

**COUNTY COUNCIL'S APPROACH TO ADDRESSING HOUSING AND HOMELESSNESS**

*To:* **Communities and Partnership Committee**

*Meeting Date:* **4th July 2019**

*From:* **Sarah Ferguson, Assistant Director – Housing, Communities and Youth**

*Electoral division(s):* **All**

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

*Purpose:* **To inform Members of progress made since the formation of the cross Council Officer Working Group, present the research undertaken to date, and seek approval of recommendations.**

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

- a) Consider and agree to Our Key Outcome: To play our part in contributing to the wider housing system in order to achieve better outcomes for Cambridgeshire citizens;**
- b) Consider and agree to the four priorities presented and approve the associated Action Plan;**
- c) Note that the Assistant Director for Housing Youth and Communities will continue to oversee the activity of the cross Council Officer Working Group; and**
- d) Note and consider the research presented.**

<b><i>Officer contact:</i></b>	<b><i>Member contacts:</i></b>
Name: <b>Sarah Ferguson</b>	Names: <b>Cllr Steve Criswell</b>
Post: Assistant Director, HCY	Post: Chairman
Email: Sarah.Ferguson@cambridgeshire.gov.uk	Email: Steve.Criswell@cambridgeshire.gov.uk
Tel: 07917 235538	Tel: 01223 706385

## **1. PURPOSE**

1.1 The purpose of this report is to:

- Provide an update to Members since the formation of the cross Council Officer Working Group at the end of 2018.
- Present the research undertaken by the cross Council Officer Working Group in its efforts to establish what the County Council's role is, should or could be in regards to its current and future activity in relation to housing and homelessness.
- Seek endorsement from Members on the recommended Key Outcome the Council should adopt: To play our part in contributing to the wider housing system in order to achieve better outcomes for Cambridgeshire citizens.
- Seek approval from Members on the recommended four priorities as detailed in 6.2 that will achieve the Key Outcome.
- Seek approval from Members on the associated Action Plan as seen in **Appendix 1** that details recommendations for ongoing work.

## **2. BACKGROUND**

2.1 In November 2018 Members agreed to the formation of a cross Council Officer Working Group to develop an operating model to tackle homelessness which is being led by the Assistant Director for Housing, Communities and Youth.

2.2 The purpose of the Working Group was to establish what the responsibilities and duties are of Cambridgeshire County Council in identifying the current and future housing needs of the citizen groups we serve, the needs of our staff and to ensure our activity is aligned to meet this need. This includes working with our partners such as District Councils, Cambridgeshire and Peterborough Public Services Board (CPSB) and the Combined Authority. This has been achieved as, through this work, we have compiled a picture of activity happening across the organisation and have begun analysing whether the activity meets the needs of our citizens and staff.

## **3. THE COUNTY COUNCIL'S ROLE & RESPONSIBILITIES**

3.1 As of October 2018, the Homelessness Reduction Act placed a new duty on public sector agencies to refer individuals or families who may be at risk of homelessness to local housing authorities. However, agencies are working together collaboratively to address early signs of difficulty and prevent homelessness wherever possible, in order to improve outcomes for clients and reduce public sector expenditure.

3.2 Although the County Council is not the statutory Housing Authority, it does have key statutory duties and responsibilities, the execution of which impact on the housing economy and citizens for whom we have a duty of care. These citizens include: older people and vulnerable adults (with learning, physical or mental disabilities); older people with care

needs; young adults with learning or mental health difficulties and those leaving care; vulnerable citizen groups who may be victims of domestic abuse, drug or alcohol dependant or offenders and ex-offenders. The Council also has a statutory duty through the Health and Social Care Act 2012 to take steps to improve residents' health for which housing is an important determinant.

- 3.3 We recognise that homelessness prevention is integral to our work and we acknowledge that the majority of the statutory responsibilities sits elsewhere within the overall housing and homelessness system. Locally £170m of investment is being made in affordable housing by the Combined Authority across Cambridgeshire and Peterborough, who have a Housing Strategy. Each District Council also publishes its own Housing Strategy and Homelessness Reduction Strategy, by statute. In addition there is a renewed focus on housing and homes in new communities through the work of the Cambridgeshire Public Service Board. Within these governance arrangements, The Housing Board (Cambridgeshire, Peterborough and West Suffolk) provides a key platform for dialogue with partners at a strategic level, and is increasingly positioned as the forum through which cross cutting proposals can be developed.
- 3.4 We know that there are pressures and changes across the whole system which impact on our outcomes and ultimately public sector expenditure. It is recognised that getting 'up stream' in tackling demand management into Council services has to include a consideration of whether there is a new and different way of tackling housing demand and homelessness. Acting preventatively with our partners to secure homes for citizens is an essential step and presents opportunities for public sector reform across the system.
- 3.5 Embedding a Think Communities approach to our work within the housing system will aid us to build resilience for individuals and within communities and get up stream – increasing the capacity of people to get the right support at the right time in order to prevent homelessness in the first instance. The Council, and our partners, have a shared vision and shared priorities in which housing and homelessness is a key focus. We want to ensure our people feel safe, healthy and connected to their community; that our places are integrated and possess a sense of place which supports its residents; and a system wide approach to better deliver services and community-led activity. The voluntary and community sector have an important role to play in this work. The County Council as a commissioning organisation has opportunities to invest in the sector to support shared priorities – for example through the VCS infrastructure contract and through the Innovate and Cultivate Fund.

#### **4. WORKING GROUP ACTIVITY**

- 4.1 The Working Group established four lenses of enquiry to the work we would want to develop in being able to articulate what the Council's role is, should or could be:
- a) The Built environment
  - b) Commercial opportunities
  - c) Housing and homes to meet the needs of our citizens
  - d) Housing and homes to meet the needs of our staff

Section Five of this report summaries the current picture of activity in these areas.

- 4.2 Housing is a fundamental human right and it affects everyone, especially those in need – whether an older person wanting to remain in their own home, a victim of domestic abuse needing somewhere safe to live, or a child born into inequality.

Individual dwellings in the private and social sectors have a role in helping to reduce health inequalities and improve the health of residents. The National Housing Federation highlights that poor housing conditions increase the risk of severe ill-health or disability by up to 25% during childhood and early adulthood.

- 4.3 If we don't address housing related issues there is a risk that:
- There are poorer outcomes for our citizens, especially around their health and wellbeing
  - Citizens needs escalate and become the responsibility of our, and other partners, statutory services
  - A lack of 'sense of place' exists if a communities' unique identity is unbalanced in its collection of qualities and characteristics – visual, cultural, social, and environmental – which give it meaning
  - There is a detrimental impact on the overall economy
  - Our assets maybe under-utilised and opportunities missed
  - We continue relying on costly agency staff to fill recruitment gaps, particularly in regard to lower paid but essential roles
  - We are unable to provide core services because teams are understaffed
  - Demand outweighs provision
  - Work continues in silo's without looking at the whole system

These issues are explored further in this report.

## 5. CURRENT PICTURE

- 5.1 The Council faces a number of challenges. We have a vested interest in ensuring that the housing needs of the citizen groups we serve, and our staff, are well met particularly in regard to the built environment (such as new housing developments) that support good health and wellbeing, and to work collaboratively with partners to ensure that the chances of people becoming homeless are reduced.
- 5.2 The provision of housing which does not meet needs, or the lack of an appropriate affordable home for vulnerable people, can cause much greater demand on Council resources if not adequately addressed. Furthermore, failure to work as an active partner to meet the countywide housing needs of lower paid and/or essential staff (teachers, social workers and others) has a significant impact on the capacity of core services to deliver, particularly in parts of the county where homes are increasingly unaffordable.
- 5.3 The diagram below presents some of the challenges the Council is trying to solve categorised by the four areas the Working Group investigated. Diagram (i) below shows these challenges in each category and where there is overlap.

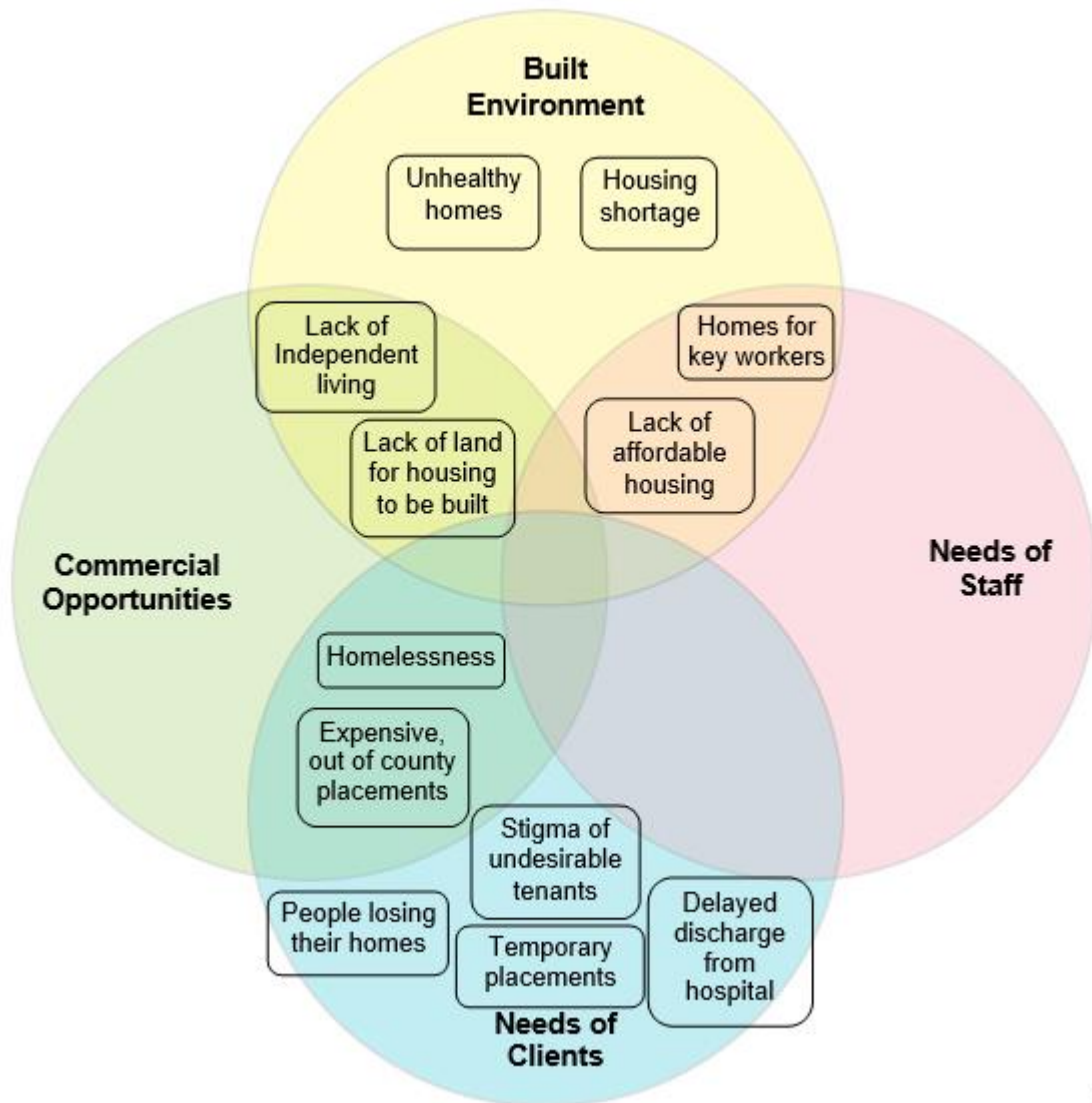


Diagram i: Challenges categorised by the four areas investigated

5.4 We identified activity happening across the Council which seeks to resolve at least one of these challenges. Additionally, each activity supports a particular citizen group and in some cases multiple citizen groups. Through our research, we identified over 20 different citizen groups. It was also identified that the activities were either:

- Early ideas – ideas not yet fully scoped out (primarily commercial opportunities)
- In development – activity being scoped out, getting agreement or work agreed but not yet started
- In progress – work established and underway

As a result of the Working Group's efforts, a record of housing activity including homelessness has been created. A summarised version can be seen in **Appendix 2**; it lists the challenges, the associated activities and the citizen groups.

5.5 The enablers in our grasp that will allow us to deliver the best possible outcomes for staff and citizens lie in adopting a commercial approach to realise new opportunities that are closely linked to the built environment, particularly those aligned to new developments (for example, Northstowe).

These enablers will allow the Council to influence new developments that will grow and develop the housing landscape to better meet the needs of Cambridgeshire citizens for the longer term. Additionally we will be able to better inform strategic initiatives (such as This Land, One Public Estate and Cambs2020).

- 5.6 It's expected that the Action Plan (see **Appendix 1**) will generate a number of business cases that will be presented for approval to this Committee and the Commercial and Investments Committee, plus any others as deemed appropriate.

## **6. OUR PRIORITIES**

- 6.1 Based on the intelligence gathered, an ambitious set of priorities have been identified that we recommend the Council should endorse in order to achieve our key outcome:

**To play our part in contributing to the wider housing system in order to achieve better outcomes for Cambridgeshire citizens**

- 6.2 We are committed to:

- Supporting our most vulnerable citizens in preventing them from becoming homeless
- Supporting our workforce, particularly our lower paid and / or essential staff, to enable them to support the communities they live and work in
- Influencing planning decisions, ensuring plans and strategies for new and existing communities maximise opportunities to improve the health and wellbeing of residents
- Adopting a commercially minded approach to trial new initiatives that will benefit our workforce and citizens alike

- 6.3 The recommendations on how the Council should tackle these priorities can be seen in the associated Action Plan in **Appendix 1**.

## **7. RESEARCH TO DATE**

- 7.1 We recognise that there is a much broader impact on the public sector in regard to housing and homelessness which affects many organisations such as Police, Education, NHS for example, that is not fully described in this report, and that is because the Working Group was purposefully internally focussed on County Council activity working towards meeting the needs of citizens and staff.

- 7.2 The following sections present the intelligence gathered and discoveries made through the research undertaken to date through the four lenses of enquiry as mentioned in 4.1, and makes suggested recommendations as to next steps and actions.

## 7.2.1 Housing and homes to meet the needs of our citizens

### What we know

Cambridgeshire has a population of 644,575 of whom 5,862 are supported by Adult Social Care and 754 are looked after children<sup>1</sup>.

A growing body of work quantifies the cost of inadequate housing conditions on health, although there are some inherent difficulties in calculating this. However, the Chartered Institute of Environmental Health (CIEH) toolkit found in the “Good Housing Leads to Good Health” report shows the cost benefit of rectifying defects within the home that can cause accidents and the cost of medical treatment following the occurrence of an accident. In England the cost is estimated to be £600 million per year which is estimated to be 40% of the total cost to society as it excludes the effect of absence from education and work.

In addition, we know:

- Approximately 1,500 people are supported through Housing Related Support funding.
- There are 13,899 households on the housing waiting list<sup>2</sup>:

Cambridge	2,236
East Cambridgeshire	1,164
Fenland	2,149
South Cambridgeshire	2,152
Huntingdonshire	3,079
Peterborough	3,119

- There are approximately 85 rough sleepers<sup>3</sup>:

Cambridge	27
East Cambridgeshire	1
Fenland	23
South Cambridgeshire	0
Huntingdonshire	5
Peterborough	29

- In Cambridge additional outreach workers are funded by the homelessness teams in each area by funding received from the Ministry of Housing, Communities and Local Government to provide specialist advice and support to rough sleepers and homeless people with substance misuse issues.
- 2,557 people being supported by Public Health commissioned substance misuse services in Cambridgeshire.
  - Of the new clients presenting to services in Cambridgeshire, 7.9% (94) of them

<sup>1</sup> These figures come from CCC's Corporate Strategy which was approved by Full Council in February 2019

<sup>2</sup> These figures come from the government's LAHS return as at end of March 2018

<sup>3</sup> These figures come from the latest rough sleeper counts, as at November 2018 (the latest data gathering exercise) and is based on Street counts, evidence-based estimates, and estimates informed by a spotlight street count of rough sleeping, by local authority district and region England, Autumn 2010 – 2018

were “No Fixed Abode” with an urgent housing problem and 11.2% (134) of them had a housing need but was not considered urgent; so in total in Cambridgeshire 228 new clients presenting had some kind of housing issue which is 19.1% of all new clients presenting.

- There are likely to be specific client groups more susceptible to ill health as a consequence of poor housing outcomes; these are migrants, people with learning disabilities, gypsies and travellers and people who have become homeless<sup>4</sup>.

The Cambridgeshire Joint Strategic Needs Assessment (JSNA) Housing and Health 2012-13<sup>5</sup> states that housing can affect health in a number of ways, such as:

- Access in and around the home, particularly for vulnerable and disabled groups of the community.
- Provision of adequate spaces for living and playing in and around the home, including the importance of front and back gardens or common public spaces.
- Quality of existing and new homes, including construction, internal environments and design quality.

#### What we are delivering now

Current activity to support this includes:

- Housing Related Support – support provided to vulnerable people to help them live as independently as possible within their community. This includes accommodation based services where support is provided in a designated building and floating support provided to someone in their own home.
- Exploring the housing needs of older people and people with learning disabilities in receipt of care, and reviewing how the council can develop new models of housing that integrates with care and helps to promote independence.
- Temporary Adaptations Pathway project – looking at the Adaptations Pathway across Cambs and identifying opportunities for a more joined up and systemic approach to housing adaptations across the County.
- Mental Health Accommodation Framework – Commissioning process to develop a more robust contracting arrangement and more choice across residential and supported living services for people with mental health needs.

#### What is the future need

- Cambridgeshire’s population is predicted to rise to 802,000 by 2032
- Between 2011 and 2031, the growth in numbers of over 65 year olds is set to increase by 74% compared to that of under 25 year olds at 19%

Stable housing supports peoples’ health and wellbeing, helping them lead more productive lives, promoting independence and in turn supporting wider Council objectives; we therefore need to ensure there is sufficient housing for our current citizens. This means making sure the right care and support is in place, especially for the more vulnerable members of our communities such as older people, those with complex or additional needs, and young people. There is huge potential for the planning of new housing developments / new communities to support improved health for citizens which we are already involved in, for example Northstowe’s Healthy New Town Programme.

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<sup>4</sup> Cambridgeshire JSNA: Primary Prevention of Ill Health in Older People, 2014

<sup>5</sup> Cambridgeshire Housing and Health JSNA 2012-13, p.17



## 7.2.2 Housing and homes to meet the needs of our staff

### What we know

- The Council employs 5,343 non-school based staff
- We do not provide any formal support to new or existing staff in terms of looking for somewhere to live
- There are approximately 320 newly qualified teachers that are directly employed by Cambridgeshire Schools every year

One of the most pressing issues discovered was around our lower paid and / or essential staff. These are staff who are considered to provide an essential service but who may find it difficult to buy/rent property in the area where they work. Anecdotal evidence suggests that the Council is struggling to recruit because of high house prices in parts of our region.

The Council does not have a definition of what these roles are and how we support them<sup>6</sup>.

### Key findings:

- There are approximately 660 lower paid and /or essential staff across 40 different roles.
- Social workers (both in Adults and Children's services) make up approximately half of these staff.
- The majority of these staff have their contractual bases in Cambridge.
- Salaries for this group range from £17,681 - £35,401.
- Most newly qualified teachers start on a salary of £23,720. They, and unqualified teachers (usually on a salary range of £17,208 - £19,210) are also considered to provide an essential service.
- The Council directly employs some teachers (typically specialist teachers such as teachers for the deaf or visually impaired).

### What we are delivering now

A Relocation Policy exists which serves to support the recruitment process by offering financial assistance to new employees, except school based employees, who have to move home to take up a job with the organisation. It is likely that relocation will be most commonly applied to senior jobs where there have been significant recruitment difficulties and jobs which are part of a national recruitment campaign.

A recent example of a targeted recruitment campaign is 'We love social workers' launched earlier this year aimed at Adult Social Workers – roles which are difficult to recruit to. In the campaign's first eight weeks (January – March 2019) it generated 68 job applications, 22 interviews offered and nine offers of employment accepted. The campaign focussed on those would-be employees who would commute, rather than move, into our region.

The recently approved People Strategy 2019 – 2021<sup>7</sup> outlines how the Council will change over the next three years, the impact this will have on its staff and working experiences, and the transformation and opportunities staff can expect. There is no specific mention of roles within the Strategy but its vision to 'attract, develop and retain an agile and flexible workforce

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<sup>6</sup> These were CCC Relocation Policy, Agency Worker Policy and Relief Employees – General Guide

<sup>7</sup> Cambridgeshire County Council – Our People Strategy 2019 – 2021

that develops creativity and commerciality, whilst working in the ways and places that matter to citizens' does make the desired links in ensuring we have a workforce that can support the communities they live and work in.

#### What is the future need

In order to meet the needs of citizens within our new communities and our ageing population, the Council needs to have a workforce to meet this demand. These staff are an essential part of our workforce, and failure to address this issue will have a significant impact on the capacity of our core services to deliver.

According to the East of England Forecasting Model<sup>8</sup> (EEFM) the demand for these type of occupations are increasing (according to the 2017 data). By 2032, Health and Social Welfare is set to increase by 34%, Teaching by 16% and Caring Personnel by 39%. We therefore need to invest in and protect staff in these roles.

The Cambs 2020 Programme is driving the planning and coordination for the Council to move to a 'Hub and Spokes' model, which will base our workforce closer to those who need us most, thereby allowing us to be in a better position to co-produce services alongside our citizens and partners. The Programme presents a unique opportunity for staff to live nearer their place of work in more affordable homes and to work more flexibly in other parts of the region.

### **7.2.3 The Built Environment**

#### What we know

Cambridgeshire is one of the fastest growing counties in the UK and has seen much demand for housing in recent years.

#### New homes:

New homes are needed to support economic growth and to enable a good quality of life for all. In Cambridgeshire's highly pressurised housing market there is currently a backlog of housing need and, in many areas, prices on the open market are well beyond people's reach. As mortgages are hard to secure without large deposits, housing options are limited for first time buyers, for people on low incomes, and even for workers who are key to our economic success.

#### House prices:

Prices are higher in the south and the west of our region, and generally lower to the north and east, with local hotspots around some of the larger towns. The change in average price with values in Cambridge and South Cambridgeshire noticeably higher than other districts. In the past six months averages have levelled off somewhat in most districts. Compared to average prices 12 months ago, the biggest rise was in St Edmundsbury at +£22,973 and the biggest drop was in South Cambs at -£12,551. Both the region and England saw an increase when comparing December 2017 and December 2018 averages.

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<sup>8</sup> EEFM 2017 baseline skills forecasts <https://cambridgeshireinsight.org.uk/eefm/>

### What we are delivering now

The Council has a key role to play in the growth of housing solutions across the county and planning infrastructure for new communities and these roles and functions are being delivered across many of the Council's Directorates, led by the Place and Economy directorate, through the Growth and Development team.

In addition, the Strengthening Communities Team (within the People and Communities Directorate) and the Public Health Directorate have a key role in working closely with developers and the planning authorities around various aspects of supporting new communities through the design of the built environment and provision of community infrastructure focussing on people-centred support.

Housing needs are assessed and updated through the Strategic Housing Market Assessment (SHMA). This looks at the need for all homes to meet resident and incomer needs, and specifically at the need for 'affordable' housing. Research is undertaken by the Council's Business Intelligence Team and is updated annually to provide data and commentary on changes to our housing market. It is specifically detailing how many homes are needed in future and how many of these homes need to be 'affordable' tenures. The SHMA is used to inform local plans, about the level and types of homes most needed in each district.

We know that a number of new communities are being delivered, or are in the process of being planned. Major sites include:

- Northstowe – up to 10,000 homes
- Cambridge North West – up to 3,000 homes
- Clay Farm – up to 2,300 including 40% affordable housing
- Ely North – up to 3,000 dwellings
- Wintringham Park – up to 2,800 homes

To ensure we produce good quality homes and communities, with all the provisions necessary to help support residents health and wellbeing, new developments must be planned carefully. This applies to sites of all sizes. However, where larger numbers of homes are being secured it is especially important to make sure we take the opportunity to meet housing, community, infrastructure, health and social care needs. Overall, the Council's role here is twofold – the Council has the statutory duty to improve the health of residents, where housing is a key factor, and secondly to ensure its services, including education, waste, transport and community infrastructure, are well planned, suitably funded, and delivered in a timely and sustainable way, thereby meeting the needs of Cambridgeshire's new communities, and contributing to the County's economic prosperity.

### What is the future need

Ultimately we want new developments that are fit for the future, properly supported by infrastructure, that build sustainable communities, not just housing, that meet the needs of our citizens and staff.

Through the relationships with developers and other stakeholders, we are in a position to strategically influence development sites and housing stock as and when the opportunity arises.

Our district partners, the statutory housing authorities, have ambitious housing targets. Within the next 20 or so years 78,500 homes are needed. Approximately 41% of these need to be affordable. These will meet the need of current residents of the county, and of people who want to move into the county to live and work. Cambridgeshire is also anticipating generating a huge number of new jobs. This will be vital to drive forward the national economy and ensure a good quality of life for residents, now and in future.

Although the Council is not the statutory housing authority, it's clear we need to support our district partners in delivering on their housing targets. We recognise that there are many other competitors in the market and there is a question around how much we can significantly influence this market. As such we have to be realistic in what our scope can truly be.

#### 7.2.4 Commercial Opportunities

##### What we know

Through our research, various commercial opportunities have been documented. Some ideas have come directly from Services, others from third parties and some from the Council's Transformation Team. Suggestions of ideas include:

- Tiny Houses – Investigating whether the charity Allia could fund, through social bonds, modular tiny houses which are delivered complete but can be relocated; would need partner local charity and/or statutory services for support.
- Housing Options for Older People (HOOP) – Possibility of using this online tool aimed at over 65's for other citizen groups (in conjunction with FirstStop) or its successor, the Housing for Older People Supply Recommendations (HOPSR) and Extra Care Demand Assessor (ECDA) tools<sup>9</sup>.
- Northstowe – the developers of Northstowe have approached the Council about including units in the design for lower paid essential staff within this new community.
- Joint Venture with a Registered Social Landlord – to develop affordable housing for our staff/citizens.

Most of the commercial opportunities identified are in a very early stage of development. We recognise that any solution needs to meet citizen's needs and provide a return on any investment. As such, we are recommending that the Needs Analysis (as described in 7.2.1) needs to take place first before any solution is seriously considered.

##### What we are delivering now

This Land is a wholly owned Local Authority Trading Company. The Council are the only shareholders but it operates as a separate company. They develop any land that the Council deems surplus to our service delivery needs.

##### What is the future need

The Council needs to make the best use of its assets and its influence. Adopting a commercial mind set and undertaking some initiatives, like those above, may pave the way for this to happen thereby making the best use of our assets and influence to ensure that future housing provision supports the best possible outcomes for the people that live and work in Cambridgeshire.

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<sup>9</sup> Centre for Regional and Economic Social Research

7.3 Based on the research undertaken (as presented above) which align to our four priorities, an Action Plan (as seen in **Appendix 1**) has been created which details how the Council should tackle them. It's recommended that these areas of work will become specific workstreams which will be overseen by the Assistant Director for Housing Youth and Communities and the Working Group.

## **8. ALIGNMENT WITH CORPORATE PRIORITIES**

### **8.1 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- Providing, with partners, affordable housing and the right community infrastructure for new and existing communities will have a positive impact on the local economy.
- Work to relieve homelessness includes working with people at risk to maximise income and tackle debt; this in turn will prevent housing needs escalating.

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### **8.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- Access to an affordable home which meets an individual or families' needs is an essential requirement for people to live healthy and independent lives.

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### **8.3 Supporting and protecting vulnerable people**

The following bullet points set out details of implications identified by officers:

- By working together with our partners across the wider housing system to invest early so that people don't become vulnerable in the first place and the least vulnerable don't become the most vulnerable.
- Looking to people's own communities to support vulnerable residents by working with partners to strengthen the support available.
- Working on system wide solutions to tackling homelessness presents greater opportunities to meet the needs of vulnerable people within a diminishing resource envelope.

## **9. ALIGNMENT WITH CORPORATE STRATEGY**

9.1 The four priorities are underpinned by the following specific links in our Corporate Strategy:

- **Thriving Places for People to Live**
  - Working with District and Parish Councils, Public Sector Partners and other community organisations to provide local services which build supportive, resilient communities and great places to live
- **A Good Quality of Life for Everyone**
  - Improving social and economic equality so that life expectancy, opportunity and social mobility are not determined by wealth or background
  - Using our public assets wisely and raising money in a fair and business-like way to generate social return for all citizens of Cambridgeshire
- **The Best Start for Cambridgeshire's Children**
  - Joining services across health, education and social care to address social inequalities in our most deprived communities

## **10. SIGNIFICANT IMPLICATIONS**

### **10.1 Resource Implications**

The following bullet points set out details of significant implications identified by officers:

- It's recommended that specific workstreams will be derived from the Action Plan which will be overseen by the Assistant Director for Housing Youth and Communities and delivered within the existing Working Group resources.
- Expertise will be sought from support services (such as HR, Legal) as appropriate.
- It's recognised that partnership working is fundamental to delivery.

### **10.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

The following bullet points set out details of significant implications identified by officers:

- Any commercial opportunities would need to adhere to current procurement and contractual regulations as per existing policies.

### **10.3 Statutory, Legal and Risk Implications**

The following bullet points set out details of significant implications identified by officers:

- The report above sets out details of significant implications upon the Council's statutory duties.
- Legal advice will be sought as part of the preparation of each business case as required.

### **10.4 Equality and Diversity Implications**

The following bullet points set out details of significant implications identified by officers:

- There are no significant implications within this category – as anyone can be affected by housing related issues, however we are focussing our efforts on 'those in need'.

### **10.5 Engagement and Communications Implications**

The following bullet points set out details of significant implications identified by officers:

- Detailed engagement will be planned and implemented across the Council, with partners and clients impacted by the review if the recommendations are agreed by Members.

### **10.6 Localism and Local Member Involvement**

The following bullet points set out details of significant implications identified by officers:

- There is a strong interface with District Councils and Members.
- If agreed by Committee, more detailed engagement between County Council and District Council Members will be undertaken.

### **10.7 Public Health Implications**

The following bullet points set out details of significant implications identified by officers:

- Working with partners to secure sustainable good quality homes which meet the needs of our citizens is an essential building block to supporting their health and wellbeing and to reduce health inequalities.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade & Stephen Howarth
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Gus de Silva
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Matthew Hall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Stuart Keeble

<b>Source Documents</b>	<b>Location</b>
CIEH 'Good Housing Leads to Good Health' September 2008	<a href="https://www.cieh.org/media/1245/good-housing-leads-to-good-health-a-toolkit-for-environmental-health-practitioners.pdf">https://www.cieh.org/media/1245/good-housing-leads-to-good-health-a-toolkit-for-environmental-health-practitioners.pdf</a>
Cambridgeshire JSNA: Primary Prevention of Ill Health in Older People, 2014	<a href="http://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Primary-Prevention-of-Ill-Health-in-Older-People-JSNA-2014.pdf">http://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Primary-Prevention-of-Ill-Health-in-Older-People-JSNA-2014.pdf</a>
Cambridgeshire Housing and Health JSNA, 2012-13	<a href="http://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Housing-and-Health-JSNA-2013.pdf">http://cambridgeshireinsight.org.uk/wp-content/uploads/2017/08/Housing-and-Health-JSNA-2013.pdf</a>
CCC Relocation Policy, Agency Worker Policy and Relief Employees – General Guide	<a href="http://sharepoint.lgss.local/Pages/HR-A-Z.aspx#section19">http://sharepoint.lgss.local/Pages/HR-A-Z.aspx#section19</a>
Cambridgeshire County Council – Our People Strategy 2019 – 2021	<a href="https://camweb.cambridgeshire.gov.uk/blog/our-people-strategy-can-you-help/?utm_medium=email&amp;utm_source=govdelivery">https://camweb.cambridgeshire.gov.uk/blog/our-people-strategy-can-you-help/?utm_medium=email&amp;utm_source=govdelivery</a>

East of England Forecasting Model (EEFM) 2017 baseline skills forecasts	<a href="https://cambridgeshireinsight.org.uk/eefm/">https://cambridgeshireinsight.org.uk/eefm/</a>
Cambs 2020 Programme	<a href="https://camweb.cambridgeshire.gov.uk/our-organisation/where-we-work-how-we-work-who-we-work-with/cambs2020/">https://camweb.cambridgeshire.gov.uk/our-organisation/where-we-work-how-we-work-who-we-work-with/cambs2020/</a>
Strategic Housing Market Assessments, 2013	<a href="http://cambridgeshire.wpengine.com/document-library/">http://cambridgeshire.wpengine.com/document-library/</a>
Centre for Regional and Economic Social Research (CRESR)	<a href="https://www4.shu.ac.uk/research/cresr/news/housing-older-people-supply-recommendations-hopsr">https://www4.shu.ac.uk/research/cresr/news/housing-older-people-supply-recommendations-hopsr</a>

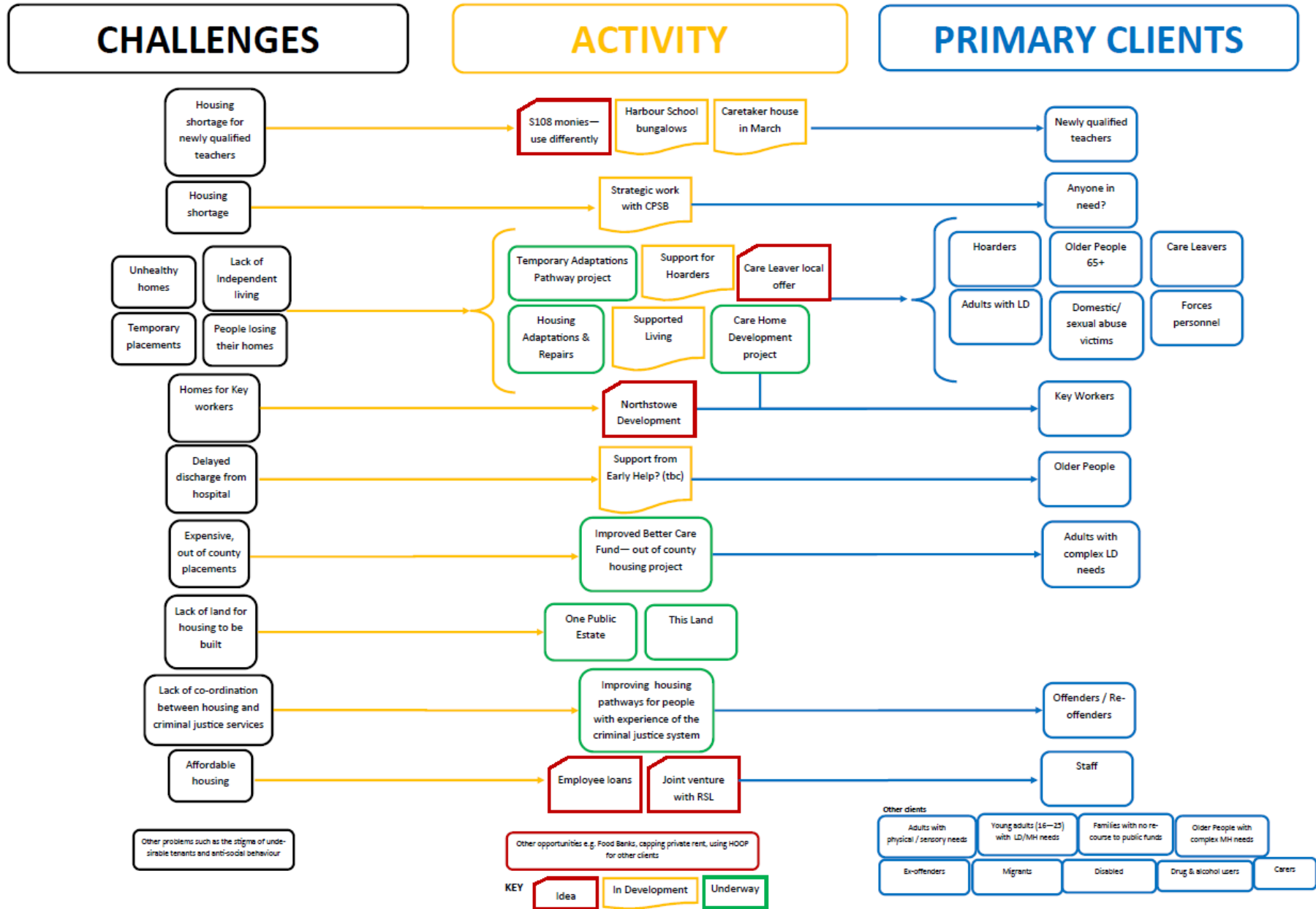


## Appendix 1: Action Plan

Action Plan					
Priority	Recommendations	Complimentary activities	CCC resources	Partners	Timeframe
Supporting our most vulnerable citizens in preventing them from becoming homeless	<ul style="list-style-type: none"> <li>Continue to fund initiatives through the redesigned Housing Related Support (HRS) model</li> <li>Undertake a comprehensive Needs Analysis, using HRS as a framework, to understand our clients needs that will capture relevant and current data that will inform decisions around service delivery now, and in the future</li> </ul>	Housing First, HRS Commissioning activity, Adults Positive Challenge Programme	<p>Commissioning Team</p> <p>Commissioning Team</p>	<p>Districts CPSB Housing Board</p> <p>HRS providers</p>	<p>Continuing through this financial year and into 20/21</p> <p>Start in September 2019 with the analysis completed by January 2020</p>
Supporting our workforce, particularly our lower paid but essential staff, to enable them to support the communities they live and work in	<ul style="list-style-type: none"> <li>Confirm our interest with the developers of Northstowe to their offer of including units for low paid workers in their design, and explore the opportunities to deliver similar housing schemes in other major growth sites in Cambridgeshire</li> <li>Work with other public sector partners to ensure a joined up approach to similar schemes across the local system to maximise scarce availability of such housing</li> <li>Formally define how we support our lower paid but essential staff</li> <li>Put in place supporting measures for new and existing staff to find a home</li> <li>Investigate where we have 'hot spots' of recruitment issues by analysing where</li> </ul>	Cambs 2020, Neighbourhood Cares Model, People Strategy	<p>Growth &amp; Development, Strengthening Communities</p> <p>HR with support from Services</p>	<p>Developers</p> <p>Districts CPSB Housing Board</p>	<p>Confirm our interest as soon as possible; work will continue through this financial year and into 20/21</p> <p>New policies in place by Spring 2020</p>

	<p>our staff live and how they travel to work</p> <ul style="list-style-type: none"> <li>Review our recruitment / retention policies to ensure we are supporting our workforce</li> </ul>				
Influencing planning decisions, ensuring plans and strategies for new and existing communities maximise opportunities to improve the health and wellbeing of residents	<ul style="list-style-type: none"> <li>We need to build on the existing relationships with developers (and where they don't already exist we will forge new partnerships) to ensure that housing, land use planning and development strategies for new and existing communities maximise the opportunities to improve the health and wellbeing of residents</li> </ul>	Supporting New Communities Strategy, Planning Obligations Strategy, Ageing Well, Cambridgeshire & Peterborough Joint Health & Wellbeing Strategy	Growth & Development, Strengthening Communities, Public Health	Districts Combined Authority Developers	Continuing through this financial year and into 20/21 and very likely beyond
Adopting a commercially minded approach to trial new initiatives that will benefit our workforce and citizens alike	<ul style="list-style-type: none"> <li>Once a comprehensive Needs Analysis has been undertaken for our citizens (as recommended above) opportunities will then be identified as to piloting commercial ideas which will be underpinned by the Think Communities concept with the ultimate aim of easing pressure on our most vulnerable citizen groups</li> </ul>	Think Communities	Property, Finance, HR, Legal et al (depending on the solution), Transformation Team		<p>Will begin once the Needs Analysis work completed (February 2020)</p> <p>Present business cases to Committees Spring 2020</p>

## Appendix 2: CCC activities identified – general housing



Appendix 2 continued: CCC activities identified – Homelessness

