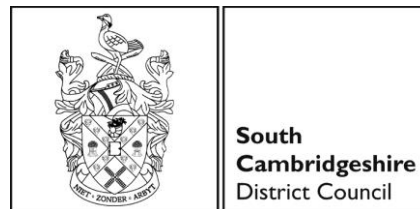


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11 October 2021

To: The Leader – Councillor Bridget Smith
Deputy Leader (Statutory) – Councillor Neil Gough
Members of the Cabinet – Councillors John Batchelor, Bill Handley,
Dr. Tumi Hawkins, Peter McDonald, Brian Milnes and John Williams
Quorum: Three (including the Leader or Deputy Leader)

Dear Councillor

You are invited to attend the next meeting of **Cabinet**, which will be held in the **Council Chamber - South Cambs Hall** at South Cambridgeshire Hall on **Tuesday, 19 October 2021 at 10.00 a.m.**

Yours faithfully

Liz Watts

Chief Executive

The Council is committed to improving, for all members of the community, access to its 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.

Agenda

	Pages
1. Announcements	
2. Apologies for Absence To receive Apologies for Absence from Cabinet members.	
3. Declarations of Interest	
4. Minutes of Previous Meeting To authorise the Leader to sign the Minutes of the meeting held on Friday, 1 October 2021 as a correct record.	1 - 4
5. Public Questions The deadline for receipt of public questions is 23:59 on Wednesday, 13 October. The Council's scheme for public speaking at committee meetings may be inspected here: Public Questions at Committee Meetings	
6. Issues arising from the Scrutiny and Overview Committee	To Follow

7.	Health and Wellbeing Strategy Update	5 - 18
8.	Cambridgeshire Council Tax Compliance and Counter-Fraud Initiative	19 - 36
9.	North East Cambridge "In Principle" Commitment to Delivery of AAP	To Follow

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Agenda Item 4

South Cambridgeshire District Council

Minutes of a meeting of the Cabinet held on
Friday, 1 October 2021 at 10.00 a.m.

Present: Councillor Bridget Smith (Leader of Council)
Councillor Neil Gough (Deputy Leader - Strategic Planning & Transport
and Transformation & Projects)

Councillors:	John Batchelor	Lead Cabinet Member for Housing
	Bill Handley	Lead Cabinet Member for Community Resilience, Health and Wellbeing
	Dr. Tumi Hawkins	Lead Cabinet Member for Planning Policy and Delivery
	Brian Milnes	Lead Cabinet Member for Environmental Services and Licensing

Officers in attendance for all or part of the meeting:

Laurence Damary- Homan	Democratic Services Officer
Jonathan Dixon	Planning Policy Manager
Stephen Kelly	Joint Director of Planning and Economic Development
Rory McKenna	Monitoring Officer
Liz Watts	Chief Executive

Officers in attendance remotely for all or part of the meeting:

Anne Ainsworth	Chief Operating Officer
Peter Campbell	Head of Housing
Paul Frainer	Assistant Director (Strategy & Economy)
Hana Loftus	Special Projects Officer
Jonathan Malton	Cabinet Support Officer
Stuart Morris	Principal Planning Policy Officer

Councillors Anna Bradnam, Geoff Harvey, Pippa Heylings and Heather Williams were in attendance in the Council Chamber.

Councillors Nigel Cathcart, Judith Rippeth, Dr. Richard Williams, and Dr. Aidan Van de Weyer were in attendance remotely.

1. **Announcements**

There were no announcements.

2. **Apologies for Absence**

Councillors Peter McDonald and John Williams apologies for absence.

3. **Declarations of Interest**

Councillor Bridget Smith declared that, in relation to Agenda Item 8 (Creating a Vision for the Oxford-Cambridge Arc – response to consultation), she was the Environmental Lead Member on the Oxford-Cambridge Arc Leader's Group.

4. **Minutes of Previous Meeting**

Cabinet **authorised** the Leader to sign, as a correct record, the Minutes of the meeting held on Monday, 6 September 2021.

5. **Public Questions**

There were no public questions.

6. **Issues arising from the Scrutiny and Overview Committee**

Cllr Judith Rippeth, Vice-Chair of the Scrutiny and Overview Committee, briefly introduced the report summarising the meeting held on Tuesday 21 September 2021 relating to the following agenda item:

- Greater Cambridge Local Plan Preferred Options (Regulation 19) – For consultation

7. **Issues arising from the Climate and Environment Advisory Committee**

Councillor Pippa Heylings, Chair of the Climate and Environment Advisory Committee, briefly introduced the report summarising the meeting held on Tuesday 21 September 2021 relating to the following agenda item:

- Greater Cambridge Local Plan Preferred Options (Regulation 19) – For consultation

8. **Creating a Vision for the Oxford-Cambridge Arc - response to consultation**

Cabinet received the Council's draft response to the Creating a Vision for the Oxford-Cambridge Arc consultation. Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning Policy and Delivery, introduced the report, informing the approach to the project, and requested a minor amendment to the printed recommendations.

After a very short discussion, the Leader of the Council closed the item, and Cabinet:

Agreed the joint response with Cambridge City Council to the Government's Creating a Vision Oxford-Cambridge Arc Consultation as set out in Appendix 1 and giving delegated authority to the Joint Director of Planning and Economic Development, in liaison with the Lead Cabinet Member for Planning Policy and Delivery to make minor amendments.

9. **Greater Cambridge Local Plan: Preferred Options (Regulation 19) - For consultation**

Cabinet received the Greater Cambridge Local Plan: Preferred Options consultation. Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning Policy and Delivery, introduced the First Proposals document, mentioning the importance of providing homes for local residents.

The Leader invited Councillor Judith Rippeth, Vice-Chair of the Scrutiny and Overview Committee, to present the committee's report, supporting the First Proposals including policy proposals which would seek to increase electric vehicle charging points.

Councillor Pippa Heylings, Chair of the Climate and Environment Advisory Committee, was invited to present the committee's report, and noted issues including biodiversity net gain and the access to green spaces.

Councillor John Batchelor, Lead Cabinet Member for Housing issued support for the consultation document, mentioning the increasing requirement of affordable housing.

Councillor Dr. Richard Williams mentioned his comments from the Scrutiny and Overview Committee, and the impact of the housing and employment methodology. Councillor Dr. Tumi Hawkins acknowledged his comments and said a response to his questions would be provided.

Councillor Heather Williams requested that the list of consultation questions be made available to all Parish Councils, and also that the colour coding of the some of the maps within the reports include a key as it was causing confusion. The Lead Cabinet Member responded that the document would be made more accessible and that all Parish Councils would be provided with a list.

Councillor Anna Bradnam, Chair of the Council provided wording that she had referenced at the Scrutiny and Overview Committee regarding flood resilience, and the Lead Cabinet Member responded that it would be included.

Councillor Nigel Cathcart supported the plan and was pleased there was an emphasis on residents having access to open green spaces.

Councillor Brian Milnes, Lead Cabinet Member for Environmental Services and Licencing, referenced issues regarding the availability of water resources, and highlighted the water demands of agriculture. The Joint Director said that the Council would continue to work with local partners regarding water availability.

Councillor Neil Gough, the deputy leader, summarised the discussion, and thanked Officers for their work on the project.

The Leader closed the discussion, thanked Councillor Dr. Tumi Hawkins for her leadership, and the Officers for their work on the local plan, then Cabinet:

- a) **Agreed** the Greater Cambridge Local Plan: First Proposals (preferred options) (Regulation 18) (Appendix A) for public consultation;

- b) **Noted** the First Proposals Sustainability Appraisal (Appendix B) and Habitats Regulations Assessment (Appendix C) and agree them as supporting documents to the First Proposals that will also be subject to public consultation;
- c) **Agreed** the following supporting documents to the public consultation:
- Topic papers for each theme (Appendix D)
 - Statement of Consultation, including the Councils' consideration of and responses to representations received to the Issues and Options consultation 2020 (Appendix E);
 - Duty to Cooperate Statement of Compliance (Appendix F);
 - Draft Duty to Cooperate Statement of Common Ground (attached at Appendix G)
 - Equalities Impact Assessment (Appendix H);
- d) **Agreed** the findings of the following background document that has informed the First Proposals and is proposed to accompany the public consultation:
- Housing and Economic Land Availability Assessment (Appendix I and errata at appendix J);
- e) **Noted** the findings of the following background documents that have informed the First Proposals and are proposed to accompany the public consultation (see Background documents to this report):
- Greater Cambridge Local Plan: First Conversation (issues and options) (Regulation 18) data release published September 2020
 - Interim Evidence published in November 2020
 - New Evidence published August 2021;
- f) **Agreed** that any subsequent material amendments be made by the Lead Member for Planning Policy in Cambridge City Council and South Cambridgeshire District Council, in consultation with respective Chairs and Spokes;
- g) **Agreed** that any subsequent minor amendments and editing changes that do not materially affect the content be delegated to the Joint Director of Planning and Economic Development in consultation with the Lead Member for Planning Policy in Cambridge City Council and South Cambridgeshire District Council, in consultation with respective Chairs and Spokes.

**The Meeting ended at
11:21**

Agenda Item 7



**South
Cambridgeshire**
District Council

Report to:	Cabinet	19 October 2021
Lead Cabinet Member:	Councillor Bill Handley, Lead Cabinet Member for Community Resilience, Health and Wellbeing	
Lead Officer:	Jeff Membery, Head of Transformation	

Health & Wellbeing Strategy Update

Executive Summary

1. Following Cabinet approval of the Health & Wellbeing Strategy in June 2020, this paper provides the second bi-annual update to Cabinet Members on the progress of activities to date.
2. The action plan was written largely prior to the Covid-19 pandemic and approved whilst the Country was in Lockdown 1. However, delivery of most actions has continued with only minor disruption to timescales.
3. Work has begun with communities to capitalise on the volunteer-led community support witnessed throughout the pandemic. There is a pilot underway to create a menu of support for parishes and groups that want to develop projects to strengthen their sense of community and their resilience post-Covid. This type of work is referred to by other organisations as Community-led Planning.
4. Additional funding opportunities have presented as a result of Covid-recovery/mitigation. These have been used to a) extend the 'Wild Minds' mental health programme for young people in the face of rising levels of reported depression and anxiety; and b) to provide much needed access to funding for our dual use leisure facilities to help mitigate the financial impacts of covid and to help refresh and upgrade interiors and equipment.
5. A summary of achievements can be found from point 10. A full list of actions can be found in Appendix A.

Key Decision

6. No. This report was requested by Cabinet and is for information only.

Recommendations

7. Cabinet is asked to note the contents of the report and the delivery of activities and services which promote physical and mental health and wellbeing, with

consideration for the impacts that the pandemic has had on delivery of some projects.

Reasons for Recommendations

It was agreed when the first 6 month update report was presented to Cabinet in January 2021 that a follow up should be presented later in the year. It will then be reviewed after 3 years unless requested otherwise.

Details

8. The Health & Wellbeing Strategy was written prior to the Covid-19 pandemic with a service delivery model based largely on social and group interaction without reference to social distancing measures. Throughout 2020 and the first 6 months of this year, Covid-19 has continued to impact delivery of some of our planned programmes but they are beginning to pick up as lockdown restrictions are loosened.
9. An action plan was developed with the strategy to track progress (see appendix A). Below provides a summary of what has been progressed/delayed in the 6 months since the last review.

Successes

10. **Covid recovery community support (Community-Led Planning)** - Plans are progressing apace to continue to capitalise on the volunteer-led community support witnessed throughout the pandemic. Development Officers are working with selected parish volunteer groups to identify local priorities and solutions, to support the development of community-led action plans. The aim of the project will be to further strengthen community resilience on a range of priorities at the heart of each community.
11. **Mobile Warden Schemes** - All existing schemes moved to 3-year funding contracts from April 2021. This will help to provide greater employment security for wardens (previously on annual contracts) and security to clients of continuity of service particularly during these uncertain times. Some of the new schemes which were implemented towards the end of 2020 have found it difficult to attract new clients. We believe this is because of increased volunteering and community support during lockdown. However, we anticipate this will slowly dissipate over the coming 12 months and the new schemes will be poised to pick up those clients that have been reliant on community support. Members of the Grants Advisory Committee (GAC) are being kept updated with progress.
12. **Wild Minds** - The pilot scheme "Wild Minds" initially launched in September 2020, delivering two 6-week programmes aimed at young people aged 14-17 showing early signs of mental health decline. Thanks to successfully securing £20,000 covid recovery funding from Central Government via the County Council, we have been able to continue the programme this year. Delivery of a further 5 programmes has been planned from March 2021. The courses have been very

well received and oversubscribed thus far. Using the expertise of the Psychotherapist we have also delivered a Wild Minds Webinar for people working in adolescent mental health (to raise awareness of the scheme) and have delivered a mental health first aider training course for youth workers. Outcome evaluation of the project will continue and Members will be updated as the courses progress.

13. **Healthy You, Tier 1 Lifestyle Service** - The Council has worked closely with the other Districts to develop the new Healthy You, Tier 1 Lifestyle service which replaces Let's Get Moving. A number of locally delivered workstreams have begun including training volunteer walk leaders to set up locally-led community walks which GPs can refer into. We have also delivered the first in-school 'nutrition wellbeing' programmes to primary schools within Cambourne and Elsworth. We are supporting community-led programmes to start up again in a Covid-secure way. We are also working very closely with Meridien and Granta Primary Care Networks to offer support to patients to help maintain mental and physical health whilst waiting for delayed routine orthopaedic operations.
14. **Exercise on Referral scheme** - This scheme had been 'on hold' in compliance with Government Guidelines. However, during this time officers have reviewed and adapted the scheme to extend its duration and to include opportunities for outdoor activity; the aim is to help build greater peer support and ongoing sustainability of behaviour change for participants. The new-look scheme is being piloted at Sawston with plans to widen to other centres as they begin to re-open. Not all schemes have opened yet as schools consider reopening against other educational priorities during a pandemic.
15. **Grant funding for dual use facilities** - Two streams of funding were successfully secured to help support our dual use facilities and mitigate the financial impacts of covid restrictions. Firstly, we managed to secure around £200,000 funding from the National Leisure Recovery Fund (money from Sport England/central govt); 3 operators met the criteria for awards benefitting the following centres: Sawston & Linton, Cambourne and Histon & Impington.

A further £50K was allocated for health and wellbeing from Local Authority central government covid mitigation funds. This is being offered as grants of between £1,000 and £15,000 to help centres with which we have a dual use agreement to refresh their interior and update their equipment. Centres which have suffered lack of investment over the years have been prioritised. The aim is to encourage the return of existing members (participants of exercise on referral schemes with existing long-term conditions and long covid) and increase uptake of new members, offering a "keep-it-local" gym offer and building community resilience through improved fitness. Grants were awarded mid-July.
16. **Holiday sports camps** - Together with the disability athletics events for schools, these were cancelled last year. However, the first holiday camps re-opened over June half term for the first time since October 2019 with 184 children attending. Further holiday camps are planned over the autumn half term.
17. **Mini-Olympics camps** - A post covid virtual event took place earlier in June 2021 with approximately 60% of South Cambridgeshire primary schools attending.

18. **Temporary closure of community facilities** (e.g. village halls) - For community groups wishing to restart activities we are signposting to the environmental health 'Covid' team (or Cambridgeshire ACRE) for advice on how to re-open in a covid-secure way and operate facilities safely. These are slowly beginning to start up again, but we anticipate these will continue increase following the full lockdown restrictions being lifted on 19 July 2021.
19. Recipients of our **third sector grant funding** (service support grants) all reported increased demand for services (with the exception of the community transport schemes), particularly the advice services such as Citizens Advice Bureaux. However, all successfully adapted their services to increase capacity and meet demand. Following a Grants Advisory Committee discussion, the Lead Cabinet Member for Finance agreed a one-year extension to the current grant agreements. This will allow a 3-year Service Support Grant scheme to be developed for April 2023 onwards when existing organisations, and any new bidders, will be better placed following the additional demands of responding to the Coronavirus pandemic.
20. **Community Chest, covid grant funding** – approximately £35,000 was made available for parishes, voluntary and community organisations to apply for grants of up to £2,000. This funding was a result of unspent Community Chest funding throughout the period of lockdown where applications had temporarily ceased. Twenty-two applications were approved covering projects across the District ranging from safety enhancements in village halls; providing funding for start up projects such as a Sing-along café in Bar Hill; social get togethers to celebrate the ending of lock down, training for mental health first aiders and outdoor communal seating areas

Future Initiatives

21. Employment of an **in-house mental health worker** has been delayed due to the pandemic. There is a willingness to implement this project and models for employing a mental health worker are being explored.
22. **Local Plan project** - In anticipation of the next Local Plan, a number of existing policies need to be updated. These will be reviewed with the Planning Policy team at the appropriate stage of the development of the new Local Plan:
- I. Policy SC/2 the Health Impact Assessment SPD (2011) (to be updated)
 - II. Policy SC/7 Outdoor play space, informal open space and new developments (to be updated)

Additional topics for consideration in relation to health and wellbeing might include:

- I. Integration of the 10 Healthy New Town Principles – this will require the health principles emerging from the work undertaken at Northstowe and other Healthy New Town demonstrator sites across England, to be applied to all new developments.

- II. Swimming pool strategy – this will inform the quantity of swimming pool provision across the Greater Cambridge Planning Authority reflecting the planned housing/population growth.
- III. The implementation of a new Active Travel Toolkit that will provide clarity for developers on our expectations for walking and cycling infrastructure.
- IV. Hot food takeaway – to prevent the over proliferation and clustering of hot food takeaway outlets close to secondary schools and on our developing high streets in new developments.

Lifeline Service - This service has seen a decline in users over the past 18 months. Membership has declined from 922 users in January 2020 to 840 users as of July 2021. Many potential new clients sign up following hospital discharge or following a bout of illness. However, several other organisations are emerging onto the market offering similar support at equally competitive prices, including the Technical Enabled Care team at Cambridgeshire County Council (CCC) and Age UK. We will explore options to work more closely with CCC lifeline service.

Implications

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

Financial

24. Funding for the Wild Minds project will expire in March 2022. These courses have proved very popular and the initial outcomes have been very positive.

Options for continuing this project are being explored.

25. The package of Service Support Grants will be reviewed by the Grants Advisory Committee and Lead Cabinet Member for Finance to develop a scheme for April 2023.

Alignment with Council Priority Areas

B) Housing that is truly affordable for everyone to live in –

Under this priority area in the actions grid we commit as a council to focussing on the health and wellbeing of our communities through everything we do.

D) A modern and caring Council

We commit to expanding Mobile Warden Schemes and to providing grants to community and voluntary groups to help them carry out projects to benefit local people and the environment.

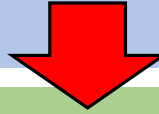
Appendices:

Appendix A: Health & Wellbeing Action Plan Update

Report Author:

Lesley McFarlane. Development Officer, Health Specialist
Telephone: (01954) 713443

Health & Wellbeing Action Plan 2020-2024



Update: June 2021 Status update in BOLD

1. Children and Young People

Action:	Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG	Officers
1 Home Start Grant Funding for new parents	A child's future is determined before they are born. The Home Start programme is targeted to parents with young children under the age of 4 living in the most disadvantaged areas of the District and supports the Countywide priority of giving children the best start in life.	A reduced service has continued virtually throughout the pandemic, mainly as a result of a drop in referrals during the periods of lockdown and redeployment of staff who would normally refer in. Annual reports submitted to GAC	Funding provided for Home Start via the Service Support Grants.	£4000 over 3 years	LMc		LMc - Lesley McFarlane HS - Helen Stepney LC - Leah Collis HW - Heather Wood CS - Claire Spencer KL - Kevin Ledger JC - Jay Clarke VH - Vicky Hoover
2 Holiday Sports Camps	To provide opportunities for children from all backgrounds to participate in sport activity to build confidence, improve educational attainment (direct link between children who play sport and educational attainment), social and community cohesion. These events are supported by volunteers from the young leader programme via School Sports Partnership.	First courses since October 2019 were held over the summer half term break. 118 children aged 7-14 participated. Further courses planned over the summer and autumn holidays 2021.	Sport camps Disability school athletic sport.	Self funded	LMc / HS		CG - Clare Gibbons KH - Kathryn Hawkes CC - Charles Clay RJ - Rachel Jackson
3 Mini Olympics for year 4 pupils	Promoting sport in schools. 44 schools across South Cambridgeshire attending with 1600 pupils introduced to a wide range of sports and involving 128 volunteers from the 8 secondary schools. Children who engage in sports early adopt healthy lifestyle habits which are more likely to continue into adulthood. There is a strong correlation between sporting activity and educational attainment.	Post Covid virtual event took place in June '21 with approximately 60% school take up from across South Cambridgeshire	South Cambs Schools Sports partnership (Total event cost £4300)	£500	LMc / HS		
4 Wild Minds	Working in partnership with Milton Country Park and a psychological therapist to provide a series of 8 week courses for young people (aged 14-18) with poor mental health unable to access mental health services via primary care.	We successfully secured an additional £20K funding from central government via County Council Covid Recovery Fund to deliver these popular courses throughout 2021. 5 are scheduled between March to October. With this funding we have also delivered a webinar for MDT staff from across the adolescent mental health sector and provided training in adolescent mental health. The July course is already over subscribed. We are also in discussion to trial the programme at Wandlebury and Wimpole to improve access across the District and to provide different options e.g. park/tree ranger (Wandlebury) and farming (Wimpole) to complement the existing sports offer (Milton).	Central Govt via County Council Covid Recovery Funding	£3226/per course	LMc / LC		
5 Working with vulnerable families	Through our housing officers, identifying families who may be struggling and working across agencies to provide wrap around support.	Ongoing: Supporting at least 6 residents with hoarding which anecdotally is reported to be worse as a result of lockdown. The HSO team have seen an increase in referrals of 36% in the past year. 86% of referrals are aged 65+. Officers report increased need to support residents with alcoholism, loneliness (due to lockdown) and need for suitable housing particularly clients asking about extra care following isolation. This service is funded by CCC which is in its final year with uncertainty that the contract will be renewed from April 2022.	Housing Support Officers and Complex Case Officer	£Officer time	HW		
6 Advice Services	To provide debt counselling and advice services such as CAB and Disability Cambridgeshire to families in need of additional support	Ongoing: annual update reports are received and submitted to GAC. Increases have been reported in advice for debt and money - namely fuel poverty and council tax arrears; plus employment and welfare rights.	Funding provided for voluntary sector organisations via the Service Support Grants.	£85,000/pa CAB £ 5,000/pa DC £ 3,000/pa DISH £ 4,110/pa Reach	LMc		
Future Plans	Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG	
7 Nutritional Wellbeing in Schools	New funding from Public Health providing access to schools to provide nutritional wellbeing together with measures such as Whole School Approach to Health and Wellbeing. Being delivered as part of the Healthy You programme.	The first in-school programmes were successfully delivered in June 2021	Healthy Lifestyles Contract Public Health (formerly LGM)	£External funding	LMc/LC		

2. Healthy Behaviours and Lifestyles

Action:	Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG
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8	Creating an Active Travel Toolkit	To guide planners, developers and officers in creating truly active environments in new communities to encourage residents to adopt more active healthier lifestyle behaviours as soon as they move in. Encouraging more people to travel by cycle or on foot will not only create safe more sustainable environments in which children can play, it will improve population-based activity levels, increase community cohesion and improve air quality.	To be adopted in the next Local Plan (currently at the preferred options stage) and to eventually create an Active Travel SPD.	Planning, policy, S106	£Officer time	LMc /CS	
9	Health Impact Assessments (HIA)	Using the Health Impact Assessment tool to work with developers and planners to ensure new settlements promote health and wellbeing through good quality housing, equitable access to local amenities, open green space and play areas.	17 HIA reports submitted for evaluation since January 2021. The existing SPD (2011) is under review to be updated by end 2021 - see point 21 below	Sustainable Communities Officers	£Officer time	LMc	
10	Equalities Impact Assessments (EqIA)	Use of the Equalities Impact Assessment tool for all new policy, projects and major planning applications to ensure disadvantaged or vulnerable people are not discriminated against.	Ongoing: This is now integral for all policy and project proposals.	Planning, policy	£Officer time	KL	
12	Active and Healthy 4 Life (Exercise on referral)	Exercise Referral scheme for adults with a medical condition. Delivered at sports centres across the district. Continue to work with PCNs to improve and increase referral rates across the District.	£200K National Leisure Recovery funding was secured from Central Govt/Sport England in March 2021 to help mitigate the financial impacts of Covid on the leisure industry. We successfully secured funding for 3 centres from this pot. An additional £50K central government funding for covid mitigation has been secured as grant funding to help our dual use leisure facilities to upgrade their facilities and equipment and innovate new activity programmes to stimulate the return of existing and new participants as lockdown measures ease. Funds to be awarded end of July 2021. The Sports coordinator has adapted the exercise on referral programme to lengthen the course to include outdoor activity and amended payment terms to help participants stay motivated and active beyond the course end date. Being trialled at Sawston.	Local Sports Centres Sports co-ordinator contractor	£22,000	CG/LMc	
13	Healthy Lifestyles Contract (formerly Let's Get Moving)	A County funded programme 'Healthy you' aimed at those most in need to encourage participation in physical activity. Participating in physical activity improves physical health, e.g. can help reduce obesity, reduce risk of developing diabetes, heart disease and other chronic illnesses and positively impacts mental wellbeing.	A number of wellbeing walks have been set up across the District and 11 volunteer walk leaders trained. The Social Prescribers are referring patients directly to these schemes. We are also exploring opportunities with partners to start a pilot programme for older people (who do not meet criteria for Exercise on Referral but are at risk of developing chronic illnesses). We are also slowly beginning to support local physical activity groups recommence covid-secure, although most won't be fully operational until full lockdown measures have been lifted.	Funded by Public Health and hosted by SCDC promoted by Project Officer post.	Funded in full by CCC	LMC/LC	
14	Active New Communities	HNT programme/Sport England funded 2-year programme to support physical activities in new communities including Northstowe and Hauxton.	Ongoing: Funding for this programme is likely to be extended given the interruptions of the pandemic which resulted in a low spend in 2020. Awaiting confirmation from Sport England.	HNT and Sport England	Funded by NHS HNT & Sport England	CG/HS	
15	Promoting greater wellbeing in the SCDC workplace via national initiatives i.e. cycle to work day; lunch time walks, various activities in the recreation room; learn at lunch sessions Mental Health First Aiders,	To improve employee morale, encourage more inter-departmental cohesion, create an enjoyable working environment, improve physical activity levels and support mental wellbeing for employees.	Throughout lockdown numerous activities have been adapted to encourage positive mental and physical health including a team 'virtual' running event; mindfulness and virtual coffee mornings. Plans to share good practice to SME via the "Open for Business" magazine.	Officer support and Everyone Health (funded by CCC).	£Officer time	CS	
18	Community Safety initiatives across the age groups	Domestic Abuse training for front line staff; communications on a range of issues such as Hate Crime, Scams, Domestic Abuse and Sexual Violence and Hoarding. The development of a range of toolkits to build community resilience in the face of vulnerability to crime.	The toolkit is now complete and live on the website. However, the DA training for frontline staff remains incomplete but is being developed as part of our work to become recognised by the Domestic Abuse Housing Alliance, DAHA by revising our policy and approach to DV. Work ongoing.	CSP	£Officer time	LG/HW	
Future Plans		Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG

19	State clear health and wellbeing objectives in the Local Plan	To make clear to those seeking to develop and build that only developments which address our criteria will meet planning approval.	To further enhance and protect our communities as we become more urbanised we are exploring the development of an SPD which would limit the over proliferation and clustering of hot food take away outlets close to secondary schools. Research and evidence gathering is in progress and this will be put forward at the preferred options stage.	Planning policy	£Officer time	LMc	
20	Apply the 10 principles from the Healthy New Town Network and the best innovations from our work at Northstowe Healthy New Town and apply the learning to new planning applications.	Work in progress. We are evaluating options to strengthen the Health & Wellbeing messages in the next Local Plan.	The integration of the 10 principles has been submitted for inclusion at the preferred options stage with the aim that they will eventually be applied to all new developments.	Planning policy	£Officer time	CG/LMc	
21	The Health Impact Assessment SPD will be revised and updated.	To reflect new policy and evidence in which to work with developers and planners to create new developments which produce a net gain in health.	Working with Planning policy to agree timelines. Working towards the end of the 2021 to begin public engagement.	Planning policy	£Officer time	LMc	
22	Secure from major developers S106 funding for the phasing arrangements for early delivery of community spaces such as parks, greens spaces, orchards and allotments in new communities.	To ensure that new developments promote health and wellbeing from the outset giving opportunities for the early residents to have access to quality open green space, parks to promote mental and physical wellbeing.	Ongoing. An internal document is being produced to provide guidance for DOs commenting on planning applications. Could be developed into a Place-making SPD. Also updating the Green Spaces SPD with latest evidence. Working with planning policy to include a swimming pool strategy for the Greater Cambridge area.	Planning policy	£Officer time	LMc	
23	Creation of a "Top Ten Tips to future proof your home" – sharing best practice for private homeowners wishing to extend or build new homes.	Sharing our learning, expertise and best practice in creating quality lifetime homes for residents wishing to build their own home and extend their existing home to promote good health and independent living for as long as possible.	This has been completed and submitted to the planning policy team for action.	Planning policy	£Officer time	LMc	
25	Working with PCNs within an integrated neighbourhood delivery model to wrap support around the individual.	To create more seamless access to services for our residents, prevent escalation of symptoms leading to crisis and support independent living and delayed transfer of care into hospital or social care. This will be a multi-agency approach working with health and social care partners and the voluntary sector.	Ongoing: We have become members of the Meridian and Granta delivery boards, we also join the South Alliance Strategic meetings as well as operational wellbeing hub meetings to ensure a joined-up approach to our work across health and social care.	Officers	£Officer time		
26	To set up a Council partnership with an external agency that can deliver low carbon, energy efficiency and fuel poverty services to all residents.	Helping to meet the Council's Business Plan to be 'Green to our Core' and working towards a carbon neutral future. Helping to tackle fuel poverty which has an adverse impact on health and wellbeing due to cold and damp homes.	An inter departmental group has been set up to improve communication and messaging across all departments; next stage is to devise an overarching strategy to address poverty/fuel poverty	Housing and Environmental Health	£Officer time	LMc	
27	Agree an Air Quality Strategy and review the air quality monitoring network.	To ensure that we maintain or improve the good level of air quality our residents currently enjoy and review the ongoing monitoring network so that it takes full account of future air quality changes resulting from the high growth across the District	Real time monitoring data is now available on our website together with our annual status reports submitted to DEFRA. The monitoring network is due to be expanded further following the procurement of new equipment. The strategy is in development and awaiting approval.	Environmental Health	£Officer time	LMc/JC	
28	Set emissions standards for Private Hire and Taxi vehicles	Set emissions standards (Euro 5 and 6) for Private Hire and Taxi vehicles to reduce CO2 and NOX.	Policy is being updated but is still at early stages. Working towards completion at the end of 2021	Licensing, policy	£Officer time	RJ	
29	Develop a Health in All Policies Approach (HiAP)	Develop an approach to all policies which systematically takes into account the health implications of the decisions made; targeting the key social determinants of health.	Work yet to begin but first steps undertaken to include HIA with the EQIA. Aiming to complete this towards the end of 2021	Officers	£Officer time	LMc/KL	

3. Mental Health

What we're doing now	Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG
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30	New community development. Learning from the issues relating to mental health in the early development of Cambourne and applying this learning to all new developments	To ensure all new communities offer early residents the opportunities to meet and connect with each other; employing community development workers to bring people together and ensuring that early infrastructure is provided through S106 funding.	Ongoing: Steve Platt (author of Lessons from Cambourne) to present at the next Sustainable Communities Growth group meeting in July.	Officers	£Officer time	LMc	
31	Early intervention and prevention via our housing officers to support debt and sustain housing for those in need.	To help prevent individuals and families from falling into debt/or helping them to manage debt and to help sustain tenancies.	Ongoing - we have been unable to capture the number of tenants referred to this service due to ongoing absence of the case officer. Tenants in need of help have been seen by team members without the dedicated support of the complex case officer.	Housing Officers including Housing Advice Officers	£Officer time. This is statutory work, funded via homeless prevention funding etc.	HW	
32	Investment via service support grants to provide community-based art-therapy groups	Arts play an important role within mental health care supporting the positive mental health of individuals. Offering residents suffering with poor mental health alternative therapies to managing mood	Ongoing: Covid has impacted the number of referrals but the service have been working to strengthen links to the Primary Care Networks and are already beginning to see an increase in uptake of South Cambridgeshire residents. Annual activity updates submitted to GAC.	Delivered by Arts & Minds Grant Funding	£2,500 pa	LMc	
33	Providing temporary homes during covid the most severe weather for rough sleepers	To offer temporary respite to rough sleepers during the harshest of weather conditions, (severe weather emergency provision).	Ongoing: Still accommodating people as part of Covid response and awaiting further info from govt as to when this might cease. Anticipating this to be as full lockdown measures lift.	Housing	(Costs covered via statutory homeless prevention work undertaken by case officers).	HW	
Future Plans		Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG
35	Creation of a Mental Health Officer post. Developing a business case using the reallocation of resources to enable the appointment of a mental health worker to work with families struggling with anxiety, depression, drug and alcohol addictions to improve the wellbeing of the individual, their immediate family (often young children) and their neighbours.	Housing officers currently spending an inordinate amount of time on a small number of tenants who present with quite complex mental health needs, but which don't meet the thresholds for NHS intervention. Freeing up time for housing officers to work a broader caseload and prevent escalation of symptoms of residents leading to crisis and possible loss of tenancy.	Funding is still allocated in the budget for this post. Progress has been delayed as a result of covid and options are being explored whereby we can recruit into the post directly or second a member of staff from CPFT.	Housing, Neighbourhood Services.	£30,000 (funded 80% from HRA and 20% EH)	LMc/HW	
36	Training for all front-line staff in early identification of drug and alcohol addiction.	To identify residents and families at risk or early on and signpost to services to avoid escalation of symptoms.	Delayed as a result of Covid. A meeting has been planned in July 2021 with the training provider and housing officers to define need in order to deliver bespoke training for housing and environmental health officers	Change, Grow, Live external provider (free training).	£Officer time training	LMc	
37	Continue to invest in mental health first aiders in the workplace	To create a more supportive working environment, signposting employees to various voluntary sector support to prevent escalation of symptoms leading to crisis, improve productivity and reduce absenteeism.	Ongoing training and support for staff provided by the HR team. A total of 26 staff have now been trained to provide a "first response" support to colleagues.	Training provided by Everyone Health (free)and delivered by Officers	£Officer time	LMc	
4. Ageing Well							
What we're doing now		Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG
38	Invest in the Mobile Warden Schemes to enable older people to continue to live independently in their own homes if they choose	To enable older people to continue to live independently in their own homes if they choose.	Existing contracts moved to 3 year agreements (previously annual) to give stability to service users and employees of schemes. Increased funding was also awarded to existing schemes with funds remaining from the procurement of new schemes. This has provided a degree of additional security following the pressures of the pandemic which affected their ability to raise additional funds which they are reliant on.	Parish Councils, Age UK, Grant Funding	£27,000 pa	LMc	
39	Invest in Care Network independent living schemes	To enable vulnerable people to continue to live independently in their own homes if they choose.	Ongoing: This scheme has supported 100 South Cambridgeshire residents over the past year; trialling ways of connecting vulnerable or self isolating residents and carers with community groups and activities via a range of different communication methods e.g. telephone conferencing, activity packs, inter-generational befriending and good neighbour projects.	Delivered by Care Network Grant Funding	£ 7,700 pa	LMc	

40	Offer a range of different housing options for older people across tenure for those wishing to consider alternatives.	To enable people to remain living and ageing well in age-appropriate housing, avoiding early hospital or care admission:	Ongoing: External funding for this service was withdrawn in 2020. In its place a new page on our website has been created for those wishing to consider the various options for older peoples housing schemes which housing officers can signpost to.	Housing officers and promotion of service through social media, website and magazine	County council funded project.	HW	
41	Create flexible homes to support independent ageing through the joint housing strategy.	To enable people to remain living and ageing well in age-appropriate housing, avoiding early hospital or care admission	Ongoing: Consultation for each new major application to ensure homes are delivered which meet standards for adaptability and which enable people to grow older in.	Planning, housing	£Officer time	LMc	
42	Planning and building the right number of homes to meet demand for older peoples housing needs using the HOPSR ⁽³⁾ and ECDA tools ⁽⁴⁾ and developed under the HNT programme	To provide the right supply of homes which give people greater choice by building attractive homes in places where people want to live eg good accessibility, close to amenities etc	Ongoing: Applicants wishing to provide specific older peoples housing will be directed to using the HOPSR and ECDA toolkits to help determine need as part of the HIA process.	Planning, housing	£Officer time		
43	Investment in the Home Improvement Agency (HIA).	To enable residents to apply for adaption to homes to enable them to remain living independently for as long as possible avoiding earlier hospital or care admission	29 disabled and elderly people across South Cambs benefitted from adaptations to their homes 2020/21. This represents a reduction in referrals of 43% compared to previous years, attributed to the pandemic. However, the number of Special Purpose Grants awarded across SC rose and this helped to provide things such as new boilers, roofing, damp works and replacement windows/doors.	Housing.	£Officer time Funded entirely by the Better Care Fund	HW	
44	Investment in the Handyperson scheme	Tenure neutral scheme enabling residents to apply for minor work/jobs to keep their homes functioning, enabling them to live comfortably and longer in their own homes for as long as possible avoiding earlier hospital or care admission	Ongoing: The service has seen a marginal decrease in referrals compared to the 2019-20 - as a result of the pandemic and the need for self isolation of the most vulnerable. This was experienced across the County. Over the past year 189 residents across South Cambs accessed the service. Jobs such as fitting key safes, grab rails, making minor household repairs remain the biggest need for the service.	Grant funding	£20,000 pa	LMc	
45	Promote the Community Lifeline scheme to residents.	To offer remote support to vulnerable residents at risk of falling etc	This service has seen a reduction in uptake over the past year of almost 10%. Mainly due to people being offered a 6 weeks free Lifeline by the TEC service at CCC. SCDC to explore options to work more closely with CCC lifeline service	Housing	£175,000 (generates a profit of £50,000)	HW	
46	Work with the Falls Prevention teams	To identify and refer those at risk to the falls teams at CPFT and promote strength and balance classes and community based activities	Ongoing: Housing Officers are referring residents they feel are at higher risk of falls to the falls referral team at CPFT. To help prevent falls.	Housing officers	£Officer time		
47	Invest in digital care within our new communities	Tech-enabled care together with services such as the Lifeline enable residents to be monitored to detect early signs of deterioration in health plus more immediate connectivity to carers, families and health professionals should something go wrong.	Ongoing: Older residents (tenure neutral) are actively being encouraged to consider the Lifeline service (see above). We are also working with the Tech Enable team at CCC to explore adoption of tech to be integrated into new builds (this is being explored at Northstowe). CCC through their library service have linked with a number of community projects across the District to help improve access to IT throughout covid. A number of community based digital support projects have also started which we are now promoting on our parish toolkit.	Housing, new communities	£Officer time	LMc/CG	
48	Promote the Parish toolkit to address isolation and loneliness in our rural communities.	To encourage more parishes and groups to engage in activities which create community and social cohesion to help prevent isolation and loneliness.	This toolkit is being incorporated into the post-Covid community development work being led by the SCW team. An additional team member has been recruited on a fixed term basis to work with communities to address recovery and strengthen resilience. A key part of this work is signposting to agencies within the VCS who can support community groups.	Development Officers	£Officer time	KH/VH/LMc	
49	Provide support to Parishes and Community Groups to develop local initiatives which benefit the wider community	Helping groups and parishes set up locally driven initiatives which support local people.	Ongoing: Annual progress reports submitted to GAC. SCDC post covid community development work will liaise with the VCS to hand over projects and signpost.	Delivered by Care Network & CCVS	£3,800 pa	LMc	

50	Invest in community transport schemes such as the Royston and District Community Transport Scheme and Care Network Community car schemes. Continue to produce the transport directory.	Lack of community transport negatively effects the most vulnerable people in our society including the elderly, and those on low incomes. Continued investment will enable independence and social connection to those that would otherwise not have the means to travel beyond their village and access healthcare and other necessary amenities	Ongoing: The last 12 months has seen demand fall for services by ~70%. However, business has begun to pick up again after a very difficult year. The transport directory has been updated on-line and new leaflets will shortly be going to print. Annual progress reports submitted to GAC	Funding via the service support grants.	£7000 pa RDCT £3000 pa Voluntary Network	LMc	
51	Support the publication of COPE, the newsletter aimed at keeping local older people connected and in touch with the outside world.	To keep older people connected. Many older house-bound people who do not have or want access to the internet rely on this form of newsletter as a source of information on what's going on locally.	COPE have also introduced a new telephone service called "Talking Together" which invites people with the same interests to join a group conversation. This has been very popular and helped older housebound people stay connected and interested throughout lockdown. Annual progress reports submitted to GAC.	COPE	£ 2,000 pa	LMc	
52	Promote the Community Rail Partnership	To encourage modal shift to more active travel by promoting cycling and walking routes and public transport options to and from stations, and promoting rail use as a key part of sustainable and healthy journeys.	Ongoing: work includes commenting on EWR, delivering 'try a train' trips, a volunteer gardening project at Shepreth	Project officer	£Officer time	JC	
53	Specialist advice for voluntary sector	To provide specialist advice for the voluntary sector in terms of access to various sources of grant funding, training and general support	Ongoing: Annual progress reports submitted to GAC. Namely they are providing ongoing support to start up orgs, signposting to grant funding, guiding on governance etc	Delivered by CCVS.	£10,000 pa	LMc	
54	Providing support to help families and individuals maintain their tenancies	To help vulnerable families maintain tenancies to help avoid homelessness	Ongoing: Annual progress reports submitted to GAC; these charities support women and families who are at risk of homelessness/escaping domestic violence. Our funding goes towards provision of short term shelter, access to a IT to enable them to apply for benefits and search for work/housing and provide goods when they have nothing.	Cambridge Cyrenians Cambridge Re-Use Cambridge Womens Aid	£4,000 pa	HW	
55	Support the Military Veterans Covenant	To help support retired military service personnel who re-settle in the District on a range of issues such as benefits, housing and welfare.	Ongoing: The Armed Forces Bill is expected to go through its final stages in the Commons before going to the House of Lords. Royal Assent is due around Autumn 2021. We are expecting the Duty to come into force midway through 2022. In the meantime the MOD will be developing a set of statutory guidance notes to help LAs to comply with the Duty.	Project Officer	£ Officer time	CC	
Future Plans		Why we're doing it	Update June 2021	Delivery model	Cost	Owner	RAG
56	District wide cover of the Mobile Warden Scheme	To enable greater access for older/vulnerable people access to a supportive scheme which enables them to continue to live independently in their own homes, avoiding earlier admission into care or hospital.	Complete: An additional 7 schemes covering a further 20 villages now operating, giving a total coverage of 52 villages across the District.	Parish Councils / Age UK Grant funding	£200,000 pa estimate	LMc	
57	Work with our Parishes to create recognised Dementia Friendly communities across the District	To enable those living with dementia and their families and carers to remain living safely in their local communities and to feel supported and understood. This will help avoid early admission into care or hospital.	Ongoing: This work will feed into the Community led plans for existing communities. In new communities we are working with master planners to adopt design which supports ageing in new communities. Any communities showing an interest to sign up to become dementia friendly are signposted to the Alzheimers Society where they are provided guidance in how to achieve a Dementia Friendly award.	Parishes, planning, housing	£Officer time	LMc	
58	Provide safeguarding and dementia friendly training to frontline staff and licenced taxis	To ensure those living with dementia feel well supported. To enhance knowledge of taxi drivers to support people living with dementia and who may be lonely or living in isolation.	Complete. Initial training of existing licenced taxis is now complete. Ongoing training for new applicants will continue.	Cross council and licencing officers	£ Officer time	LMc	

59	Develop a Council owned exemplar scheme of age-exclusive apartments at Northstowe.	To ensure that the Council is at the forefront of developing the next generation of affordable rented homes specifically targeted at older people, that promotes an active lifestyle and supporting residents to live safely and independently for as long as possible.	Ongoing: The scheme is out for public consultation now. Part of Northstowe parcel 2A. A 60 unit over 55 apartment complex.	Council newbuild programme	£ TBA	CG	
60	Organise a Parish toolkit roadshow across the District to showcase community-based solutions to tackle social isolation	To inspire local communities and provide practical advice and support, peer to peer, to Parishes and community groups interested in learning more about how to tackle social isolation.	This will be delivered through the community development work as described in point 48 above	Project officer	£ Officer time	KH/VH/LMc	

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Agenda Item 8



Report to:	Cabinet	19 October 2021
Lead Cabinet Member:	Councillor John Williams, Lead Cabinet Member for Finance	
Lead Officer:	Peter Maddock, Head of Finance	

Cambridgeshire Council Tax Compliance & Counter-Fraud Initiative

Executive Summary

1. The purpose of this report is to consider the content of a business case developed by the County Revenues Group and Cambridgeshire County Council, to protect the Council Tax base via enhanced compliance and counter fraud activity.

Key Decision

2. No

Recommendations

3. It is recommended that Cabinet approves the business case shown in Appendix A, providing agreement to proceed with the project. It is also recommended that Cabinet delegates authority for signing any required agreements as part of this project to the Chief Finance Officer, in consultation with the Lead Cabinet Member for Finance

Reasons for Recommendations

4. Council Tax discounts, exemptions, and reductions in South Cambridgeshire total over £17m pa and exceed £90m across the county area. Whilst all billing authorities carry out checks to ensure that any reductions are correct based on the information available, invariably there will a proportion that that are claimed incorrectly or for longer than applicable. This initiative seeks to enhance the processes already in place to ensure a more robust and uniform council tax compliance and counter-fraud strategy across the county-wide area.

Details

5. Cambridgeshire District Councils have been working with Cambridgeshire County Council via the County Revenues Group (CRG) to consider options to provide an enhanced mechanism to protect the taxbase from fraud and compliance issues arising from discounts, exemptions and reductions being claimed incorrectly.
6. Following a review of similar arrangements adopted across Essex and Norfolk authorities, representatives from the Cambridgeshire billing authorities have worked closely with the County Council to develop a business case for a counter fraud and compliance initiative, which draws upon the experiences of both the Essex and Norfolk arrangements. The business case is shown in Appendix A.
7. The initiative focusses on output from data matching software, procured to compare a range of data sets held across the County-wide County and District Councils in order to detect anomalies. Whilst all Councils already participate in a data matching exercise by way of the National Fraud Initiative (NFI) check, this data is extracted annually and can readily become out of date.
8. The proposal therefore focusses on a more frequent data matching exercise, across a wider range of data sets than those used by the NFI, thus increasing the likelihood of detecting anomalies. By matching data on a frequent basis, any “cleanliness” issues are also highlighted, allowing data controllers to ensure the accuracy of data held, in line with requirements set out in the General Data Protection Regulation 2018.
9. Whilst the exact datasets to be matched will need to be determined as part of the project, it is proposed that it will include information such as benefits, electoral roll, housing waiting lists, Blue Badges, concessionary bus passes, payroll, and deceased persons.
10. In addition to a proposal for data matching, the business case also contains a financial proposal, where both the costs and gains of the initiative are shared. Currently, the administrative cost for council tax falls to the billing authority. The business case proposes that the costs of this initiative are spread across all of the preceptors (excluding parishes), proportionality in accordance with their current share of the Council Tax.
11. Likewise, it is proposed that any additional council tax generated by the initiative will be shared on different proportions. The current position sees the County Council retaining at least 68% of the council tax collected in each district, with the district councils retaining around 12% on average (before parish precepts). The business case proposes that where additional council tax is generated as a result of the additional activity set out in the business case, the County Council will pay 25% of their proportion to the district councils.

Options

1. There are two options available relating to this matter:

OPTION 1 – Decline to participate in the project further, and continue to monitor and detect fraud and compliance issues under existing arrangements

OPTION 2 – Agree to participate in the project as detailed in the business case in Appendix A. If this option is agreed, Cabinet are also asked to delegate authority for the signing of any agreements required as part of this project to the Chief Financial Officer, in conjunction with the Lead Cabinet Member for Finance.

Implications

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

Financial

13. Financial forecasts have been completed as part of the business case, which indicate that the cost of the project would be covered by additional council tax generate. There is also a potential to generate additional income as a result of additional council tax yield being shared in different proportions. Further details are shown within the business case.

Legal

14. As part of the project, agreements will be put in place to cover the sharing of data, as well as setting out financial and performance monitoring arrangements. These will be developed by the project team, and subject to legal oversight where required.

Risks/Opportunities

15. This project offers the opportunities to improve Council Tax compliance, protect the Council Tax base and raise additional income for preceptors. Data controllers may realise further opportunities depending on the final data sets selected for matching.

Equality and Diversity

16. An Equalities Impact Assessment has been completed and no foreseeable risks of negative impacts have been identified. There are also considered to be no risks of disproportionate impacts on specific groups with protected characteristics

Alignment with Council Priority Areas

A modern and caring Council

17. Whilst the Council benefits from very high collection rates for council tax, any discount, reduction or exemption claimed incorrectly has a direct impact on the council tax base, negatively impacting the ability to fund local services. It is of benefit to all residents that the Council maintains a robust compliance regime to ensure any such reductions are awarded correctly, and the proposals contained within the report seek to enhance existing arrangements across the county, furthering this aim.

Appendices

Appendix A: Cambridgeshire Council Tax Compliance and Counter-Fraud Initiative Business Case.

Report Author:

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Cambridgeshire Council Tax Compliance and Counter-Fraud Initiative

Business Case

September 2021

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- 2.0 The Current Process**
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- 12.0 Equality Impact Assessment**
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1.0 Background

- 1.1 Council Tax discounts, exemptions and reductions exceed £90m across the County-wide area. Whilst all Billing Authorities carry out checks to ensure that awards are correct based on the information available, invariably there will be a proportion that are claimed incorrectly or for longer than applicable. Billing Authorities are responsible for ensuring that Council Tax that is due is collected on behalf of themselves, Parish Councils, Cambridgeshire Police, Cambridgeshire Fire and Cambridgeshire County Council. The financial impact of non-collection falls mostly to the County Council which receives at least 68% of the total Council Tax collected in each district.
- 1.2 The cost of discounts, exemptions and Local Council Tax Support (LCTS) represents a direct reduction to the tax base, and so the cost is split proportionately between the Local Authorities. As a result, there is a shared interest in ensuring that a robust regime is in place for detecting fraud and potential compliance anomalies.
- 1.3 CIPFA's annual fraud and corruption tracker (based on responses from 142 Local Authorities) revealed that Council Tax scams make up approximately 78% of all fraud at Local Government level, with an estimated value of £30.6m. Fraud was detected across multiple areas such as disabled parking concessions, housing, business rates and Adult Social Care. Council Tax fraud was not only the largest area with a total of 71,000 cases detected in England in 2018-19, but this figure also represented an increase of 22% on the 57,894 cases in 2017-18. Rob Whitemand, CIPFA chief executive said, "The unlawful diversion of funds away from local authorities only adds further stress on vastly underfunded public services. The sector is moving in the right direction, but only a greater focus on collaboration and preventative measures will help create long-lasting change"¹.
- 1.4 Local Authorities are facing significant financial uncertainty beyond 2021 pending national reforms to the distribution of funding between Local Authorities and in light of unsustainable pressures on demand-led services such as Adult Social Care. It is therefore crucial that Councils continue to pursue every available option to collect additional income to support the wider Cambridgeshire public service system.
- 1.5 Although there are already relatively healthy Council Tax collection rates across Cambridgeshire, we believe that this kind of project could potentially generate additional income for all Local Authorities involved, grow our Council Tax base, and deliver enhanced fraud detection capability, all without significant risk.
- 1.6 Essex County Council implemented a Council Tax sharing agreement with the Essex Billing Authorities in 2013/14 which has helped to raise an additional £46m in Council Tax for Essex Local Authorities over a 6-year period. The following aspects of the agreement will be considered in the development of a similar model for Cambridgeshire:
 - A gain sharing arrangement which rewards Billing Authorities for successfully increasing Council Tax collection rates
 - Investment by the County Council in Billing Authority revenues and benefits and counter fraud activity

¹ <https://www.cipfa.org/about-cipfa/press-office/latest-press-releases/council-tax-fraud-represents-78-of-local-government-fraud>

- A data matching and sharing solution which facilitates effective use of the data available to Local Authorities to maximise Council Tax revenue
- Collaborative performance monitoring arrangements to allow payment by results

1.7 Any measures to drive up Council Tax take in Cambridgeshire rely on the involvement and insight of Billing Authorities. This would require increased resource within Billing Authority Revenues and Benefits teams whilst delivering the greatest income to the County Council which receives a significantly larger share of the tax base. We are therefore proposing a gain and risk share arrangement which takes account of the distribution of Council Tax income between Local Authorities in Cambridgeshire.

2.0 The Current Process

2.1 Revenues and Benefits Managers from across Cambridgeshire meet regularly to discuss topical issues and share best practice, as part of the County Revenues Group (CRG). The CRG has previously worked together on a number of compliance initiatives, in conjunction with the County Council, which have mainly focussed on a review of the Single Person Discount, being the biggest cost to the tax base collectively across Cambridgeshire, surpassing LCTS.

2.2 Periodic reviews are carried out by all Billing Authorities to ensure that Council Tax discounts and exemptions granted are being claimed legitimately. However, the frequency of reviews and resource committed to them currently varies between Councils.

2.2 Billing Authorities also participate in the National Fraud Initiative, a national scheme where Councils provide various data sets to the Cabinet Office annually which are cross checked, and any inconsistencies are reported for further investigation.

2.3 Variable levels of success are recorded from such strategies, mainly due to the fact that data is reviewed only annually, and the CRG is keen to explore new and innovative ways of implementing an effective compliance and counter-fraud regime.

2.4 The financial benefits derived from these interventions will be shared between the County Council and the relevant Billing Authority, based on set percentages.

3.0 Options for a new approach

3.1 It is the opinion of the Revenues and Benefits Managers within the County that a single integrated approach should be taken to ensure that all claims for discounts, reductions and exemptions are robustly reviewed throughout each financial year in order to detect fraud and error.

3.2 This business case outlines the proposed approach and requests support from both the Billing Authorities and Precepting Authorities, with the exception of Parish Councils, in the introduction of this new approach. If agreed, it is proposed that the new procedures will take effect in Q4 2021.

3.3 In order to support this new integrated approach, Billing Authorities will be provided with additional resource to increase the overall level of compliance work and where necessary to clamp down on fraud and unreported changes in circumstances which would disqualify taxpayers from accessing discounts and exemptions.

- 3.4 The CRG has considered alternative options and looked at the approaches taken by other Local Authorities to minimise Council tax fraud and error. In the view of the CRG, the arrangements implemented by the Norfolk and Essex Authorities are suitable for replication in Cambridgeshire. Whilst both offerings are focussed on the same goal, the approaches taken are slightly different.
- 3.5 Across Norfolk, software has been procured by the County Council to match a range of data sets, highlighting areas where anomalies exist. The results are then distributed to Billing Authorities for further investigation. The County Council provides additional funding for this investigative work on a request basis, dependent upon business cases put forward by each authority.
- 3.6 In Essex, whilst the concept is largely the same, the approach differs in that a bespoke software package has been purchased which each Billing Authority accesses and inputs information into. There is also a gain share agreement between the County Council and Billing Authorities to ensure the investigative work is sufficiently resourced, and to incentivise continual improvements in performance.
- 3.7 The option to do nothing was discounted as there is a clear need to invest in compliance and counter-fraud activity to protect the taxbase and ensure fairness for all Council Tax payers. Initial analysis of the potential financial benefits and results achieved by other Local Authorities that have implemented similar arrangements suggests that the project represents good value for money for all Authorities involved.
- 3.8 It is proposed that Billing Authorities provide their own funding contribution in each case that is proportionate to their relative share of Council Tax income in order to ensure that the risks are shared fairly between authorities; See section 7 for details.

4.0 Approach to the business case and General Principles

- 4.1 It is essential that each Billing Authority is able to develop its own individual approach to compliance and counter-fraud, which is tailored to its specific demographics, priorities and procedures whilst following some agreed core processes.
- 4.2 Each Billing Authority must undertake to actively participate in this initiative, sharing agreed datasets, reviewing the output and taking subsequent action as necessary. These activities should be supplementary to business as usual commitments and therefore the project investment sums must be ring-fenced for the purpose of additional Compliance and Counter Fraud activity. The following sections 4.3 – 4.8 set out some of the key aims of these activities;
- 4.3 In order to reinforce a culture of zero tolerance to fraud in support of the aims of the project, it is essential that every opportunity is taken to ensure that any Council Tax reductions are only granted where appropriate and that taxpayers are encouraged to report changes in circumstance swiftly;
- 4.4 The key purpose of the additional investment facilitated by the project is to increase the Cambridgeshire tax base by ensuring that any discounts, reductions or exemptions granted

are correct, regularly monitored, and withdrawn promptly if eligibility criteria cease to be met;

- 4.5 To ensure that all changes in circumstances are reported to the Billing Authorities within the statutory timescale of 21 days or in any event, as soon as practicable, so that a revised Council Tax demand can be issued;
- 4.6 To undertake frequent monitoring, inspections and enquiries through direct contact and data matching to establish whether any reductions, discounts or exemptions are correct. Where appropriate this will be facilitated by:
 - a. Introducing a greater level of interventions in respect of Council Tax Reduction;
 - b. Introducing a greater level of interventions in respect of exemptions, disregards and single person discounts including, where appropriate, an increase in visiting, cross checking and reviews; and
 - c. Increasing the use of information held by each authority and by other authorities within the County to establish entitlement.
- 4.7 To, where appropriate, enforce compliance through the imposition of penalties (which may be applied to all Council Tax discounts, exemptions and reductions) and in all cases to highlight to taxpayers the potential consequences of claiming discounts, exemptions and reductions incorrectly or illegally;
- 4.8 To, where appropriate, prosecute taxpayers who deliberately defraud the authorities by falsely claiming discounts, exemptions or reductions. This action may also serve to increase the profile and importance of paying the correct level of tax and zero tolerance approach to tax evasion generally.
- 4.9 The costs of the additional investment required to facilitate the above activity will be shared between the Billing and Precepting Authorities and will be proportionate to the financial benefits gained by each authority.
- 4.10 The financial return generated by the project will be measured based on the removal of discounts, exemptions and reductions as set out in section 9. Further work to determine this methodology will be undertaken as part of this project. All results will be shared within the group and analysed on a quarterly basis.

5.0 Outline of Business Case

- 5.1 The business case is divided into two distinct areas, namely:
 1. Resourcing of compliance and counter fraud activity undertaken by Billing Authorities including development of new approaches to minimise the Council Tax income lost due to fraudulent or incorrect benefits, discounts or exemptions claims; and
 2. Procurement of a software solution to enable the sharing and matching of data sets across all of the Cambridgeshire authorities in order to identify inconsistencies for further investigation. The results of the matching will allow authorities to isolate cases

where reductions, discounts, exemptions may have been claimed incorrectly or fraudulently. The availability of this additional intelligence will, to a significant extent, support the additional activities outlined in 1. above.

5.2 Cambridgeshire County Council will also contribute data sets to be cross checked against data held by Billing Authorities. The Billing Authorities will investigate any anomalies identified by the system, and dataset owners will need to review their data to ensure accuracy. The County Council will also make use of the intelligence generated to ensure that service provision is appropriately aligned with need in any specific instances where intelligence suggests that this may not currently be the case.

6.0 Outline approach

This section sets out the specific approaches to be taken by each participating authority in discharging its responsibilities as set out in section 4.0 of the business case.

6.1 Billing Authorities are expected to widen the scope of their compliance and counter fraud activities to include all areas of Council Tax reduction, discount and exemption.

6.2 In general, it is proposed that the actions to be taken will be as follows;

6.3 Undertaking a full review regime, each authority will agree to the following;

- To review all reductions, discounts and exemptions to ensure that they are granted correctly and that where incorrect, the reduction, discount or exemption is removed or reduced accordingly. In effect this will require the authority to undertake an extensive programme of reviews or interventions;
- To maximise the potential income for the tax base by ensuring that, where any reduction, discount or exemption is reduced or removed, action will be taken from the earliest possible date including previous years, where appropriate; and
- To consider the imposition of penalties in line with that available under the Local Government Finance Act 1992 (with penalties of £70 being imposed where changes in circumstance are not notified to the authority within a period of 21 days or such time decided by the authority).

6.4 Each authority will commit to;

- Operate a regime which will protect the tax base as far as possible and to engage in activities that will meet all of the objectives identified above. The principles of each approach shall be made available to all participating authorities;
- Finance the initiatives in line with the formula given below (costs of implementation) and to share the additional savings in line with the agreement;
- Ensure that all new initiatives are in addition to actions currently undertaken and are of such type that they do not form part of the normal activities associated with the administration of Council Tax;

- Share the outcomes of any initiatives with other authorities within the group.
Compliance & Counter Fraud – Council tax Cambridgeshire Revenues and Benefits Managers
- Review and act on intelligence obtained as a result of the initiative pertaining to their specific functions as a local authority within the geographical area which they serve
- Share information with partner authorities as necessary to enable all authorities to fulfil the commitments set out above

6.5 Implementation of Data Sharing Software

The purchase of data sharing and matching software will be subject to a procurement process to be undertaken by the County Council's Procurement Team. This process will be supported by a Working Group including representatives from each of the participating authorities which will be led by the County Council. The implementation and integration of the software solution will allow for data sharing across all of the authorities.

The regular upload of datasets to the shared data matching system is fundamental to the success of the initiative as reliance will be placed on access to current, relevant intelligence to enable each authority to proactively investigate cases of potential fraud and error. Post implementation, each Billing Authority will undertake both to supply data to the system on a bi-monthly basis and to action 'mis-matches' as reported to them by the software.

Cambridgeshire County Council will also undertake to supply data to the system which will then share the anomalies generated with the relevant Billing Authority for further investigation. It is anticipated that the data matching software will be introduced in late quarter 3 / early quarter 4 of financial year 2021/22

7.0 Costs

- 7.1 It is proposed that the anticipated costs of additional staff resources and software licensing fees across the three years of the agreement term will be funded by Cambridgeshire County Council, Police and Fire Authorities and Billing Authorities in the following proportions based on the benefits expected to accrue to each Authority;

Authority	Staffing £	IT costs £	County Share £	BA Share £	Police Share £	Fire Share £
Cambridge City	140,000	41,000	98,538	52,322	23,239	6,902
East Cambs	140,000	25,000	88,956	48,834	20,979	6,230
Fenland	140,000	27,000	85,592	55,227	20,186	5,995
Huntingdonshire	140,000	49,000	99,918	58,520	23,564	6,998
South Cambs	140,000	31,000	91,079	52,062	21,480	6,379
Totals	700,000	173,000	464,082	266,965	109,449	32,504

Fig 1. Estimated costs over 3-year period. IT costs vary per District due to variable pricing model for Single Person Discount solution

- 7.2 The County Council, Police and Fire shares of the investment costs will be paid to the Billing Authorities on an annual basis.
- 7.3 The additional income raised as a result of the compliance and counter fraud activity undertaken will be assessed in accordance with the methodology set out in section 9.0 and Billing Authorities will maintain records of the additional income generated. Billing Authorities are expected to report the results of the work undertaken to Precepting Authorities on a 6-monthly basis. The benefits accruing to each authority will be calculated as set out under the sharing agreement detailed in section 8.0.

8.0 Benefits

- 8.1 The anticipated benefits have been modelled based on the actual values of Local Council Tax Support, Single Person Discount and other prescribed discounts and exemptions as of 31st March 2021 as a proportion of local tax base within each district. The follow assumptions have been applied to calculate the total anticipated savings on each category of benefit by the end of the 3-year agreement term:

Discount/benefit	Percentage reduction
Local Council Tax Support (LCTS)	1.6%
Single Person Discount (SPD)	4.4%
Other prescribed discounts and exemptions (OPDE)	2.7%
Overall saving	3.0%

- 8.2 Based on the proportional savings set out above, the total anticipated financial benefit before deduction of investment costs is as follows:

Billing Authority	Total LCTS (£,000)	Total SPD (£,000)	Total Other reductions (£,000)	Total reductions (£,000)	Estimated savings (£'000)
Cambridge City	7,929	7,458	1,351	16,737	491
East Cambs	4,086	4,510	2,354	10,950	327
Fenland	7,784	5,488	2,029	15,301	421
Huntingdonshire	7,354	9,515	2,215	19,084	596
South Cambs	6,985	8,144	2,345	17,473	533
Totals	34,136	35,115	10,293	79,545	2,369

Fig 2. Estimated savings as % of taxbase reductions. Some categories of reduction have been excluded from the calculation on the basis that existing checking regimes are considered sufficiently robust to eliminate the risk of fraud and / or error.

- 8.3 It is proposed that Billing Authorities will receive a base share of 25% of the additional Council tax collected on behalf of Cambridgeshire County Council to be redistributed on an annual basis.
- 8.4 Assuming a combined average saving of 3.0% of total Council Tax reductions as detailed in section 8.1, the total anticipated savings accruing to each authority would be as follows:

Billing Authority	Redistributed Savings (£)*	Net County Share (£)	Total BA Share (£)	Police Share (£)	Fire Share (£)
Cambridge City	89,186	267,557	142,069	63,100	18,740
East Cambs	58,832	176,496	96,891	41,625	12,362
Fenland	71,892	215,675	139,162	50,864	15,106
Huntingdonshire	105,050	315,151	184,578	74,325	22,073
South Cambs	94,699	284,097	162,393	67,001	19,898
Totals	419,659	1,258,976	725,092	296,915	88,179

* Share of savings redistributed from the County Council to Billing Authorities based on the methodology set out in sections 8.3 – 8.4 above.

- 8.5 After deduction of the proportionate investment costs set out in section 7.1, the estimated net savings accruing to each authority over the three-year project period are as follows:

Billing Authority	County Share (£)	BA Share (£)	Police Share (£)	Fire Share (£)
Cambridge City	169,020	89,747	39,861	11,838
East Cambs	87,540	48,056	20,645	6,131
Fenland	130,083	83,935	30,679	9,111
Huntingdonshire	215,234	126,058	50,760	15,075
South Cambs	193,018	110,331	45,521	13,519
Totals	794,894	458,127	187,467	55,674

- 8.6 The methodology used to distribute the costs and benefits afforded by the scheme will be reviewed by all participating authorities three years after implementation, and a new review date will also be set.

9.0 Measuring Success

- 9.1 It is proposed that savings are calculated using a model already developed by The Cabinet Office's National Fraud Initiative.
- 9.2 Within the model, each dataset has its own methodology to calculate estimated savings, taking into account data relevant to the fraud problem, including national published data, regional variances and policy context to the fraud.
- 9.2 Billing Authorities will be required to provide the Precepting Authorities with the agreed performance information on a biannual basis after the commencement of the agreement.
- 9.3.1 Performance will be reviewed in line with business case targets on an annual basis and the CRG will serve as a forum to discuss any issues impacting project deliverability.

10.0 High Level Plan

	Responsible	Date
Sign off business Case (all partners)		September / October 2021
Data Sharing agreements / Impact assessments		September / October 2021
Agree monitoring arrangements and software spec		September / October 2021
Undertake procurement exercise		November 2021
Roles commence & Training		December 2021 – February 2022
Implement system		December 2021 – February 2022
Evaluate effectiveness and monitor benefits		Ongoing
Implement changes as required		Ongoing

11.0 Key Risks and Issues

- Timescales slip due to lack of resource
- The amount of fraud has been wrongly predicted (could be more as well as less)
- System costs more than anticipated
- Stakeholders are unable to agree on processes and or procurement requirements resulting in timescales slipping
- Changes in legislation

12.0 Equality Impact Assessment

- 12.1 The impacts of the proposals on Cambridgeshire residents have been considered and no foreseeable risks of negative impacts have been identified. There are also considered to be no risks of disproportionate impacts on specific groups with protected characteristics.
- 12.2 Residents who are not currently receiving correct levels of discounts, exemptions and other Council Tax reductions based on their personal circumstances will see their bills adjusted accordingly. Residents who benefit from Council Tax reductions that are appropriate to their personal circumstances will not experience any adverse impacts as a result of the proposals.

13.0 Key Stakeholders

Name	Authority	Job Title	Role
Ashling Manning	Cambridgeshire County Council	Finance Business Partner- Business Planning	Project Team
Katie Kelly	South Cambridgeshire District Council	Revenues Manager	Project Team
Dawn Graham	South Cambridgeshire District Council	Benefits Manager	Project Team
Tara Nutbeam-King	South Cambridgeshire District Council	Corporate Fraud Manager	Project Team
Jonathan Tully	Cambridge City Council	Head of Shared Internal Audit, SCDC and CCC	Project Team
Kevin Jay	Cambridge City Council	Revenues Manager	Project Team
Amanda Burns	Huntingdonshire District Council	Head of Revenues and Benefits	Project Team
Ian Davies	Huntingdonshire District Council	Revenues Manager	Project Team
Neil Oxbury	Anglia Revenues Partnership	Fraud Team Manager	Project Team
Katey Mills	Anglia Revenues Partnership	Assistant Fraud and Visits Manage	Project Team
Lesley Walker	Anglia Revenues Partnership	Operations Manager	Project Team
CFO	Multiple		Sponsoring Group
Matthew Warren	Office of the Police and Crime Commissioner & Cambridgeshire Fire and Rescue Service	Deputy Chief Executive	Precepting Authority
Council Members	Multiple		Public representative
Public	N/A	N/A	Service users requiring comms to prevent fraud/Council Action

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