities to advance equality of opportunity or foster good relations** for people with different protected characteristics (Section C) and;
- **Assess the likely differential impact** – positive or negative - of the policy on people with protected characteristics

(Section D).

It is important to **identify whether the Policy could affect some groups of people differently** (a ‘differential impact’). It is particularly important to consider whether the policy would *discriminate against or disadvantage people* on the grounds of any of the protected characteristics, or whether there are *any opportunities to better promote equality or good relations* between different groups of people through modifying the Policy.

Use the table below to summarise the findings of the information and evidence you have gathered. This might include statistical data, external research, or feedback from formal or informal consultations with staff or residents. Consider the information as it relates to the range of protected characteristics (listed in the left hand column) before proceeding to Section D.

If there is no information available about the impact (or potential impact) of the Policy on people with a particular protected characteristic, you should note this in the table.

## C. OPPORTUNITIES TO ADVANCE EQUALITY OF OPPORTUNITY OR FOSTER GOOD RELATIONS

**You do not need to fill in every single box.** The questions are there as a guide, and are prompts to help you consider the way that a policy or decision will impact on people with different protected characteristics before proceeding to Section D.

Protected Characteristics	What does the information or evidence we have gathered tell us about the impact of this Policy on different groups of people?			
	Does the evidence suggest that people with different protected characteristics have different needs or experiences in relation to this Policy?	Could any aspect of the Policy amount to discrimination (either direct or indirect) against people on the grounds of a protected characteristic?	In what ways does this Policy promote <b>opportunities to advance equality of opportunity</b> or <b>foster good relations</b> between people with different characteristics (e.g. male and female; different racial groups)?	From the evidence you have gathered, what opportunities might there be to better promote <b>opportunities to advance equality of opportunity</b> or <b>foster good relations</b> between different groups of people through <b>modifying the Policy</b> in some way?

<b>Age</b>	Housing advice and homeless prevention available to all age groups. Certain age groups i.e. 16/17's and the elderly are more likely to have priority need if homeless by virtue of their age.	No	Partnership work with other key agencies in relation to vulnerable groups i.e. homeless 16/17 year old protocol with social care, and visiting support service for the elderly	Partnership work already a key theme within the strategy.
<b>Disability</b>	Housing advice and homeless prevention available to all, regardless of disability. Homeless applicants with a disability more likely to have a priority need.	No	Partnership work with other key agencies in relation to vulnerable groups, and via lettings policy	Medical and support needs assessed, as part of assessment process
<b>Gender Reassignment</b>	No	No	Help and support offered to all residents in housing need	No
<b>Marriage and Civil Partnerships</b>	No	No	Help and support offered to all residents in housing need	No
<b>Pregnancy and Maternity</b>	Housing advice and homeless prevention available to all, however, households with a pregnant woman will be in priority need, by virtue of the pregnancy	No	Help and support offered to all residents in housing need	No
<b>Race</b>	No	No	Help and support offered to all residents in	No

			housing need	
<b>Religion/ Belief</b>	No	No	Help and support offered to all residents in housing need	No
<b>Sex</b>	No	No	Help and support offered to all residents in housing need	No
<b>Sexual Orientation</b>	No	No	Help and support offered to all residents in housing need	No
<b>Others e.g. Rurality; caring responsibility; working pattern etc.</b>				

#### D. DIFFERENTIAL IMPACT OF THE POLICY

Assess the potential differential impact on each of the following protected characteristics. The impact could be negative, positive or neutral. **If you assess a negative impact for any of the groups then you will need to assess whether that impact is low, medium or high.**

<b>DESCRIPTION OF IMPACT</b>	<b>Nature of Impact (Positive, Neutral, Adverse)</b>	<b>Extent of Impact (Low, Medium, High)</b>
<b>AGE:</b> Identify the potential impact of the policy or function on different age groups.		
There are age restrictions on certain properties (such as sheltered housing for the elderly, and some young persons schemes in the City that we can refer to), however, the front line service will advise all individuals on the appropriate options available for them. There is more potential for some applicants in the younger age group (i.e. 16/17) or older age groups to have a priority need under the homeless legislation due to their vulnerability on this basis or linked needs.	Positive	Medium
<b>DISABILITY:</b> Identify the potential impact of the policy or function on disabled people.		
Potentially more likely to be considered to be in 'priority need' as defined in the homeless legislation and will be awarded appropriate priority on the housing register if their current housing is unsuitable as a result of their disability.	Positive	Medium

<b>GENDER REASSIGNMENT:</b> Identify the potential impact of the policy or function on people that have changed gender identity.		
Legislation and policy applied to all regardless of gender reassignment	Neutral	
<b>MARRIAGE AND CIVIL PARTNERSHIPS:</b> Identify the potential impact of the policy or function on people who are married or in a civil partnership.		
Legislation and policy applied to all regardless of marriage or civil partnerships	Neutral	
<b>PREGNANCY AND MATERNITY:</b> Identify the potential impact of the policy or function on pregnant or maternal mothers and those women who wish to breastfeed.		
Legislation and policy applied to all regardless of pregnancy or maternity – however, households that include a pregnant woman or dependent children will be in priority need if homeless.	Positive	Low
<b>RACE:</b> Identify the potential impact of the policy or function on different ethnic groups, including national origins, colour and nationality.		
Information is available in different languages and translation can be arranged. Audio information can also be made available. In all cases, officers will look at the needs of the individual or household, and try to provide for these whilst acknowledging that the ideal solution cannot always be found.	Neutral	
<b>RELIGION/BELIEF:</b> Identify the potential impact the policy or function on different religious/faith groups.		
Legislation and policy applied to all regardless of religion or beliefs	Neutral	
<b>SEX:</b> Identify the potential impact of the policy or function on men and women.		
Legislation and policy applied to all regardless of sex	Neutral	
<b>SEXUAL ORIENTATION:</b> Identify the potential impact of the policy or function on lesbian, gay men, bisexual or heterosexual people.		
Legislation and policy applied to all regardless of sexual orientation	Neutral	

<b>OTHER CHARACTERISTIC SPECIFIC TO SOUTH CAMBRIDGESHIRE – RURALITY:</b> Identify the potential impact of the policy or function on people who are rurally isolated.		

**E. ACTION PLAN**

You should now be able to identify whether the Council needs to take any action to eliminate discrimination, disadvantage or unfair impact, or to make changes to more effectively promote equality, diversity or good relations. Alternatively, you might have identified that you cannot fully assess the impact of the policy on different groups until you have more information, data or other evidence. Actions that you might identify at this stage could include:

Changes to the policy itself  
 Collecting and analysing data not currently available  
 Consulting further with staff, residents and customers in order to find out more about how the policy or decision will affect people  
 Undertaking surveys or other research.

Action/change required	Responsibility	Timescale	Resources required	What issue/problem will this action address?

<b>F. RECOMMENDATION</b>	
You should now recommend whether the Council should adopt, modify, pilot or reject the policy (please indicate your proposed recommendation from the options below).	
<b>Adopt the policy in its originally proposed format (no issues identified)</b>	<b>X</b>
<b>Modify the policy to address any negative impact or to better exploit any potential to promote equality, diversity and good relations</b>	

<b>Continue with the policy despite identifying issues (note: justification must be provided)</b>	
<b>Reject the policy entirely, due to the findings of the EqIA</b>	
<b>Pilot the policy and re-evaluate the equality impact after the pilot period</b>	
<b>Modify the policy to meet separate statutory changes, not linked to equality/diversity</b>	
<b>Please briefly set out your reasons for this recommendation.</b>	

<b>SIGN OFF: The officers below confirm that this full assessment has been completed in accordance with the Council's guidance</b>		
<b>Signature of Lead Officer</b>		<b>Date:</b>
<b>Signature of Head of Service or Director</b>		<b>Date:</b>

Please retain the original form in your service area and return an electronic copy of the completed form to the Policy and Performance Team for publication.

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## **Appendix 1**

# **HOMELESSNESS REVIEW**

## **March 18** (updated March 19)

**(To inform the  
Homelessness Strategy 2018-2023)**

## South Cambridgeshire District Council Homelessness Review 2018

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## Executive Summary

The following points below summarise the main findings and challenges identified in the Homelessness Review:

<b>Profile of Homelessness</b>
Levels of homelessness are increasing with a 62% increase in homeless approaches between 2012/13 and 2017/18 and a 55% increase in acceptances between 2012/13 and 2017/18.
The highest priority group for homeless acceptances is households that include dependent children, followed by first pregnancy and those who vulnerable due to mental health.
The highest age category of homeless acceptances are those aged between 25-44 who make up around 50% of all homeless applications.
The main cause of homelessness is now termination of assured shorthold tenancy which accounts for a third of all homeless acceptances.
South Cambridgeshire does not have a specific problem with rough sleeping and levels remain low. It is unlikely that this will become a problem in the future since rough sleepers tend to migrate to Cambridge City where there are support services/facilities. Advice and assistance is provided to rough sleepers in South Cambridgeshire, but due to the low numbers this does not form a key issue for the strategy.
7.8% of homeless applicants accepted were from black and minority ethnic (BME) households in 2016/17, compared to 6.7% of the population as a whole.
14% of homeless acceptances have been from foreign nationals on average over the past five years with the highest nationality represented being Polish.
Future homelessness – based on current trends, homeless acceptances are expected to rise significantly with potential worse case scenario of a 7-fold increase in case load.
The Homeless Reduction Act commenced on 3 <sup>rd</sup> April 2018 and increases the duties owed by the Council.
<b>Existing Housing &amp; Support</b>
The number of households in temporary accommodation has increased by 9% over the last 6 years.
Use of bed & breakfast however has reduced considerably with only £22,606 spent on this type of temporary accommodation in 2017/18 compared with £99,767 in 2012/13.
Redevelopment of existing hostel site in Waterbeach – providing better quality of living standards and an increase in units from 16 to 30 overall.
Private rented accommodation in the district is expensive and unaffordable to many households when comparing the local housing allowance (LHA) with the median rents.
Home ownership is also unaffordable for many households with lower quartile figure comparisons showing house prices to be 10.8 times higher than income (Sept 18).
<b>Prevention Activities</b>
Homeless prevention has reduced since 2014/15 largely due to the difficulties accessing affordable private rent, although figures have increased in 2017/18.
Most homeless prevention is achieved through securing alternative accommodation rather than maintaining current homes, reflecting the unaffordability of current accommodation.
However, private rent assistance remains the highest successful intervention to prevent homelessness.

Following a review of the private sector leasing (PSL) scheme, an in-house scheme via a new council owned company has been set up.

The County-wide Trailblazer project is working to increase homeless prevention further through building stronger links between agencies and making homelessness the unacceptable outcome.

## Chapter 1

### Introduction

The Homelessness Act 2002 requires councils to compile a Homelessness Strategy and to renew this at least every five years. South Cambridgeshire District Council (SCDC) published its first Homelessness Strategy in July 2003 and subsequent strategies have been implemented with the last one covering 2013-18. The actions within the Strategy have been monitored closely to ensure that the key objectives have been achieved.

#### 1.1 Outcomes of the 2013-18 Homelessness Strategy

The 2013-18 Strategy focussed on two main areas:-

- The prevention of homelessness and
- Temporary accommodation

#### Homeless prevention outcomes

##### **Floating support**

The generic floating support service that amalgamated a number of general and specialised floating support services has been difficult to access, with lengthy waiting times jeopardising the chances of being able to prevent homelessness. Access has improved in recent years following closer working practices with the service.

The service continues to refer to this scheme when necessary, along with other local support services where there are mental health issues including the Riverside Floating Support service and the Chronically Excluded Adults team.

##### **Discretionary Housing Payments (DHP)**

The DHP policy was revised to take account of the impact of the changes to the LHA. Close collaboration between the Council's housing advice and housing benefit services have enabled these funds to be targeted at homeless prevention.

##### **Under Occupation**

As at July 2017 253 tenants were identified as under-occupying Council accommodation and in receipt of housing benefit. Of these the majority, 175, did not wish to move. 75 households have already been assisted to move to smaller accommodation.

## **Mental Health**

The council continue to see an increase in complex cases from clients requiring mental health support. Access to support services or specialised accommodation can be challenging, placing additional strain on the housing service.

The service is represented on the accommodation forum for specialist mental health accommodation and we are part of our local problem solving group. We also work closely with the Riverside Floating Support service and the Chronically Excluded Adults service to find suitable support for those who need it.

As part of the Trailblazer work so far, the homeless prevention liaison officers have been linking in with the Cambridge and Peterborough Foundation Trust (CPFT), including locality teams and staff from the Prism service. The Prism service provides a Community Psychiatric Nurse (CPN) who is linked to a GP's surgery and the Trailblazer team are starting to receive referrals from people at risk of homelessness that they are working with.

## **Money advice**

We continue to work closely with the Citizens Advice Bureaux (CAB) to provide a money advice service and this is a key tool used by housing advisors to prevent homelessness. Further improvements have been made including drop-in sessions and introductory telephone calls to increase take-up from those at risk of homelessness.

## **Single Homelessness**

SCDC work in partnership with the City Council and Huntingdonshire District Council to access the single homeless service provided by the City Council and access to single person accommodation through the City led Town Hall Lettings.

Referrals to the single homeless service have increased each year with 89 referrals made during 2016/17. During 2016/17 the annual target of 24 placements was surpassed by 37 actual placements.

## **Reconnection policy**

Policy adopted in 2013 to prevent rough sleeping and enables assistance to be directed to those with a connection to the sub-region.

## **King Street Homefinder scheme**

Scheme disbanded due to lack of future funding and alternative resource via the single homeless service and Town Hall lettings.

## **Information**

Leaflets and information to residents and applicants are regularly updated. However this continues to be a key area of work in view of new legislation, changing responsibilities, new Council website and Trailblazer initiatives.

## **Temporary accommodation**

### **Redevelopment of Robson Court**

Maple Court – the new provision replacing Robson Court – opened in 2015 providing 30 self contained units of temporary accommodation managed by Sanctuary Housing Group.

Occupancy rates have been high since the scheme was opened with over 90% occupancy each year.

### **Options for the Bungalow**

To date the Bungalow has continued to be used to provide 4 units of temporary accommodation, due to the Council's increased demand for this accommodation.

### **Empty Homes**

Since the implementation of our Empty Homes Strategy in 2012, the Council has invested around £2million on purchasing 15 empty homes to utilise them as temporary accommodation around the district to house households facing homelessness; which has also helped to reduce the amount we had to spend on bed and breakfast accommodation.

### **Foyer**

A Foyer scheme, providing accommodation and training opportunities for young people was investigated, however, as yet no potential site has been identified and revenue funding has not been available.

### **Impact of welfare reforms on PSL**

Following a review of the financial needs of continuing the PSL scheme with King Street it was agreed to run down this scheme and set up a new scheme managed by the Council through a separate company.

### **Discharge of Duty policy**

Policy has been adopted in 2013. This enables the council to discharge our statutory homeless duties through the private rented sector, however, in reality there have been very few cases where this has occurred due to the checks required around the standard of accommodation and the high use of private sector accommodation to prevent homelessness. However, the new PSL scheme, managed by Council staff, will ensure the properties meet these standards, making the process of discharging our homeless duties into the private sector easier.

# Chapter 2

## Profile of Homelessness in South Cambridgeshire

### 2.1 The South Cambridgeshire Area

South Cambridgeshire is located centrally in the East of England region at the crossroads of the M11 / A14 roads and with direct rail access to London and to Stansted Airport. It is a largely rural district, which surrounds the city of Cambridge and comprises 105 villages, none currently larger than 8,000 persons. It is surrounded by a ring of market towns just beyond its borders, which are generally 10–15 miles from Cambridge. Together, Cambridge, South Cambridgeshire and the market towns form the Cambridge Sub-Region. South Cambridgeshire has long been a fast growing district and in 2011 had a population of 148,800 persons (bigger than Cambridge itself) and was identified with having the largest numerical increase in population of 18,800 across England since the 2001 census. South Cambs has become home to many of the clusters of high technology research and development in the Cambridge Sub-Region.

Affordability remains a growing problem for South Cambridgeshire with the cost of buying or renting on the open market consistently high; with South Cambridgeshire being the second most expensive district for house prices in the county after Cambridge City. The average house price in Sept 2018 was £441,539, an increase of £33,471 in just two years. The lower quartile house price to income ratio is 10.8 for South Cambridgeshire (Sept 2018) – generally house prices of 3 to 3.5 times income are considered affordable.

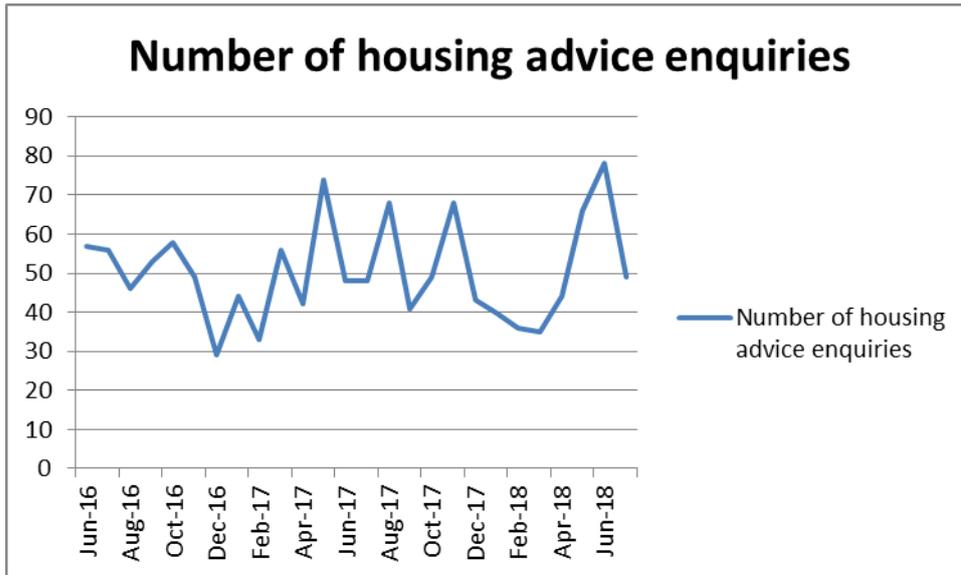
There is an active private rental market with high demand. Rents in the district are expensive, making most private rentals unaffordable for those on benefits or a low income. Private rentals at the lower end of the market are few and far between and for those relying on housing benefit to pay their rent, the difference between the LHA rate and the rent payable represents an average shortfall of £290 per month (Sept 2018).

### 2.2 Links with other strategies

Homelessness is the Council's highest risk and therefore actions to mitigate against this remains a priority. Homelessness is a key theme in the joint City and South Cambridgeshire Housing strategy, and has strong links to governments policies around welfare reform and, of course, the major change to homeless legislation through the Homeless Reduction Act.

### 2.3 Current levels of homelessness

Demand for the service continues to be high. Since June 2016 we have recorded the number of advice enquiries undertaken – see graph below. The figure has remained relatively steady with an increasing trend during the start of 2018/19 which coincided with the introduction of the Homelessness Reduction Act (59 cases per month on average compared to an average of 48/49 per month during the previous two years).

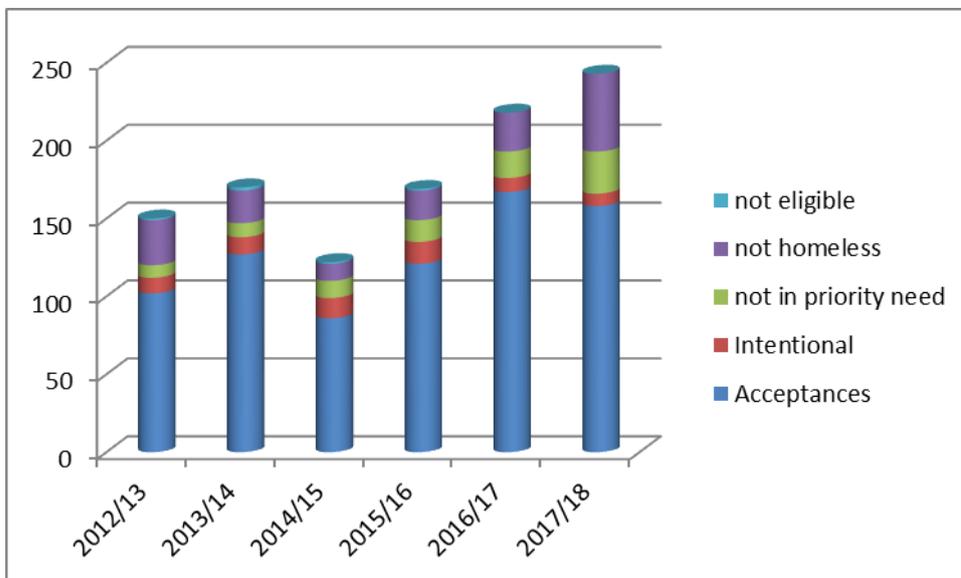


Homeless applications and acceptances however have risen significantly over the course of the past six years albeit with a dip during 2014/15. P1E data (quarterly statistics on homelessness) shows the following:

62% increase in homeless applications between 2012/13 and 2017/18.

55% increase in homeless acceptances between 2012/13 and 2017/18.

Homelessness in South Cambs is increasing at a significantly higher rate than nationally with England as a whole increasing their homeless acceptances by just 2% in comparison to our figures (Ref: Housing Statistical release June 2017).



(P1E data)

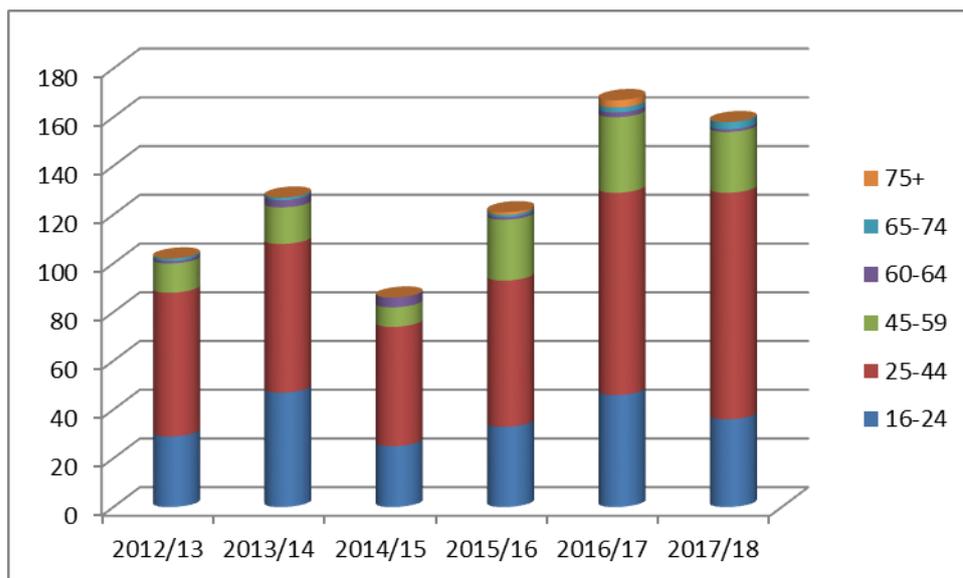
## 2.4 Levels of Rough Sleeping

The Council are required to complete a rough sleeping count or provide an estimate each year by the Ministry of Housing, Communities and Local Government (MHCLG). Because of the rural nature of the District and the relatively few numbers of rough sleepers it is not feasible to undertake rough sleeping counts across the District on a particular night. Therefore SCDC provide an estimate each year. Parish Councils are written to asking whether there are any known rough sleepers in their parish. In addition staff, local agencies - such as the police and homeless services - are contacted and asked to respond with any rough sleepers they were aware of.

A figure of four rough sleepers was recorded at the last count and historically our figures have been very low. South Cambridgeshire does not therefore have a specific problem with rough sleeping, in proportion to its population, and it is unlikely that this will become a problem in the future since rough sleepers tend to migrate to Cambridge City where there are support services/ facilities. It is, however, acknowledged that there are a number of single people who are homeless or threatened with homelessness that could be at risk of rough sleeping and therefore solutions are required for this group. The Council adopted a reconnections policy for rough sleepers in 2013 and work with and provide funding to Cambridge City Council on their single homeless service. Other advice and assistance offered to single homeless people include requests for welfare checks, advice on private rent, referral to the rent deposit guarantee scheme and referrals to suitable properties within our private sector leasing scheme.

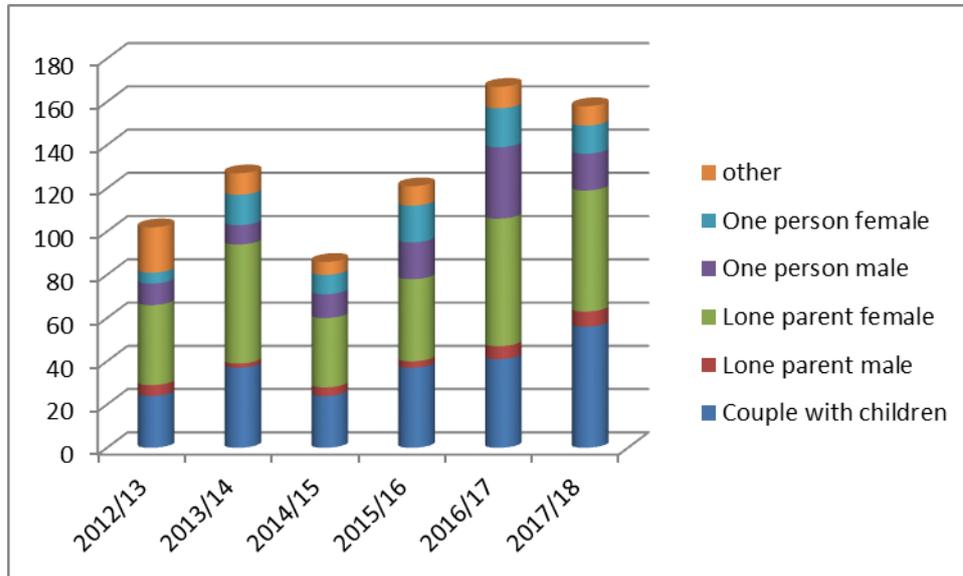
## 2.5 Break down of Homeless Applications by Age group and household type

The following graph shows the age groups of those making a homeless application during the past five years. In each year the highest represented age group amongst homeless applicants is 25-44 accounting for around 50% of all applications. This is followed by the 16-24 year age group and continues the trends seen in previous years with the two categories accounting for over 80% of all applicants.



The following graph shows the breakdown of household type across the six years for those accepted as homeless. Female lone parents is consistently the highest household type (36% of acceptance over the six years), followed by 'couple with children' (29% of accepted applicants over six years). One person households have

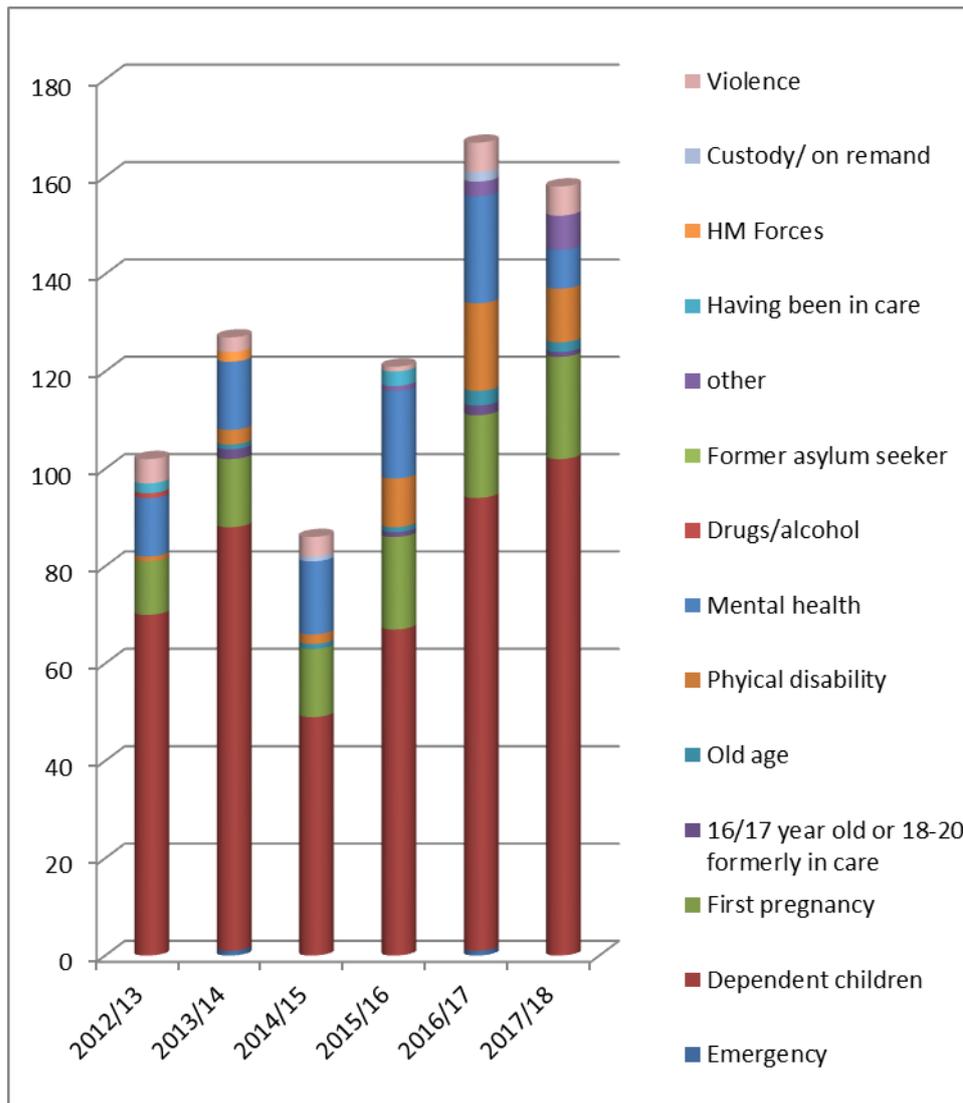
increased during the five year period, accounting for 23% over the six years. This potentially reflects the complex needs and vulnerability of many single applicants and the difficulties finding suitable single person accommodation.



## 2.6 Reasons for Priority need

The homeless legislation defines the priority need categories that determine who we have a duty to accommodate. During 2017/18, 65% of all homeless applications were accepted meaning they were found to be eligible for assistance, unintentionally homeless (i.e. they did not bring on their homelessness themselves) and in priority need. This is generally consistent with the previous five years.

As in previous years though, during the last six years, those with dependent children are the largest group of priority need applicants, counting for around 60% throughout this period. The second highest priority need category is first pregnancy, followed by mental health, again reflecting the higher levels of vulnerability amongst our applicants.

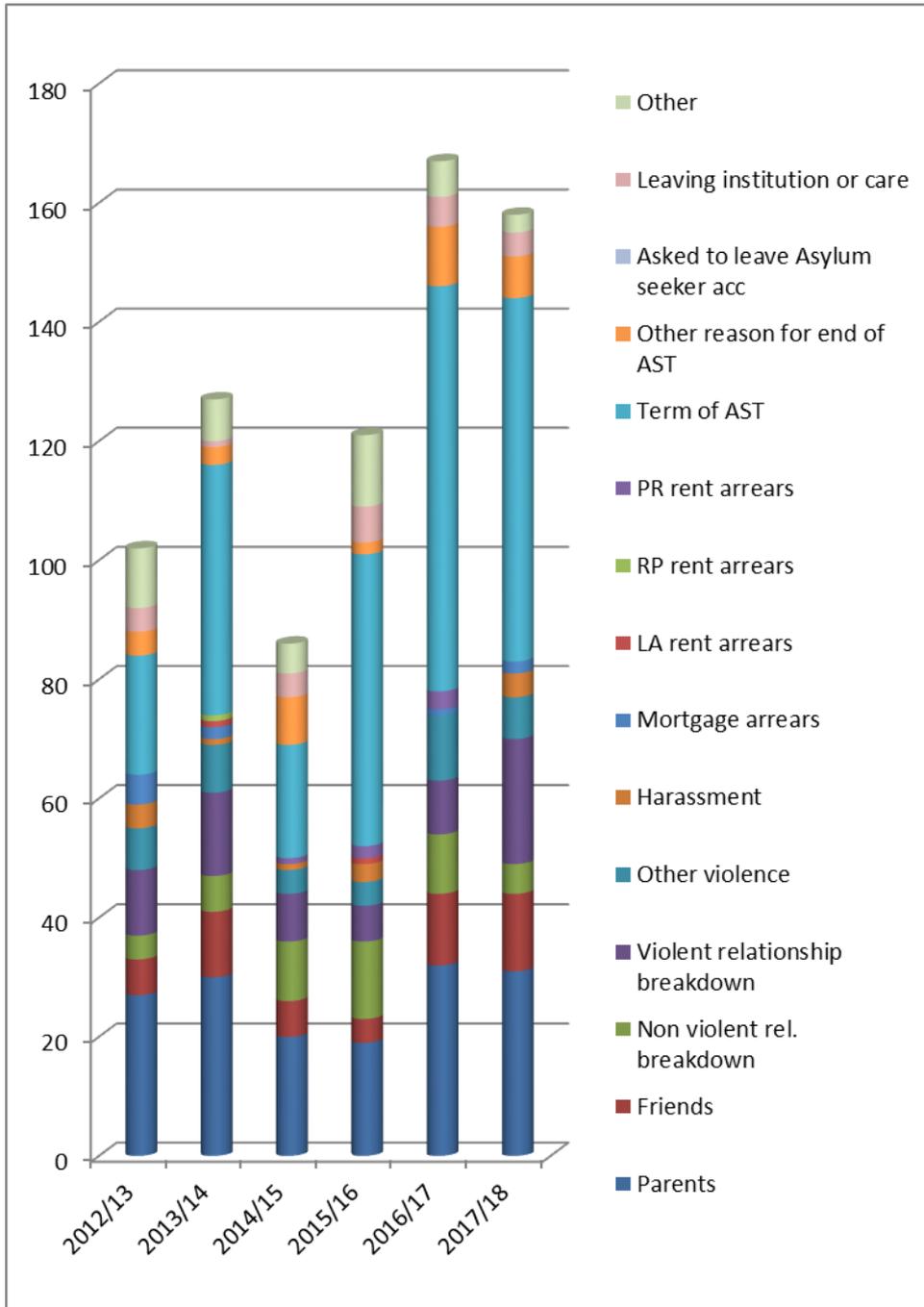


## 2.7 Reasons for homelessness

During the previous review period trends changed in terms of the main cause of homelessness when 'being asked to leave by parents' was overtaken by 'termination of assured shorthold'.

Overall this trend has continued with 'termination of assured shorthold' accounting for one-third of all homeless applications over the past six years. Whilst in 2012/13 and 2014/15 'parents asking their children to leave home' was very slightly the highest cause for these years, 'termination of assured shorthold' is the highest cause (and has accounted for more than double the reason of 'parents asking their children to leave') over the most recent three years.

The third highest cause of homelessness has varied each year between 'being asked to leave by friends', 'non violent relationship breakdown' and 'violent relationship breakdown', but overall across the five year period 'violent relationship breakdown' is the third highest cause of homelessness.



These figures match the national trends for reason for loss of last settled home, with 'Termination of Assured Shorthold' accounting for 29% of all cases in the last quarter of 2016/17 and 'parents no longer being able to accommodate' being the second biggest cause.

**Ethnicity**

**2.8 BME households**

The BME population is small and dispersed throughout the district, with no particular pockets of high concentrations of BME communities.

Comparing the general population data to the figures from the P1E homeless statistics for the last year 2017/18 and the proportion of non white applicants are slightly higher than the population's proportion of 6.7%. BME acceptances in 2017/18 accounted for 11.4% of all acceptances; however, the numbers are very small and represent 18 cases.

	2017/18 % appn accepted	Population data (Census)
White	84.8	93.3
Black	1.9	0.9
Asian	5.7	2.9
Mixed	2.5	1.8
Other	1.3	1.1
Not stated	3.8	
Total non-white	11.4	6.7

## 2.9 Foreign nationals

The proportion of accepted applicants who are Foreign Nationals has remained fairly consistent over the past 5 years (13.7% across the previous 5 years and 14.5% during 2017/18). Of the European Economic Area (EEA) Nationals, Polish is the highest nationality.

	2017/18	Across all 5 years
Czech Republic	0	1
Estonia	0	1
Hungary	0	2
Latvia	0	4
Lithuania	2	6
Poland	9	24
Slovakia	0	1
Slovenia	0	0
Bulgaria	0	1
Romania	1	1
Croatia	0	0
Other EEA	8	27
Non EEA	3	15
UK National	135	520

## 2.10 Asylum Seekers

Information from the P1E's show that during the past 5 years no one was accepted as homeless due to being a former Asylum Seeker.

## 2.11 Gypsies and Travellers

The 2011 census identified 0.3% of the population as a white Gypsy/Irish Traveller in South Cambridgeshire, equating to an overall figure of just under 500 Gypsy & Travellers recorded as residing in the District.

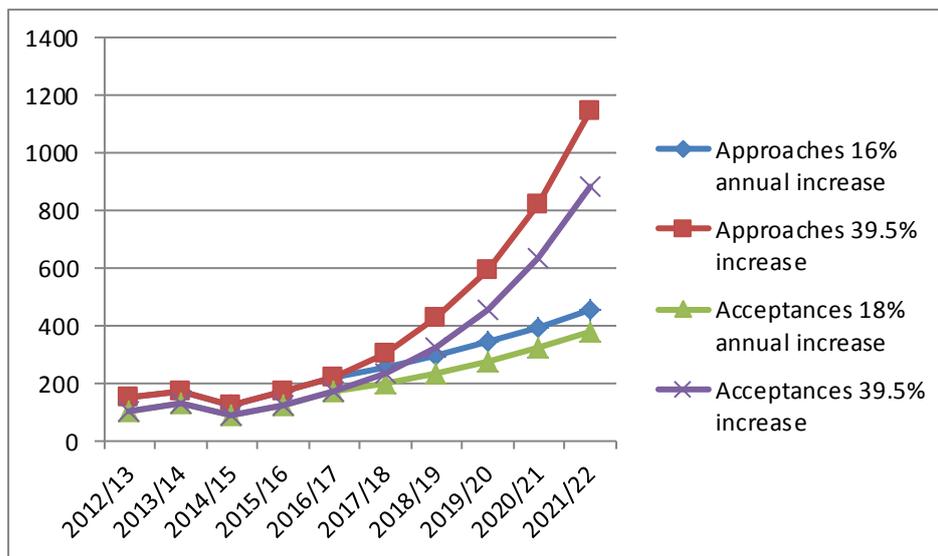
In 2016 a sub-regional Gypsy & Traveller Accommodation Assessment was undertaken. The study was carried out on the basis of the changes to the planning definition of a Gypsy, Traveller or Travelling Showperson which meant that persons who ceased to travel permanently would no longer be considered under the definition

of a Gypsy & Traveller. The findings of the survey identified that there was no requirement to provide additional Gypsy & Traveller pitches in the District. For Travelling Show people, 12 additional pitches were identified to be provided over the Local Plan period up to 2036. The survey also identified that 61 Gypsy & Traveller households no longer meet the definition but have a housing need. This need, in planning terms, will be addressed as any other part of the settled community through current housing planning policies.

## 2.12 Future Levels of Homelessness

Homelessness both nationally and within South Cambs has increased over recent years, with especially high increases in homeless acceptances seen in South Cambs in the last couple of years. There are a number of external factors that this can be attributed to, including welfare reforms and increasing costs in the private housing market.

Based on recent levels we can expect homeless acceptances to increase, however, predictions are difficult due to changes to the homeless legislation, continued welfare reforms and difficulty accessing affordable accommodation in the private sector.



The graph above shows future predictions based on the levels of acceptances and approaches over the past five years. The more conservative predictions take the average increase and decrease over the last five years (average 18% increase each year in homeless acceptances and 16% increase in homeless approaches) and the more recent increases are therefore tempered by the decrease between 2013/14 and 2014/15.

The predictions at a more drastic level follow the trends experienced over the last couple of years and are arguably more realistic due to the impact of the welfare reforms and the difficulties accessing and maintaining privately rented accommodation. These figures see homelessness rising exponentially with homeless acceptances and approaches becoming five times higher than current levels.

It should be noted that whilst the Homeless Reduction Act aims to reduce homeless acceptances, Local Authorities will have increased responsibilities to provide housing plans and prevention options to all those who approach, resulting in most

approaches involving active case work. If we compare existing levels of homeless acceptances to future levels of approaches, we are seeing a potential seven-fold increase in case load.

### **2.13 Welfare reforms**

The implementation of a major national programme of welfare reforms is well under way. Key aims are to cut the overall welfare bill and encourage people into work.

A key driver of the welfare changes is to make it financially worthwhile for people to take on paid employment rather than claim benefits. This, combined with advice and support around seeking employment, education and/or training should lead to improved opportunities for some people who would previously have been caught in the benefit trap.

However, with severe cuts to the national welfare budget happening at the same time, many claimants are finding their benefits reduced, and struggling to make ends meet, including those who are already in work. In South Cambridgeshire there are approximately 65 households subject to the benefit cap with an average weekly restriction of £49.86 (the highest being £155 per week).

Universal Credit was introduced across the district in October 2018. This replaced six other benefits, including housing benefit, and is provided in a single monthly payment. Nationally the risk of Universal Credit claimants falling into rent arrears has been found to be high, increasing the risk of homelessness as well as the Councils role as a landlord.

### **2.14 Social Housing Policy reforms**

Other than 1% annual rent cut for social housing tenants, and a review of social housing rent policy, it is now unclear the extent to which the range of social housing policy reforms announced during 2015-16 will be implemented. These include: the annual high value asset levy payable by stock holding local authorities; the phasing out of lifetime tenancies for council tenants; and extension of the Right to Buy to Housing Association tenants. In the meantime, more positive proposals for a green paper on a national review of social housing have been announced, although timescales are unclear.

Rent cuts have had a significant impact on the councils' Housing Revenue Accounts; and the higher value asset levy – if implemented - would have significant financial implications for the council, reducing the amount available for providing services to tenants and for investing in new homes.

### **2.15 Funding of supported housing**

The government is proposing changes to the way that the housing related costs of supported housing are funded, to make up the funding shortfall to providers which is likely to arise from the introduction of Universal Credit and other welfare reforms.

Proposals to give local authorities more of a commissioning role, deciding what provision is required where, rather than leaving it to the market, are to be welcomed in principle, as this strategic role was lost when the Supporting People regime was disbanded. However, any commissioning role is more likely to be a county council responsibility in two tier authorities, and the district councils will need to develop a meaningful role in terms of engaging with Cambridgeshire County Council and other

partners to ensure that local needs are adequately met. This will be particularly important for temporary accommodation as being able to respond to the increasing need for this is essential to minimise costs and use of unsuitable temporary accommodation such as B&B.

## **2.16 Devolution**

Powers and funding devolved to the new Cambridge & Peterborough Combined Authority (CPCA) are to be used to facilitate delivery of new homes, economic growth, local infrastructure, and jobs across the area. As part of this, £100m is available for new affordable housing.

The CPCA have been granted the powers to receive the £100m fund from the Government to be spent on funding the start on site of at least 2000 additional affordable homes by 31 March 2022. This provides a unique opportunity to speed up housing delivery generally, and boost the delivery of affordable housing.

## **2.17 Homeless Reduction Act**

The main national policy change relating to homelessness has been around the passing of the Homelessness Reduction Act. The Homeless Reduction Act brings major changes to the homeless legislation and with it, significant resource implications for the Council. The Act, which emanated from a Private Members Bill and received Royal Assent in April 2017 came into effect from April 2018.

The Homeless Reduction Act places new responsibilities on local authorities to provide advice and assistance to prevent and relieve homelessness, regardless of priority need. It is expected that the impact of the act will be to increase the number of customers approaching the Council for assistance. In addition, the Act will place significant additional administrative burdens on local authorities, particularly in relation to the level of detail required in producing and monitoring Personal Housing Plans. Furthermore, there are potentially 10-15 stages in the new process where the local authority is required to issue a written decision and where these decisions are all subject to review.

Based on the expected increase in customers and the additional time needed to manage each case, additional staffing resources are essential.

Additional resources are also required to properly prepare for and implement the legislation. This includes changes and modifications to IT systems and equipment, specialist training and a review of policies and procedures.

The main changes that the act will bring are:

- Applicants will be treated as being threatened with homelessness within 56 days (previously 28).
- Duty to prevent homelessness.
- Duty to relieve homelessness.
- Duty to complete a needs assessment and personal housing plan and keep these under review.
- Increase in decisions that can be reviewed, including decisions to end the prevention and relief duties and actions specified in the personal housing plan.
- A requirement on the applicant to co-operate with the actions to prevent and relieve homelessness.

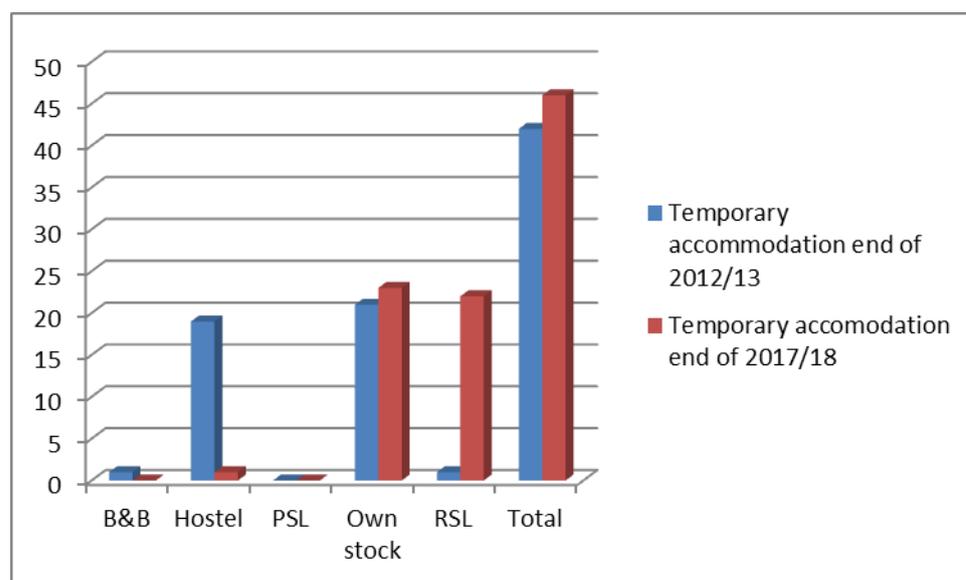
- A duty on other public sector bodies to refer cases of potential homelessness to housing (delayed until Oct 2018).
- Advice and information will need to be available to support specific groups, which include:
  - People released from prison or youth detention accommodation
  - Care leavers
  - Former members of the regular armed forces
  - Victims of domestic abuse
  - People leaving hospital
  - People suffering from a mental illness or impairment and
  - Any other group that we identify as being at particular risk of homelessness in the district.

## Chapter 3

### Existing Housing and Support

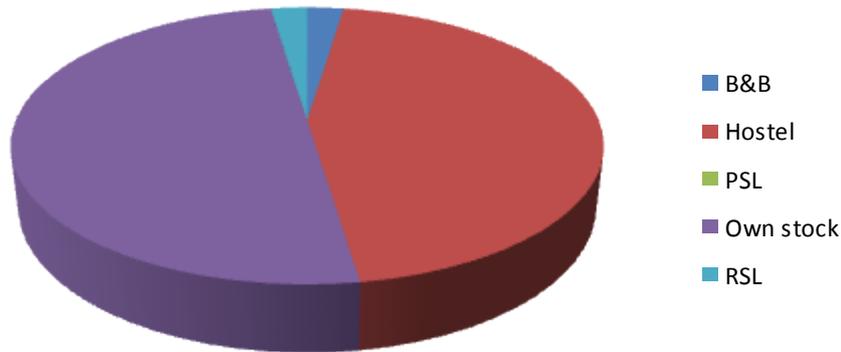
#### 3.1 Temporary accommodation

The demand for temporary accommodation has also increased over the last 5 years. Figures from the end of 2012/13 and 2017/18 show a 9% increase in the number of households in temporary accommodation, although numbers have been higher within this period with figure at the end of 2016/17 showing a 43% increase on the 2011/12 levels..

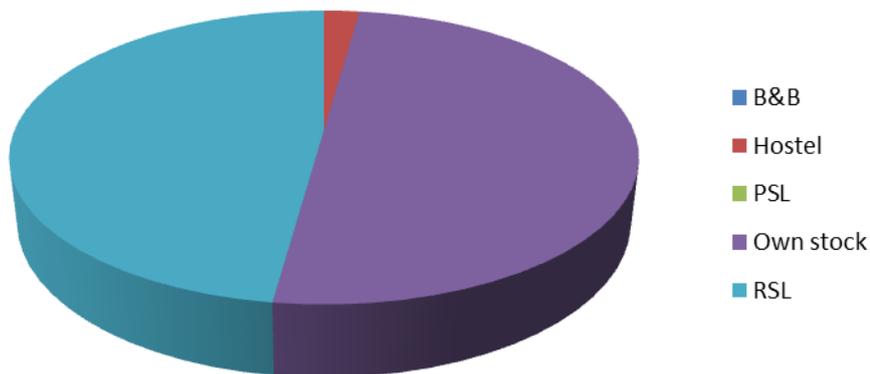


Previously the Council had two hostels that provided shared accommodation for statutory homeless households. During 2013/14 one of these sites was redeveloped, replacing a 16 room hostel with 30 units of self contained temporary accommodation. Not only has capacity increased but the standard of accommodation is much more suitable for families and vulnerable single people. Research into living in shared temporary accommodation shows that this can impact physically and mentally on homeless households, and the lack of privacy and space to play can have a detrimental effect on families and children. The new provision no longer comes under the definition of hostel accommodation, hence the reduction in hostel accommodation and increase in registered social landlord (RSL) accommodation within the temporary accommodation stats.

### Temporary accommodation end of 2012/13



### Temporary accommodation end of 2017/18



The Council still use properties within its own stock for temporary accommodation. Whilst this helps us to provide more suitable temporary accommodation than, for example, B&B placements, ideally we would like to reduce this amount to maximise the number of properties that can be let on a permanent basis.

The PSL scheme has almost solely been used for prevention with no cases in 2017/18 being recorded as temporary accommodation at the end of each quarter.

The team's success in managing homeless applicants and their temporary accommodation is reflected in the low usage of B&B despite an overall increase in temporary accommodation.

Year	Annual B&B spend
2012/13	£99,767
2013/14	£24,894
2014/15	£11,028
2015/16	£19,965
2016/17	£10,616
2017/18	£22,606

### **3.2 Other accommodation/ specialist support**

Supported specialist accommodation is largely located within the City of Cambridge (and therefore not within the boundaries of South Cambridgeshire District), as it is close to facilities, services, transport links etc. Although SCDC does not have specific nomination rights to most of the specialist schemes referrals can be made to many of the young peoples schemes via the in-form facility shared by members of the Youth Accommodation Forum. The Council has nomination rights to 10 bed spaces at the YMCA for young people aged 16-25 as well as a shared emergency bed space with Cambridge City Council.

Supported accommodation for the mental health client group is administered by the monthly accommodation forum at Cambridge and Peterborough Foundation Trust (CPFT). Officers can support applicants within the forum if they have been referred by a Community Psychiatric Nurse, but there are no direct referral mechanisms.

Residents ready to move on, can be assessed under the Home-Link Sub-Regional choice based lettings scheme and, where appropriate, will be awarded Band A.

### **3.3 Permanent accommodation**

#### ***Council housing***

SCDC is a stock holding authority with 5245 social rented homes. Of these, 1066 are sheltered homes for the elderly.

At the time of the last Homeless Review the Council's landlord functions had become self-financing. The Council took a debt of £205m, but was able to keep its full rental income, which enabled the Council to develop a business plan to re-invest into existing stock and begin to build new affordable social rented homes. The New Build Strategy identified up to 200 new homes that could be built in the next 10 years.

Unfortunately these plans were thwarted by the 1% rent reduction, which effectively wiped out the Council funds to pursue this plan. The Council have so far built 50 new homes on four sites in Swavesey, Foxton, Linton and Waterbeach, with a further 64 in progress.

Over the last 3 years on average 276 allocations have been made each year from the housing register into Council stock, 30% of which are generally for sheltered accommodation and would not normally be suitable for homeless households.

#### ***Housing Associations/ Registered Social Landlords***

The number of lettings made to RSL's on average each year is 210. A new build programme has resulted in 922 new affordable homes across the district over the past 5 years up to March 2017 (average of 184 properties per year).

#### ***Choice Based Lettings (CBL)***

The Cambridgeshire sub region introduced their CBL scheme in 2008, called Home-Link. The lettings policy was reviewed in 2013 to take account of some of the welfare reforms.

With the introduction of the Homeless Reduction Act, the policy is being reviewed to ensure it remains compatible with the new legislation. The policy and impact of the new legislation will remain under review to ensure it continues to address the highest housing needs.

There are currently 2179 (Jan 2018) applicants on the housing register for South Cambridgeshire, split into the following housing needs bands:

Band	Number of applicants
A	142
B	445
C	665
D	927

### ***Private rent***

Private rent in the district is expensive. Housing Benefit entitlement is restricted to the Local Housing Allowance (LHA) for the area. The following table shows the LHA for Cambridgeshire for each size of property along with the weekly median rent. The difference each week makes access to the private rent sector very difficult for many households in receipt of benefit or on a low income.

Table showing median rent and LHA

Property size	Median rent Sep 2018	LHA	Difference per week
1 bed	172	130	42
2 bed	206	149	57
3 bed	252	174	78
4 bed	322	231	91

### ***Private Sector Leasing***

The Council has worked with King Street Housing for many years to provide a Private Sector Leasing (PSL) scheme. However, with increased costs in this area and a very competitive housing market the difficult decision was made to end this arrangement and set up a new scheme in-house. Whilst the Council will need to subsidise the scheme, it was established that this is a more cost effective solution to the existing arrangements.

The purpose of having a PSL scheme is to provide access to affordable, good quality private rented accommodation to help prevent homelessness. The scheme can also be used to provide temporary accommodation for those owed a homelessness duty and as an offer of suitable accommodation to end our homelessness duties.

The Council have set up a separate company to operate the scheme that is solely owned by the Council – Shire Homes Lettings.

The scheme is now up and running and there is an on-going project to increase the availability of properties under the scheme.

### ***Home Ownership***

The average house price for South Cambridgeshire in Sept 2018 was approximately £416,387, with the lower quartile averaging £295,000. Figures from the

Cambridgeshire Sub regional housing market bulletin show average median house prices are 8.3 times the average income, whilst comparisons between the lower quartile figures show house prices to be 10.8 times higher than income (Sept 2018). As a general rule, house prices of 3 – 3.5 times income are considered affordable.

For many households therefore living in the district home ownership continues to be unaffordable.

# Chapter 4

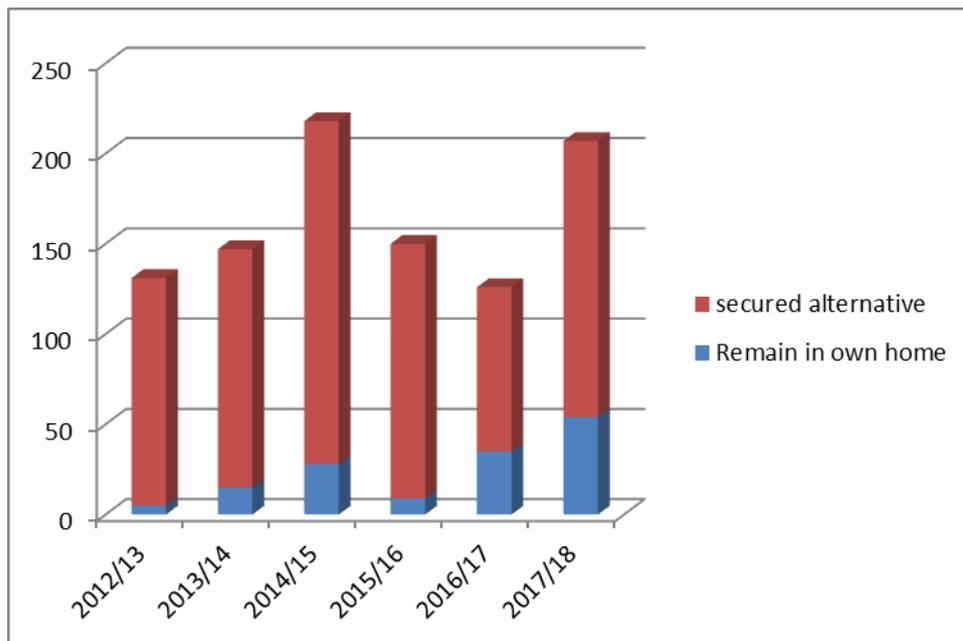
## Homeless Prevention Activities

### 4.1 The Housing Advice and Options Team

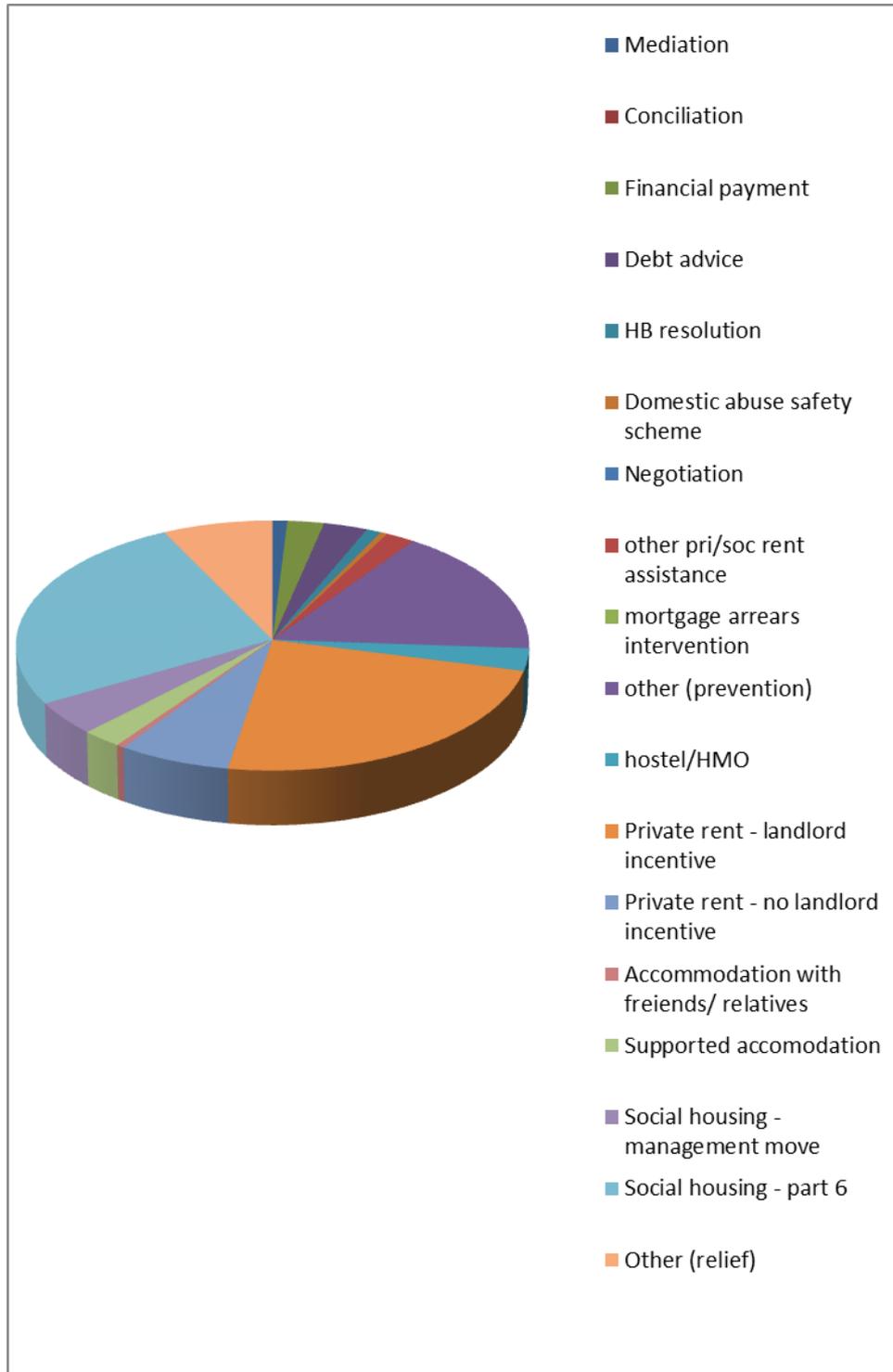
The housing advice and options service is part of the Affordable Homes department of the Council. The service is responsible for providing free and confidential advice to the residents of South Cambridgeshire District, including homeless prevention. The service is also responsible for the Council's statutory duties under the homeless legislation contained within the 1996 Housing Act and introduction of the Homeless Reduction Act, along with responsibility for letting social rented properties under Home-Link, the sub-regional choice based lettings service. The service also provides services specifically for elderly residents in the district including a Visiting Support service that supports residents and helps them to maintain their homes and the Community Alarm service.

The housing advice and homelessness section within the team have continued to focus on prevention since the last strategy, however, during this time options such as private renting have become more difficult to access. This has had a knock on affect with the number of homeless approaches and acceptances which have increased during the period.

The following table shows the number of potentially homeless cases prevented through officer intervention. The chart also illustrates the difficulties in trying to help households remain in their current homes. Far more prevention is achieved by assistance to secure alternative accommodation. This is a reflection of the changes to welfare reform, where many household find their current accommodation unaffordable.



The table below shows the activities undertaken to help prevent homelessness during 2017/18. The main areas where homelessness can be successfully prevented is through assistance to access privately rented accommodation with a landlord incentive and accommodation allocated via Home-Link.



Additional staffing resources have been required to meet the demands of the Homelessness Reduction Act. This includes an additional Housing Advice and Homelessness Assistant to help with the triage stage, when applicants initially

contact the service, an additional Housing Advice and Homelessness Officer to help manage the increase in the administrative and decision making processes for each case and a Complex Case officer to assist with the most vulnerable applicants and liaise with additional services and agencies to ensure appropriate support.

#### **4.2 Floating support**

A county wide floating support service is in place to support a range of clients aged 16 – 64 who may need housing related support to help them to maintain their accommodation.

In addition, the Housing Advice and Options service refers clients in need of support with mental health issues to the Riverside floating support service and the Chronically Excluded Adults service.

#### **4.3 Private sector Leasing**

The settled homes scheme was previously provided through the private sector leasing scheme with King Street Housing. As our own private sector leasing scheme develops the priority will continue to be homeless prevention, through an offer of a settled home through this scheme.

#### **4.4 Deposit guarantee scheme**

The rent deposit guarantee scheme has been in operation for a number of years. The scheme provides either the deposit or a guarantee of the deposit to private landlords. King Street Housing manage this scheme on behalf of the Council and their role relates to facilitation of the letting rather than ongoing management.

The scheme is offered to both priority need and non priority need applicants at risk of homelessness and enables them to find and choose their own accommodation.

During the last financial year since April 2017, 24 households had been assisted to secure private rented accommodation with the deposit scheme. This has reduced significantly when compared to previous years (43 in 2016/17 and 45 in 2015/16), but this is in line with current trends around the affordability of private rented accommodation and the difficulties therefore of finding suitable tenancies.

#### **4.5 Single Homeless Service**

The single homeless service led by Cambridge City Council stems from government funding issued in 2012 for single homeless prevention. The service provides shared accommodation in the private sector for single people. Both South Cambridgeshire District Council and Huntingdonshire District Council continue to work in partnership with the City Council to provide this service.

Referrals to the single homeless service have increased each year with 89 referrals made during 2016/17. During 2016/17 the annual target of 24 placements was surpassed by 37 actual placements. At the end of Dec 2017, 74 single households had been successfully placed in accommodation through the service.

#### **4.6 Discretionary Housing Payments (DHPs)**

DHP's are extra payments to assist with housing payments for those in receipt of housing benefit. The policy prioritises homeless prevention and additional payment towards housing costs such as rent can be made to help prevent homelessness.

Funds for DHP's are allocated from Central Government.

£75,000 of the allocation for 2018/19 will be specifically used by the housing advice team to prevent homelessness.

#### **4.7 Safe at Home**

Additional security measures are offered to victims of domestic abuse, where they wish to remain in their own homes and these measures will provide a safer environment. The team work closely with the Bobby scheme to provide this support.

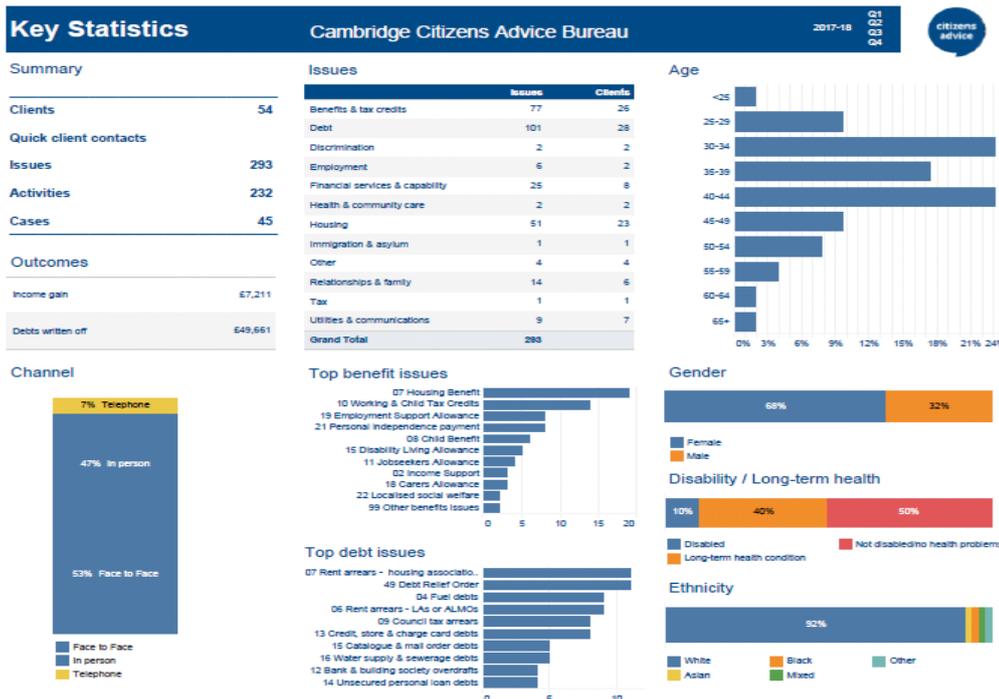
#### **4.8 Spend to Save**

As well as the prevention schemes mentioned above, there is also provision within the homeless budget for officers to determine other prevention measures. A recent review of expenditure on homelessness within South Cambs estimated that accepting a homeless application cost the Council approximately £2,100 and it is anticipated that this will increase as homelessness increases due to having to resort to more expensive temporary accommodation. Therefore, as a guide officers have discretion to provide one off solutions up to a maximum of £2,000 per applicant to prevent homelessness. This will not only be a cheaper option for the Council but will reduce the disruption and distress to the families caused by homelessness.

These payments are made as a loan which the applicant agrees to repay at an affordable weekly/ monthly repayment.

#### **4.9 CAB – Money Advice service**

The Council works in partnership with Cambridge CAB to provide a money advice outreach service from the Council's offices. Many applicants approach the Council with debt issues, which the CAB can assess and assist with.



#### 4.10 Homeless prevention via Home-Link

As part of the Home-Link lettings policy, Band B can be awarded to applicants, likely to be in priority need, who are working with us to prevent their homelessness. As demand and housing need for housing increases there can be no guarantee of rehousing prior to homelessness, however, where households are willing to be as flexible as possible there is some chance of rehousing.

As at March 2018, 35 households were registered on Home-Link with a housing need of homeless prevention and 20 had been housed during the previous year.

# Chapter 5

## Partnership Working and Consultation

### 5.1 Key Forums

The team work in partnership with a number of other agencies to support those who are homeless, address their associated needs and improve joint working. Key forums attended by the service include:

- Chronically excluded adults service
- County protocol meetings
- Home-Link Management Board
- Home-Link Operations group
- Hostel managers meeting
- Youth Accommodation forum
- Mental Health accommodation forum
- MAPPA
- MARAC
- Sub regional homelessness group
- Trailblazer steering group
- Residents at risks

This is not an exhaustive list and one-off or ad-hoc meetings are also attended with other agencies as the need arises.

### 5.2 Trailblazer

In 2016, a range of partners across Cambridgeshire and Peterborough came together to bid for “homeless trailblazer” funding. Happily we secured nearly £750,000 as a result. Our vision is that “by empowering all public facing staff to identify the risk of homelessness and work together to prevent it, we make homelessness the ‘unacceptable outcome’”.

The project is well underway, with the funding expected to last up to mid 2019. Partners to the project will therefore be undertaking an evaluation of the project and establishing which activities have proved successful and how these may be able to continue either collectively or within each local authority area.

The project includes:

#### ***Homeless prevention***

The homelessness prevention team are working with a wide range of local teams to work better together, to reduce homelessness. They have been helping staff identify the early warning signs of homelessness and ways to prevent it. The team have built up good working relationships to deliver a better service by linking agencies up.

The team provide support and direct help to achieve the following:

- Educating agencies to recognise the early warning signs of homelessness and ways to prevent it.

- Helping people as early as possible when threatened with homelessness, regardless of “priority need”.
- Promoting a new housing health-check and new budgeting tools.
- Supporting agencies to make action plans for those at risk of homelessness.
- Ensuring customers are engaging with help given, to ensure a positive outcome.
- Working closely with housing options teams to see what has been successful and what has not, using the feedback to further develop the project.
- Helping to develop all aspects of the homelessness prevention hub and the rent solution service.

### ***The landlord rent solution service***

Loss of rented or tied accommodation is our biggest reason for homelessness acceptances, and this is mirrored across the County. As part of the Trailblazer project:

- We will create a new ‘rent solution’ service to help landlords maintain tenancies, resolve tenancy problems and reduce evictions which are leading to homeless acceptances.
- We will aim to attract landlords to use our trailblazer delivery vehicle through these interactions.

The rent solution service offers free specialist help and advice to agents, landlords and tenants to help maintain tenancies and try to help resolve tenancy problems that may otherwise lead to evictions.

### ***New business development***

It is evident that social housing cannot meet the levels of housing need across the County. Access to private rent accommodation is vital and enabling people on low incomes to secure private rented accommodation is now the most significant housing route to prevent homelessness.

Two new business development officers will develop schemes that facilitate access into good quality, affordable and suitable private rented homes. The aim is to increase supply of affordable housing options for households in need, co-operating with existing offers and exploring new opportunities.

This will be achieved by:

- Working with existing private rental schemes.
- Setting up new private rent schemes, for example; guaranteed rent schemes for private landlords.
- Facilitating new supplies of accessible rental accommodation.

### ***Expanded Web Resources***

Debt advice and resolving arrears are key to homelessness prevention. We will support the Making Money Count (MMC) web resource and we will expand our web resource to help residents and partner agencies with more information around homelessness and build better inter-agency knowledge.

### **5.3 Protocols**

The housing advice and homelessness service have a number of protocols in place with other agencies. This is likely to increase with the requirements of the duty to refer under the Homeless Reduction Act. Most protocols are, and will need to be, County wide to ensure a consistent approach for County-wide agencies.

Some key existing protocols include:

#### ***Homeless 16/17 year olds:***

A vital area of work between Housing and Children's Services to ensure vulnerable 16/17 year olds receive the help and support they need to either resolve the issues at home that have led to the threat of homelessness or those who are living away from their families for the first time, whilst still legally being a minor.

The protocol has recently been under review and further government guidance is due in light of the Homeless Reduction Act requirements.

#### ***Intentionally homeless families***

Another protocol between Housing and Children's Services relates to assistance offered to intentionally homeless families. This protocol is due for review, particularly in light of the Homeless Reduction Act, where even greater emphasis is put on prevention.

#### ***MAPPA***

This is a protocol between housing and key agencies who are part of Multi Agency Public Protection.

This protocol was recently updated in April 2017 promoting a housing options approach. The protocol mainly applies to level 2 and 3 offenders and covers comprehensive planning six months in advance of release.

### **5.4 Consultation**

As part of this review of homelessness we contacted a number of partner agencies to get their view on our emerging priorities bearing in mind the main causes of homelessness in the District, the priorities identified by the Trailblazer project and our response to new legislation and government policies.

Summary of responses

*Priority 1: Working closer with partner agencies to prevent homelessness:*

Why?

- Priority aim of the Trailblazer project.
- Increase in homeless applicants with complex needs.
- Mental illness is one of the top reasons for priority need amongst homeless acceptances.
- Earlier intervention will increase homeless prevention.
- Introduction of the Homeless Reduction Act and requirements on all agencies to refer where there is a risk of homelessness.

What will this include?

- Responsibility on all agencies to help prevent homelessness.
- Increase prevention upstream
- Increased casework with all homeless applicants (including non priority homeless applicants), identifying key actions through housing plans.
- Help staff within partner agencies to identify early warning signs of homelessness and find new ways to prevent it.
- Establish housing pathways for specific needs.

Agencies responding – 11

Agencies who agreed with this priority – 11

Key areas of support offered:

- Outreach domestic abuse services.
- Working with the Trailblazer project
- Cross boundary working
- Identify early warning signs of those at risk of losing their tenancy.
- Can offer preventative support in relation to care and support needs
- Support complex clients including help with work and life skills.
- Support with package of furniture and equipment for new home.
- Increased provision of accommodation in partnership with South Cambridgeshire.
- Physical or emotional health care that could help prevent homelessness.

*Priority 2 - New private rent initiatives:*

Why?

- Ending of an assured shorthold tenancy is the main cause of homelessness.
- Severe lack of affordable accommodation in the private sector.
- Increased responsibilities, but no increase in provision of accommodation and existing lack of social renting to meet demand.
- Need to increase prevention options to reduce use of inappropriate temporary accommodation such as B&B.

What will this include?

- Implement private sector leasing scheme.
- New landlord and rent solution service (Trailblazer project).
- New business development officers to increase access to private rented sector (Trailblazer project).
- Exploring opportunities for Build to Rent Schemes on the larger strategic sites in South Cambridgeshire as part of the Council's affordable housing enabling role.

Agencies responding – 11

Agencies who agreed with this priority – 11

Key areas of support offered:

- Continue Town Hall Lettings (THL) for single people.
- Share good practice
- Work collaboratively with SCDC around complex cases.

- Signposting service users.
- Can support those in private rent through outreach.
- Work with private landlords to support tenant.

### *Priority 3 - Access to information*

#### Why?

- Trailblazer priority
- Easier and earlier access to information in response to increased demand.

#### What will this include?

- Advice on rights and responsibilities to help residents prevent homelessness from their current accommodation.
- Advice on other housing options available
- Better advice and information for partner agencies.

Agencies responding – 11

Agencies who agreed with this priority – 10

#### Key areas of support offered:

- Joined up advice.
- Access to advice and information.
- Early identification.
- Advice on how to access services.
- Provide advice to clients.

### *Priority 4 - Access to accommodation and support*

#### Why?

- With affordability being such a severe problem in South Cambridgeshire – access to affordable and decent accommodation is crucial.
- Homelessness is increasing and this is likely to increase demand for temporary accommodation and subsequent rehousing.
- Increased level of cases with complex needs.

#### What will this include?

- Increase supply of affordable accommodation (including private rent and social rent).
- Review levels of temporary accommodation and the need for additional units.
- Enable existing and potential tenants to access appropriate support to enable them to maintain their accommodation.
- Implementation of the PSL scheme.

Agencies responding – 11

Agencies who agreed with this priority – 11

#### Key areas of support offered:

- Support for those affected by domestic abuse.
- Working in partnership.
- Ensure correct support in place for complex cases.
- Work on housing options for complex cases, including training flats.
- Preparation for independent living.
- Ongoing support.

- Supporting people in a tenancy.

## **5.5 Partner agencies**

Our Partner Agencies include, but is not restricted to the following agencies and services:

Cambridge City Council  
East Cambridgeshire District Council  
Fenland District Council  
Huntingdonshire District Council  
Peterborough City Council  
Cambridgeshire County Council  
Cross Keys Homes  
Flagship  
Guinness Partnership  
Cotman Housing  
Hastoe Housing  
BPHA  
Hundred Houses  
Papworth Trust  
Orbit  
Metropolitan  
Luminous  
Accent Nene  
Clarion Housing  
Suffolk Housing  
Cambridge Housing Society  
Sanctuary Housing  
Cambridge Citizens Advice Bureaux  
John Huntingdon's Charity  
NHS Cambridgeshire and Peterborough  
Office of Police and Crime Commissioner  
King Street Housing  
Cambridge Women's Aid  
Cambridge Re-use  
Cambridge Cyrenians  
Emmaus  
Jimmy's Cambridge  
Wintercomfort for the Homeless  
Riverside

# Chapter 6

## Performance monitoring

### 6.1 Homeless strategy action plan

The action plan will illustrate key actions needed to address the priorities identified in the homeless strategy. This will be regularly monitored by the Council to ensure actions remain on track.

### 6.2 KPI's

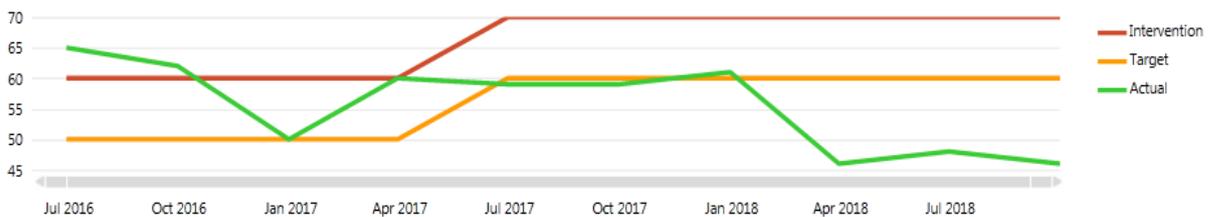
The Council monitors three KPI's for the homeless service:

- No's in temporary accommodation
- Numbers of homeless prevention.
- Expenditure on B&B

These three PI's give an overall picture of the impact on homelessness and how well we are able to respond to it. Whilst our focus remains on prevention we can see the impact that external factors may have on our ability to prevent homelessness. There has been some correlation between an increase in homeless prevention and a reduction in temporary accommodation, although overall demand for the service is increasing.

Expenditure on B&B has the ability to escalate quickly and is therefore closely monitored. Increased costs here will show that additional resources and options are required for alternative temporary accommodation.

Number of Households in temporary accommodation (beginning of 2016/17 to end Sep 2018)



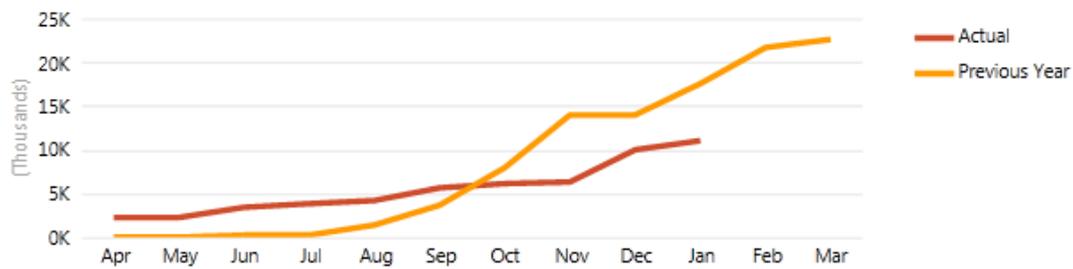
AH208 - Number of households helped to prevent homelessness (beginning of 2016/17 - end Sep 2018)



AH212 - £s spent on B&B accommodation (year to date) (beginning of 2016/17 – end Jan 2019)



AH212 - £s spent on B&B accommodation (year to date) – 2018/19 to date (red) versus 2017/18 (amber)



Housing Advice Caseload (Jun 2016 – end Jan 2019)



## Chapter 7

### Resources

#### 7.1 Expenditure and income

##### *Housing advice and homelessness service*

	2006/07	2012/13	2016/17
Payments for Accommodation	£47,479	£152,324	£70,788
Associated costs for homeless households (storage of Household Goods, etc.)	£5,361	£10,861	£19,579
Provision for Irrecoverables	£0	£3,800	£0
Rent Deposit Partnership Scheme	£36,642	£51,825	£46,575
Charitable Payment Scheme	£29	£331	
Homeless prevention Grants			£11,300
Prevention Measures	£8,808	£18,157	£27,742
Consultation on Homelessness Strategy (CIPS)	£0	£0	£0
Staff & Central Support Costs	£126,606	£265,739	£238,873
<b>Total Expenditure</b>	<b>£224,925</b>	<b>£503,036</b>	<b>£414,857</b>
Income – Contributions	£2,690	£71,586	£5,530
Income – Government Grant	£40,700	£55,166	£53,622
<b>Total Income</b>	<b>£43,390</b>	<b>£126,752</b>	<b>£59,152</b>
<b>Net Expenditure</b>	<b>£181,535</b>	<b>£376,284</b>	<b>£355,705</b>

Payments for accommodation show a significant reduction in the most recent year. This is largely due to a reduction in the use of B&B accommodation. Spending on homeless prevention has increased as this area of work has been prioritised. This includes a money advice service to aid homeless prevention.

##### *Private sector leasing*

An additional budget was approved for the new private sector leasing scheme. Working within the current housing market, it is clear that this scheme cannot be operated at nil cost, and therefore it will need to be subsidised by the Council to ensure it provides truly affordable accommodation for those in housing need. However, with the increasing number of homeless applicants there is the real risk of expensive B&B costs escalating quickly and therefore it was felt that interventions such as this would help to minimise this risk of an extreme increase in expenditure as well as being a better housing solution for homeless and potentially homeless families.

Estimates for the PSL scheme were estimated based on recent private rent expenditure and costs incurred by our own in-house services and contractors. Based on 70 properties it is anticipated that the cost of the scheme will be in the region of £175,190, however, this compares to potential costs of over £2 million if B&B is relied on to provide additional temporary accommodation.

## 7.2 Government Grants

The Government provide an annual grant for homelessness prevention, which is usually reviewed every three years. The amount of grant awarded for 2016/17 to 2018/19 is expected to be as follows:

2016/17	£49,362
2017/18	£49,430
2018/19	£49,525

In October 2017 the Government announced that it would be allocating £72.7 million 'New Burdens' funding to all housing authorities in England in acknowledgement of the transitional support required by local authorities implementing new processes and systems to prepare for commencement of the new act. The funding covers the remainder of 17/18 and the following two financial years through to March 2020. It is not expected to be extended beyond this date, although a thorough review of the funding and underlying financial assumptions have been promised after the second year.

The allocations to South Cambridgeshire District Council are as follows:

2017/18 - £28,530  
2018/19- £26,134  
2019/20 - £30,035

In addition, the Flexible Homelessness Support Grant (FHSG) was introduced this year. This grant is not directly designed to cover the costs of implementing the Homelessness Reduction Act but can be used in this manner if a council chooses to do so.

FHSG is a direct replacement for the 'Temporary Accommodation Management Fee' (TAMF) which was distributed to local authorities by the Department of Work and Pensions until the end of March 2017. This funding stream is primarily to cover the costs of temporary accommodation, although the regulations allow it to be spent on wider homeless prevention activities if a council chooses.

## 7.3 Grants to external organisations

The Council provides grant aid to organisations that offer housing advice and other support to homeless and potentially homeless households.

In December 2015 the housing portfolio holder approved grants for the following organisations for next three years. The annual grant is also shown.

Organisation	Grant allocation
Cambridge Cyrenians	£1,700
Cambridge Re-Use	£1,500
Cambridge Women's Aid	£8,100

Cambridge Cyrenians – the grant from South Cambridgeshire is contributing to the maintenance and upgrade of computers and IT support provided to service users. Cambridge Cyrenians provides a PC and internet access for residents in each of

their houses to enable them to bid on-line for housing, apply for benefits and search for work.

Cambridge Re-Use provides low cost household goods to low income families in Cambridge and South Cambridgeshire. During the first half of the 2016/17 financial year a total of 92 people living in the SCDC area accessed the Cambridge Re-Use service.

Cambridge Women's Aid offers a high standard of modern refuge accommodation to women and children, providing support and activities to build confidence and support independence. The outreach services offered by Cambridge Women's Aid provides a free and confidential service based in the community to support those affected by domestic abuse, either directly or by supporting those who know them or work with them. The Outreach service supported 371 people including 86 from South Cambridgeshire.

# Chapter 8

## Conclusion

There is no doubt that homelessness remains an increasing challenge for SCDC, like most local authorities across the Country. A number of external factors have contributed to this including welfare reforms and an unaffordable housing market. Homelessness have risen significantly over recent years and demands on local authorities will increase further due to the introduction of the Homeless Reduction Act.

Additional resources have been agreed by the Council to help to address this including an increase of staffing resources to meet these challenges and a Private Sector Leasing scheme to provide much needed affordable accommodation for those in housing need. Central Government has also provided additional funding to help local authorities with their new duties and responsibilities although the new burdens funding falls far short of the actual costs. In addition SCDC are part of a County-wide partnership who were successful in obtaining Trailblazer funding to increase homeless prevention opportunities as early as possible. It is therefore essential that these resources as well as existing resources are put to the best use possible and focus will need to remain on the new initiatives being supported including the Trailblazer project and the private sector leasing scheme.

The Councils statutory responsibilities in relation to homelessness are subject to the largest change since the homeless legislation was introduced and time and resources are required to meet these challenges.

Like many local authorities the main cause of homelessness is termination of assured shorthold tenancies and we can see that affordability of housing is a key concern within the district. Specific prevention options including debt advice and affordable housing options therefore need to remain a priority. Early intervention is essential and given the expected increase in homelessness it is important that we make information available that the public can access directly and where possible address their own housing needs. Early work undertaken by all agencies signed up to the ethos adopted by the Trailblazer project of 'homelessness being the unacceptable outcome' will also aid early resolution of housing difficulties.

Key themes that are therefore emerging as priorities for the next 5 years include:

- Working closer with partner agencies to prevent homelessness
  - Trailblazer project
  - Establishing pathways
- New private rent initiatives
  - Increase supply of accommodation through Shire Homes Lettings
  - Utilising opportunities to prevent homelessness in the private rented sector through, for example, DHP, rent deposit scheme, support to landlords.
- Access to information
  - Written and website information
  - Targeted advice for specific groups

- Access to accommodation and support
  - Increase supply of housing
  - Monitor impact of Homeless Reduction Act
  - Monitor need for temporary accommodation
  - Maximising homeless prevention
  - Review of lettings policy



**Report To:** Scrutiny and Overview Committee  
**Lead Officer:** Head of Housing Advice and Options

21 March 2019

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## Request to assist with the resettlement of Syrian Refugees

### Purpose

1. To seek approval to enter into a joint pledge to resettle three to five families via the Vulnerable Persons Resettlement Scheme (VPRS) and the Resettlement of Vulnerable Children Scheme.
2. This is a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

### Recommendations

3. Scrutiny and Overview Committee are asked to agree the following:
  - a) To review the proposal to enter into a joint pledge with Cambridge City to resettle between three and five refugee families and to identify any aspects that the committee require further clarification on.
  - b) To recommend that Cabinet approves the adoption of a joint pledge, subject to sufficient clarification of any identified queries.

### Reasons for Recommendations

4. The Council has publicly expressed its intention to provide a humanitarian response to people who are displaced from their home country; the recent consultation on the Council's 2019-24 Business Plan stated the intention to work with national, regional and local partners to support the needs of refugees and asylum seekers. No negative responses were received in relation to this commitment.
5. This paper sets out a proposal for the Council to take forward its commitment by entering into a joint pledge with Cambridge City Council to assist in resettling Refugees through the Syrian Vulnerable Persons Resettlement Scheme and The Resettlement of Vulnerable Children Scheme (this scheme is for vulnerable children who are accompanied by parents or carers) which may include people from Syria, Iran or Sudan. The proposal is supported by the Local Government Association's Strategic Migration Partnership in conjunction with the Home Office who have asked that the Council commits to resettling a minimum of three families via the two schemes.

### Background Information

6. The VPRS is a long term project which started in 2015 and will run to 2023. has helped those in the greatest need, including people requiring urgent medical treatment, survivors of violence and torture and women and children at risk. UK

local authorities volunteer to participate in the Schemes and undertake to find suitable accommodation and provide integration support to refugees. This includes meeting refugees on their arrival in the UK and settling them into the local area, helping with registration for welfare support and relevant services. There is a detailed action plan in place for each family to ensure delivery of the scheme.

7. The VPRS is due to close in early 2020 and offers of accommodation to the scheme will need to be received by December 2019. This means the opportunity for the Council to assist with resettlement work is time limited.
8. In addition, Cambridge City Council assists people via the Resettlement of Vulnerable Children scheme. Both schemes have the same requirements around housing and support and the same grants attached. The difference is the first resettles Syrian refugee families and the second resettles on the basis of the vulnerability of the children, who are accompanied by parents or carers and who may be from Syria, Iran or Sudan.
9. A joint pledge to assist the scheme would involve collaboration with Cambridge City who recently surpassed their target to resettle over a hundred refugees through the programs and who already have a dedicated resettlement team in place including two Arabic speaking support workers.
10. The agreement would require South Cambridgeshire District Council to source the accommodation whilst the support requirements would be fulfilled by the existing resettlement team employed by the City Council.
11. In the event that a joint pledge is agreed, Cambridge City colleagues have indicated that they intend to employ an additional Support Worker. In order for this to be financially viable, a minimum of fifteen people will need to be resettled (funding is attached to each person and not per family). Depending on levels of need, a new Support Worker could support up to twenty five people. This is expected to equate to between three and five families, depending on household size. Due to the fact that it is not possible to predict the exact size of any family and also due to the limited time left for the VPRS to run, it is recommended that the pledge retains some flexibility in the number of people and households it includes based on the numbers outlined above.

## **Considerations**

### **Impact on levels of housing need**

12. When the scheme was first introduced nationally, there were early concerns about the impact that joining might have on local communities. In particular concern was expressed that an influx in new families entering the district would displace existing families on the housing register.
13. Despite the early concerns in relation to the Housing Register, there is no requirement for the accommodation provided to be in the form of social housing. Nonetheless, due to the high private rents in the area, the fact that rents will be paid via Universal Credit and the need for refugee families to be provided with as much stability as possible, it is anticipated that the majority of accommodation offered will be taken from social housing stock.

14. In terms of the impact on the Housing Register, the Council will be able to decide which housing it offers to the program and would therefore ensure that its decisions had the least impact on existing levels of need within the district. Based on the existing stock profile and levels of need, it is suggested that offers of three bedroom houses are most appropriate (this is the house type that has the least demand associated with it).
15. In terms of the impact this has, as an indication, two hundred and eighty three properties with three bedrooms were let to households on the Housing Register in the financial year 2017/18. In the event that the maximum amount of five properties were sourced via social housing stock, this would represent 1.76% of all social housing allocations for three bedroom properties in the district during a typical year.
16. It also should be noted that, of the two hundred and eighty three properties allocated last year, not all of these will have been let to households in Band A . At the end of March 2018, there were fifteen households in Band A requiring a three bedroom house. Thus, taken together, these factors suggest that the Council can continue to meet its duties to local households experiencing the greatest level of need whilst also providing a humanitarian response to families via the Vulnerable Persons Resettlement scheme.

### **Community Integration**

17. The rural nature of the district will present challenges in terms of accessing support and local amenities. Careful consideration will need to be given to the location of any properties offered to the scheme to ensure that integration into the local community is as cohesive as possible. The Home Office will only accept properties that it considers suitable. Suitable locations are likely to be in our largest villages. Good public transport links to Cambridge City will need to be available as refugees will not be allowed a driving licence initially and the Support Workers will not want to travel too extensively across the district in order to maximise the support time.
18. Anecdotally, Cambridge City colleagues have indicated that local communities have tended to be welcoming towards refugee families and that offers of support from voluntary, religious and charitable organisations have been forthcoming.
19. A crucial aspect of the role of the Support Worker will be to liaise with the local education authority prior to the arrival of a family to ensure school places are available. They will also work closely with benefit departments to ensure that the correct welfare benefits are in place as well as helping families to access other local community groups and services.

### **Implications**

20. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

#### ***Financial***

21. Funding is attached to each person who is resettled. Given the extensive support requirements associated in integrating and supporting households, it is envisaged that the funding attached to the pledge will be retained by Cambridge City Council.

22. There will inevitably be an element officer time associated with this Council's role in sourcing accommodation. However, this is likely to be relatively minor and, in view of the small number of properties pledged, it is likely to be counter productive to consider a cross-charge mechanism for these. The cost of the accommodation itself will be covered via the welfare benefit system (dependent on rent levels). The financial implications to the Council are therefore indirect in terms of officer time and are expected to be limited in nature.

***Legal***

23. The Council have statutory obligations towards homeless households as set out in the Housing Act 1996. These duties have recently increased with the introduction of the Homelessness Reduction Act 2017. The expected impact on social housing stock is not expected to prevent the Council from meeting its statutory duties in this respect.
24. In terms of formalising any agreement between Cambridge City and South Cambridgeshire District Council, it is expected that a straight forward Service Level Agreement can be drawn up setting out the responsibilities and roles of each party.

***Staffing***

25. There is expected to be a small impact on officer time in terms of sourcing three to five units of accommodation but this is negligible in relation to the work that will be undertaken by Cambridge City staff and which will require the recruitment of an additional support worker. However, this can be financed via the funding attached to the resettlement of each person.

***Risk Management***

26. Although it is not possible to entirely remove the risks associated with a new venture, the proposals set out in this paper minimise the risks by agreeing to small, manageable pledge with an established support provider.

**Background Papers: None**

**Report Author:** Heather Wood, Head of Housing Advice and Options (Job-share)  
Telephone: (01954) 713044

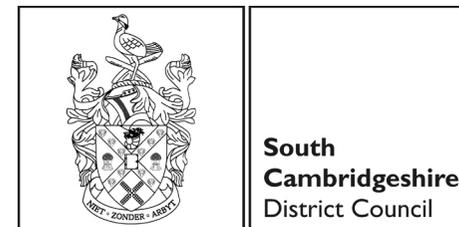
## Scrutiny and Overview Committee Work Programme 2018/19

Meeting date	Agenda item	Task and Finish & Working Groups (ongoing)
<b>Every meeting</b>	All Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups	<ul style="list-style-type: none"> <li>• Barriers to Council procurement from SMEs (completed – recommendations to Cabinet March 2019)</li> <li>• Crime in rural areas (1<sup>st</sup> meeting scheduled in April 2019)</li> <li>• Shared ICT Service working group</li> <li>• Gypsy and Traveller needs and issues (focus on illegal encampments initially)</li> </ul>
<b>April 2019</b>	Items scheduled for May Cabinet Decision: <ul style="list-style-type: none"> <li>• The Council's Strategic Risk Register (Non-Key)</li> </ul>	
<b>May 2019</b>	Items scheduled for June Cabinet Decision: <ul style="list-style-type: none"> <li>• Shared Services Annual Report (Non-Key)</li> </ul>	
<b>June 2019</b>	Items scheduled for August Cabinet Decision: <ul style="list-style-type: none"> <li>• Refreshed New Build Strategy (Key)</li> </ul>	

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## NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 07 March 2019



Notice is hereby given of:

- Key decisions that will be taken by Cabinet, individual Portfolio Holders or Officers
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A Key Decision is a decision, which is likely:

(1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards

(2) on determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

A notice / agenda, together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restriction on their disclosure, copies may be requested from Democratic Services, South Cambridgeshire District Council, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA. Agenda and documents may be accessed electronically at [www.scambs.gov.uk](http://www.scambs.gov.uk)

Formal notice is hereby given under the above Regulations that, where indicated (in column 4), part of the meetings listed in this notice may be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See overleaf for the relevant paragraphs.

*If you have any queries relating to this Notice, please contact  
Victoria Wallace on 01954 713026 or by e-mailing [Victoria.Wallace@scambs.gov.uk](mailto:Victoria.Wallace@scambs.gov.uk)*

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended)  
(Reason for a report to be considered in private)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes:
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

**The Decision Makers referred to in this document are as follows:**

**Cabinet**

Councillor Bridget Smith  
Councillor Aidan Van der Weyer  
Councillor Tumi Hawkins  
Councillor Hazel Smith  
Councillor Philippa Hart  
Councillor Neil Gough  
Councillor John Williams

Leader of the Council  
Deputy Leader  
Planning  
Housing  
Customer Services and Business Improvement  
Environmental Services and licensing  
Finance

**Key and non-key decisions expected to be made from 7 March 2019**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Update on organisational review  Key		Cabinet	03 April 2019	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Bob Palmer, Interim Executive Director	Report (publication expected 26 March 2019)
Request to assist with the resettlement of Syrian Refugees  Key	To decide whether to make a pledge to take a small number of Syrian Refugee families as part of the Syrian Vulnerable Persons Resettlement Scheme, which will close in 2020.	Cabinet	03 April 2019		Lead Cabinet member for Housing  Susan Carter, Head of Housing Advice and Options  Heather Wood, Head of Housing Advice and Options	Report (publication expected 26 March 2019)
3C Shared Services Business Plans  Non-Key	To seek approval of Shared Services 2019/20 Business Plans.	Cabinet	03 April 2019	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act	Bob Palmer, Interim Executive Director	Report (publication expected 26 March 2019)

**Key and non-key decisions expected to be made from 7 March 2019**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
				1972		
Homeless Strategy Key  Page 230	To approve a homeless strategy for South Cambridgeshire.	Cabinet	03 April 2019		Lead Cabinet member for Housing  Susan Carter, Head of Housing Advice and Options  Heather Wood, Head of Housing Advice and Options	Report (publication expected 26 March 2019)
Countywide Disabled Adaptations Policy Key	To approve the Countywide Disabled Adaptations Policy. This will provide a joint county-wide approach as to how the Disabled Facility Grants can be spent.	Cabinet	03 April 2019		Lead Cabinet member for Housing  Julie Fletcher, Head of Housing Strategy	Report (publication expected 26 March 2019)
Greater Cambridge Housing Strategy Key	To approve the adoption of the Greater Cambridge Housing Strategy	Cabinet	03 April 2019		Lead Cabinet member for Housing  Julie Fletcher, Head of Housing Strategy	Report (publication expected 26 March 2019)

**Key and non-key decisions expected to be made from 7 March 2019**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Caldecote Village Design Statement SPD  Non-Key	Approve the draft SPD for consultation and to agree the consultation arrangements.	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus, Special Projects Officer	Report (publication expected 26 March 2019)
Fulbourn Village Design Statement SPD  Key	Approve the draft SPD for consultation and to agree the consultation arrangements.	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus, Special Projects Officer	Report (publication expected 26 March 2019)
Gamlingay Village Design Statement SPD  Non-Key	Approve the draft SPD for consultation and to agree the consultation arrangements.	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus, Special Projects Officer	Report (publication expected 26 March 2019)
Histon and Impington Village Design Statement SPD	Approve the draft SPD for consultation and to agree the consultation	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus,	Report (publication expected 26 March 2019)

**Key and non-key decisions expected to be made from 7 March 2019**

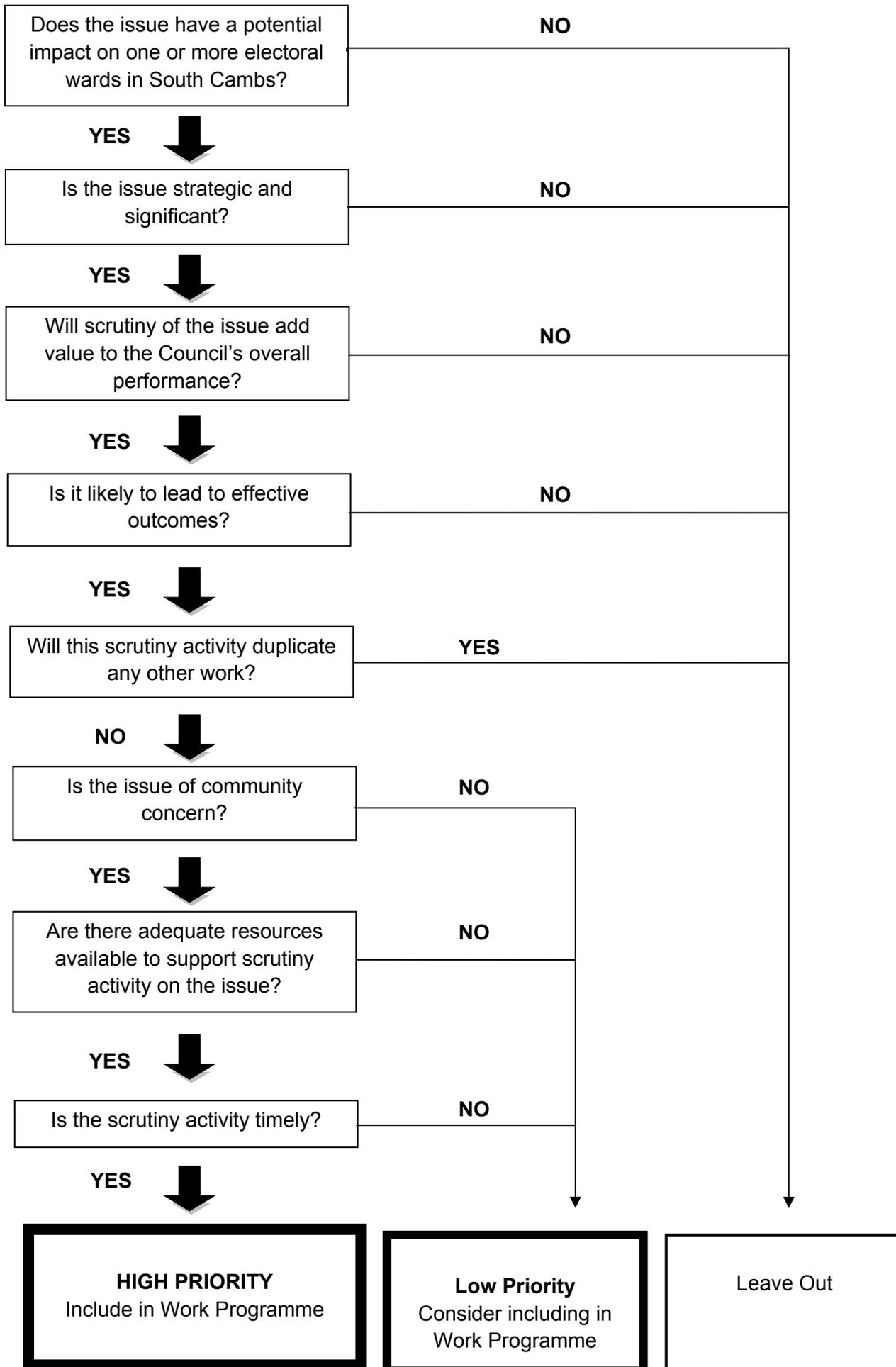
Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Non-Key	arrangements.				Special Projects Officer	
Over Village Design Statement SPD  Non-Key	Approve the draft SPD for consultation and to agree the consultation arrangements.	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus, Special Projects Officer	Report (publication expected 26 March 2019)
Papworth Everard Village Design Statement SPD  Non-Key	Approve the draft SPD for consultation and to agree the consultation arrangements.	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus, Special Projects Officer	Report (publication expected 26 March 2019)
Sawston Village Design Statement SPD  Non-Key	Approve the draft SPD for consultation and to agree the consultation arrangements.	Cabinet	03 April 2019		Lead Cabinet member for Planning  Hana Loftus, Special Projects Officer	Report (publication expected 26 March 2019)
Swavesey Village Design Statement	Approve the draft SPD for consultation and to	Cabinet	03 April 2019		Lead Cabinet member for Planning	Report (publication expected 26 March 2019)

**Key and non-key decisions expected to be made from 7 March 2019**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Non-Key	agree the consultation arrangements.				Hana Loftus, Special Projects Officer	
Shared Services Annual Report  Non-Key	Approval of the Shared Services Annual Report.	Cabinet	June 2019		Bob Palmer, Interim Executive Director	Report (publication date tbc)
Refreshed New Build Strategy  Key	To approve a refreshed New Build Strategy.	Cabinet	August 2019		Mike Hill, Interim Director of Housing and Environmental Services	Report (publication date tbc)
Resident Involvement Strategy  Key	To approve the final Resident Involvement Strategy.	Lead Cabinet member for Housing	Date in 2019 to be confirmed		Lead Cabinet member for Housing  Peter Moston, Resident Involvement Team Leader	Report (publication date tbc)

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## Scrutiny Work Programme Prioritisation Tool



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