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Cambridge City Council
Strategy and Resources Scrutiny Committee

Date: Monday, 1 July 2024

Time: 5.30 pm

Venue: Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ [access the building via Peashill entrance]

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Agenda

Strategy and Resources Scrutiny Committee Members: Robertson (Chair), Gawthrope Wood (Vice-Chair), Baigent, Bennett, Bick, Sheil, Young and Todd-Jones

Alternates: Clough, Griffin, Martinelli, Porrer and Ashton

Executive Councillors: Davey (Leader), Gilderdale (Statutory Deputy Leader with Executive Responsibility for Economy and Skills) and S. Smith (Executive Councillor for Finance and Resources)

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE   23 May 2024
                                                      5.25 - 5.30 pm

Present: Councillors Robertson, Gawthrope Wood, Baigent, Bennett, Bick, Young, Davey (Executive Councillor), Gilderdale (Executive Councillor) and S. Smith (Executive Councillor)

FOR THE INFORMATION OF THE COUNCIL

24/27/SR   Appointments to Outside Bodies

The Scrutiny Committee recommended the following appointments to the Executive Councillors.

The Executive Councillors agreed the appointments.

Greater Cambridge Partnership Executive Board
1 Labour, 1 Labour Alternate

Councillor – Davey,
Alternate Councillor - Baigent

Local Government Information Unit
1 Labour

Councillor - Griffin

East of England Local Government Association
1 Labour

Councillor – S.Smith

LGA General Assembly
1 Labour

Councillor – Davey

Horizons Board
1 Labour

Councillor - Robertson

Cambridge Investment Partnership
2 Labour

Councillors – Bird, S.Smith

District Councils Network
1 Labour

Councillor – Davey

Advisory Council - Cambridge Growth Company (Homes England)
1 Labour

Councillor - Davey

24/28/SR   Appointment to Working Party

The Scrutiny Committee agreed the appointments below:

Joint Staff Employment Forum
3 Labour, 2 Liberal Democrat, 2 Alternates

Councillors – Bird, Moore, Pounds, Hauk, Young

(Executive Councillor) S.Smith

Alternate Councillors – Gilderdale, Martinelli

The meeting ended at 5.30 pm

CHAIR

Cambridge City Council

Record of Executive Decision

Funding for Cambridge City Council Governance Review

Decision of: Councillor Simon Smith, Executive Councillor for Finance and Resources

Reference: 24/URGENCY/S&R/7

Date of decision: 09/05/2024   Date Published on website: 13/05/2024

Decision Type: Non-Key

Is Subject to Call in? [No]

Purpose
To provide resources to enable changes to Council governance arrangements.

Matter for Decision:
To draw down up to £150,000 from reserves to design and implement improved governance and decision-making for the Council. The matter could not be considered within the timeframe of the Budget Setting Report. These resources will enable provision of programme management, technical support, training and implementation planning for any new arrangements to begin from the Annual General Meeting in 2025.

The Executive Councillor's decision:

1. To approve the drawdown of up to £150,000 from reserves for the Democratic Services Manager to develop a programme to support the re-design and implementation of any revised governance arrangements. Spending will follow normal arrangements, including briefing relevant members where appropriate.

Reasons for decision: As set out in recommendation.

Any alternative options considered and rejected: N/A

Scrutiny Consideration: The Chair and Spokesperson(s) of the Strategy and Resources Scrutiny Committee were consulted prior to decision. Cllr Robertson (Chair) agreed with the decision; Cllr Bennett (Green) supported the decision. Cllr Bick (Liberal Democrat) disagreed with the decision.

Conflict of interest: [None].

ANNUAL REVIEW OF STRATEGIC PARTNERSHIPS

To:
Councillor Mike Davey, Leader and Executive Councillor for Transformation
Strategy & Resources Scrutiny Committee   1 July 2024
And
Councillor Cameron Holloway, Executive Councillor for Health and
Community Safety
Environment & Communities Scrutiny Committee   27 June 2024

Report by:
Andrew Limb, Assistant Chief Executive
Tel: 01223 - 457004 Email: Andrew.Limb@cambridge.gov.uk

Wards affected:
All

Not a Key Decision

1.   Executive Summary

This report provides an annual report on the work of the key strategic
partnerships that the Council is involved in; and covers the recent decisions
on the Cambridge & Peterborough Combined Authority.

2.   Recommendations

That the Leader:

a)   Note the achievements and progress of the key strategic growth and
economy-related partnerships that the City Council is engaged with, as
detailed in paragraphs 3.3 – 3.41.

b)   Note the recent decisions of the Cambridgeshire & Peterborough
Combined Authority Board at Appendix A & B, and invite the City Council's
representative to provide an update.

That the Executive Councillor for Health and Community Safety:

a) Work more closely with the Health and Wellbeing Board and Integrated Care Partnership and its sub-system (as detailed in paragraphs 3.42 – 3.46 below) to ensure that the City Council's role in prevention and wellbeing working in partnership with other public agencies can address the health needs and concerns of Cambridge residents.

b) Continue to work with partners within the framework of the Cambridge Community Safety Partnership (as detailed in paragraphs 3.47 – 3.53 below), identifying local priorities and taking action that will make a positive difference to the safety of communities in the city.

3. Background

3.1   A summary of the activities of each of the key strategic partnerships, and in particular their impact on Cambridge, is set out below.

3.2   In the context of increased Government interest in Cambridge and the growth of its economy, Cambridge City Council will continue to work through the partnerships mentioned here, and other channels, to develop and inform plans for sustainable and inclusive growth in the area.

Cambridgeshire & Peterborough Combined Authority

3.3   The mission of the Combined Authority is to make life better, healthier, and fairer for all. Cambridge City Council is one of seven constituent members, and the Council is represented on the Executive Board by Cllr Anna Smith.

3.4   The Best Value Notice issued by Government in January 2023 was replaced in January 2024 by a revised Notice. An Improvement Board, chaired by Richard Carr, has continued to oversee the Authority's development and delivery of an Improvement Plan.

3.5   As part of this work, the Authority has been working with partners and stakeholders to develop a "shared ambition" for the area, and to develop a "State of the Region" data and evidence dashboard, which builds on the City

Council pioneering 'State of the City' report. These are due to be completed in 2024.

3.6   During 2023/24, the Authority adopted a Local Transport and Connectivity Plan, and pursuant to that has invested in exploring options to improve bus services, through an enhanced partnership or potentially through bus franchising, subject to approval of business case.

3.7   Through a Mayoral Precept, the Authority has been able to fund a number of bus routes to enhance the existing network, including 5 routes serving Cambridge.

3.8   As part of its budgetary process in 2023/24, the Combined Authority allocated £1.5m for the Cambridge Civic Quarter project, and a further £3m for the regeneration and development of cultural and creative facilities. The Combined Authority also allocated £1m to Greater Cambridge Impact.

3.9   As part of the £1.2m of Shared Prosperity Fund previously allocated to Cambridge, the City Council has been able to fund and commission a range of projects to support an inclusive and sustainable economy in the city, including Green Business Grants, Focus on Abbey and work to support markets in the city.

3.10 The Cambridgeshire & Peterborough Combined Authority Executive Board met on 20th March and 5th June. The decision sheets from those meetings are attached as Appendices A & B. Committee members are invited to comment. Any questions arising will be forwarded to the Council's representative on the Board to respond to.

Greater Cambridge Partnership (GCP)

3.11 Following extensive public consultation in 2022/23, the GCP Executive took the decision in the Autumn of 2023 not to proceed with the Sustainable Travel Zone (STZ) that had been proposed as part of the "Making Connections" programme.

3.12 Work done on the programme and feedback from the consultation will inform thinking about the nature and scale of the challenges and how these might be taken forward in the future.

3.13 Other projects in the GCP transport programme continued, including Milton Road construction, and consultation on Hills Road, Addenbrooke's

roundabout, Queen Anne Terrace and various greenways. The GCP also worked with partners to fund 30 new electric buses.

3.14 On skills, the GCP supported Cambridge Regional College's Apprenticeships, Jobs & Careers Fairs.

3.15 During 2023/24, the GCP's Smart Cambridge programme:
- trialled smart sensors in Cambridge to make it safer for people to cross the road by using Artificial Intelligence (AI) to reduce waiting times for pedestrians and road users;
- launched the Innovation Prospectus, to give innovators the opportunity to collaborate with the GCP on pioneering projects to help shape the way we travel and improve daily journeys across Greater Cambridge;
- collaborated with Citymapper and ITO World to provide real time data for their app.

3.16 Going forward, the GCP will work with partners in Cambridgeshire County Council and the Cambridgeshire & Peterborough Combined Authority to develop the Greater Cambridge Transport Strategy to support the emerging joint Local Plan under the umbrella of the CPCA's Local Transport and Connectivity Plan.

Fast Growth Cities group

3.17 The Fast Growth Cities group is an informal partnership of councils representing cities that are experiencing high levels of growth, fuelled by knowledge-intensive economies. They are Cambridge, Norwich, Milton Keynes, Oxford, Swindon and Peterborough.

3.18 In the summer of 2023, the Fast Growth Cities group published a report highlighting the strengths of their economies and their impact on the wider UK economy, and making the case to Government and others for support and investment.

3.19 In Cambridge's case, the evidence and research from this work with Fast Growth Cities group partners has informed the work we have contributed to discussions with Government on their "*Case for Cambridge*".

Oxford-Cambridge Pan-Regional Partnership (PRP)

3.20 The Oxford-Cambridge Pan-Regional Partnership was created to "secure a future in which our communities prosper from the very best in environmentally sustainable ways of living and working. We collaborate to

accelerate economic opportunities created through the region's innovation strengths to achieve significant environmental enhancements and to unlock investment for inclusive, high quality sustainable development."

3.21 During 2023/24, the Partnership appointed a Managing Director, Richard Hutchins. Cambridgeshire is represented on the PRP Board by Mayor Nik Johnson, Mayor of Cambridgeshire & Peterborough.

3.22 The Chair of the C&P Business Board, Al Kingsley, also sits on the PRP Board. Cllr Bridget Smith, Leader of South Cambridgeshire District Council leads on the environment for the PRP. Cambridge University and Anglia Ruskin University are active on the Oxford Cambridge Supercluster.

3.33 The PRP has established a programme of work under four themes:
- Environment & Sustainability
- Innovation & Economy
- Data Observatory
- Conferences & Events

Cambridge BID and Visit Cambridge

3.34 The Council (the Executive Councillor for Economy & Skills) sits on the Board of the Cambridge BID (Business Improvement District) which has undertaken many initiatives and activities this year to support local businesses and enhance the city for residents and visitors.

3.35 The Visitor Economy has been a key focus of our partnership work this year, leading to a proposal by the BID to establish a new Accommodation BID for Greater Cambridge funded by a visitor levy. The levy has the potential to generate circa £9m over a 5-year business plan and offers the opportunity to achieve a step change in the way the visitor economy is managed.

3.36 We are also working with the BID and our Visit Cambridge Partners, Kings College and Curating Cambridge on a Destination Management Plan which is due to complete in Autumn 2024.

3.37 This will provide a strategic vision and joint plan with wider stakeholders to manage and develop Greater Cambridge as a destination with a focus on the needs of visitors, businesses and residents and improving economic, social and environmental impacts.

3.38 Other important areas of work with the BID include community safety - including retaining Cambridge's Purple Flag status - and offering free events

to bring vibrancy to the city. These include the organising and funding the Cambridge Christmas Lights and switch on event and support for our City Events' Out of the Ordinary Street Arts Festival.

Innovate Cambridge

3.39 Our partnership with Innovate Cambridge has focused on work to ensure that social inclusion and sustainability lie at the heart of its strategy to ensure that Cambridge remains the leading innovation cluster in Europe.

3.40 One of three core priorities in its emerging programme of work launched at the Innovate Cambridge October Summit last year is to "*Ensure that the innovation ecosystem provides value and impact for the local community*".

3.41 The Innovate Cambridge Strategic Implementation Plan also includes an ambition to establish 'The Cambridge Pledge' linked to the development of the Greater Cambridge Impact Fund as a vehicle for successful entrepreneurs to invest in the Fund and play their part in addressing inequality. Innovate Cambridge's Executive Director continues to play a key role on the Fund's Development Board.

Health Partnerships – Integrated Care System

3.42 Many services in the Council aim to improve and maintain the health of our local population. Air quality, food safety, damp in homes, access to outdoor green spaces, supporting exercise referral programmes, tree canopy expansion, providing high quality housing, adapting existing homes, enabling a thriving voluntary and community sector that helps tackle loneliness and isolation are just a few examples of the preventive health work undertaken.

3.43 This year, ICS partnership boards have worked towards setting shared local priorities and building stronger partnerships with local stakeholders. The Council sits on the core health partnerships: the South ICB Strategic Board, the Integrated Neighbourhood Executive Board, the Preventative and Personalised Care Board.

3.44 The Council has significant opportunities to influence and promote the preventative health agenda through its connections to others, as well as playing a coordinating role for harnessing resources. Health based partnership working has brought additional value to residents by joining up local organisations to attract external funding. The £1.8 million WorkWell

programme covering Cambridgeshire and surrounding areas will bring new resource as it develops across Cambridgeshire, supporting those with health conditions to maintain or return to work.

3.45 The management of an ICS grant funded programme by the Council has created opportunities for several partnership projects. These projects themed around young people's mental health, frailty and high support needs, have focused on the inventive delivery and aim to strengthen existing connections within the local eco system.

3.46 A piece of work is currently underway to map all health-related work across the council, to ensure we're joining up where possible and making the best use of resources available.

Cambridge Community Safety Partnership ("the CSP")

3.47 The Cambridge CSP is a statutory partnership under the Crime and Disorder Act 1997, requiring Local Authorities, Police, Fire Service, Probation and Health partners to come together to formulate and implement strategies to tackle crime, disorder and antisocial behaviour. Cambridge City Council co-ordinate and chair the Cambridge CSP.

3.48 The Cambridge CSP also has the statutory responsibility to oversee any Domestic Abuse Related Death Reviews (previously known as Domestic Homicide Reviews) and subsequent learning action plan, where the victim was a Cambridge City resident.

3.49 The Cambridge CSP also has a number of non-statutory partners which enhance the work of the partnership including Cambridge Council for Voluntary Services, Cambridge Business Against Crime, Office of the Police and Crime Commissioner, University of Cambridge and Anglia Ruskin University.

3.50 The Cambridge CSP continues to seek to understand the community safety issues residents, visitors and local businesses are experiencing and select issues where the CSP feels it can add value and take appropriate collective action to make a difference.

3.51 Following the annual evidence based Strategic Assessment, the CSP decided on the following priority for 2023 – 2025:
    • Reducing Violence in our City Centre

1.6   The partnership will deliver this in two key ways:

- Developing educational campaigns to prevent violence, focussing on younger people.
- Working together to increase safety in our city centre

3.52 Over the life of the strategy the CSP will:
- create educational resources on county lines
- deliver an ambassador programme for young people to prevent sexual violence
- have more police in the city centre in the right place at the right time
- train businesses in the night-time economy to identify predatory behaviours and prevent offences
- have more taxi marshals to help people get home safely from a night out
- have more CCTV in the market square and city centre green spaces
- deliver targeted interventions to 18 to 25 year olds who receive short-sentences for violence offences.

3.53 The success of the strategy is monitored quarterly by the CSP. The City Council's Executive Councillor for Community Safety is a voting member of the CSP and attends the CSP meetings where the work of the partnership is reported.

Voluntary & Community Sector infrastructure partnership

3.54 The City Council part of a steering group of public and voluntary sector infrastructure organisations who have agreed to work closer together as partners, investors, and allies to the Voluntary, Community, Social Enterprise and Faith (VCSEF) sector, identifying opportunities to collaborate, simplify and streamline processes and funding opportunities.

3.55 The group is in the early stages of formation, with Terms of Reference in draft form. The steering group has identified the following areas of likely focus:

- Developing a shared narrative and compact showing commitment to VCSEF
- Implementing a systematic and co-ordinated approach to volunteering across the county
- A consistent and proportionate approach to measuring impact for VCSEF and provide appropriate assurance around value for money
- Work with the VCSEF sector to better understand their needs and how we can support them.

- Coordinate infrastructure funds across all organisations to identify what is invested, where and by which organisation, as well as identify any gaps across the geography.
- Explore consistent long-term funding across the system to make it easier for the sector to apply via aligned governance i.e. one form, one funding, integrated approach, due diligence and assurance.
- Review and provide oversight of sector stability and discuss risks and joint mitigations

3.56 The aspirations of this steering group closely align with the City Council's aspirations of building community wealth and developing an approach to community funding which is looks to maximise wider funding opportunities.

Partnership by default

3.57 In addition to the strategic partnerships mentioned above, the City Council has adopted a "partnership by default" principle, and works in partnership with statutory, VCSEF and private sector partners to achieve a range of policy priorities and objectives, including environmental priorities. These include:
- the RECAP partnership on waste in Cambridgeshire;
- Action on Energy, a partnership of Cambridgeshire councils to promote and deliver retrofit and energy advice for residents;
- the Cambridge City Leaders Climate Change Group (an informal group of private and institutional leaders committed to working together collaboratively to tackle climate change) and
- the Cambridge Food Poverty Alliance and Cambridge Sustainable Food, which secured Gold status for Cambridge in the last year.

Shared Services

3.58 The City Council is also a strategic partner in a number of shared services with South Cambridgeshire District Council and Huntingdonshire District Council. Some services, including waste, planning and internal audit are shared on a two Council basis with South Cambridgeshire. CCTV is shared on a two Council basis with Huntingdonshire. Others are shared on a three Council basis with South Cambridgeshire and Huntingdonsire, including legal, ICT, building control, and Cambridgeshire Home Improvement Agency.

3.59 These arrangements allow the Council and its partners to benefit from economies of scale, increased purchasing power and a structure that allows the recruitment and retention of a wider range of specialisms among staff.

4.   Implications

a) Financial Implications

4.1   The City Council contributes £5,000 to the costs of the Fast Growth Cities Group each year, and £10,000 to the Ox-Cam Pan-Regional Partnership.*Page: 10*

4.2   The City Council made a contribution of £50,000 to the Innovate Cambridge partnership, to help fund its work to advance sustainable and inclusive development of the innovation ecosystem in the Cambridge area, and to leverage in contributions from other bodies.

b) Staffing Implications

4.3   A number of officers work with strategic partners and support city council members to engage in these partnerships, as part of their core functions. There are no direct staffing implications arising from the recommendations in this report.

c) Equality and Poverty Implications

4.4   An Equality Impact Assessment has not been produced as there are no equalities impacts arising from the decisions recommended in this report.

4.5   It is expected that continued engagement in the strategic partnerships mentioned will support the Council achieving its equalities objectives.

d) Net Zero Carbon, Climate Change and Environmental Implications

4.6   There are no direct net zero, climate change or environmental implications of the decisions in this report.

4.7   It is expected that continued engagement in strategic partnerships will support the Council achieving its environmental objectives, not least working with a wide range of stakeholders through RECAP, Action on Energy and the City Leaders' Climate Change Group.

e) Procurement Implications

N/A

f) Community Safety Implications

4.8 Continuing to work with the Community Safety Partnership will enable the Council to achieve its community safety ambitions, as described in paragraphs 3.47 – 3.53.

5. Consultation and communication considerations

N/A.

6. Background papers

6.1 Background papers used in the preparation of this report:

Fast Growth Cities Economic Research – the case for investment

Cambridge-Oxford Partnership mission statement and strategic priorities

Cambridgeshire and Peterborough Combined Authority Best Value Notice January 2024

7. Appendices

Appendix A   Decision Sheet from Combined Authority Executive Board meeting, 20th March 2024

Appendix B   Decision Sheet from Combined Authority Executive Board meeting, 5th June 2024

Appendix C   Chief Executive's Highlight Report to the Combined Authority Executive Board meeting, 5th June 2024

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Andrew Limb, Assistant Chief Executive, tel: 01223 - 457004, email: andrew.limb@cambridge.gov.uk

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Combined Authority Board: Decision Summary
Meeting: Wednesday 20 March 2024
Published: Monday 25 March 2024
Decision Review deadline: Tuesday 2 April 2024

Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

1   Announcements, Apologies for Absence and Declarations of Interest

Apologies for absence were received from Darryl Preston (John Peach substituting).

There were no declarations of interest.

2   Combined Authority Membership Update September 2023

It was resolved unanimously to:

A   Note the change in substitute Member from Cambridge City Council on the Combined Authority's Overview and Scrutiny Committee.

B   Note the change in appointment from South Cambridgeshire District Council on the Combined Authority's Overview and Scrutiny Committee.

C   Note the temporary change in substitute member from the Conservative Party on the Human Resources Committee on 8 **14** March 2024.

D   Note the appointment of substitute member from South Cambridgeshire District Council on the Combined Authority's Overview and Scrutiny Committee.

E   **Note the temporary change in substitute member from the Conservative Group on the Combined Authority's Overview and Scrutiny Committee on 18 March 2024.**

3   Minutes

The minutes of the meeting on 31 January 2024 were approved as an accurate record and signed by the Mayor.

The minutes action log was noted.

4   Petitions

One petition was received and presented to the Combined Authority Board in accordance with section 5.34 of the Constitution.

5   Public and Member Questions

Six questions were received in advance of the meeting in accordance with the procedure rules in the Constitution. A copy of the questions and responses can be viewed here when available.

6   Forward Plan

It was resolved to:

A   Approve the Forward Plan for March 2024

7   Combined Authority Chief Executive Highlights Report

It was resolved to:

A   Note the contents of this report.

8   Budget Update Report – March 2024

It was resolved to:

   A   Note the financial position of the Combined Authority

   B   Approve the provisional carry-forwards from 2023/24 into 2024/25

   C   ~~Approve the allocation of £400k from additional treasury management income to fund the continued improvement workstream in 2024/25 as set out in section 6~~

   C   Approve the allocation of £400k from additional treasury management income to fund the continuation of the improvement plan in 2024/25 as set out in section 6

   D   Approve the financial strategies for 2024/25 following review by the Audit and Governance Committee as summarised in section 7.

9   Improvement Plan Update

It was resolved to:

   A   Note the identified areas of ongoing concern set out in the Best Value Notice received in January 2024.

   B   Note the closedown of activity in the current Improvement plan (phase 2).

   C   Agree the phase 3 Improvement plan to reflect the ongoing concerns set out in the Best Value Notice received in January 2024.

   D   Agree the revised terms of reference for the Independent Improvement Board going forward, to reflect the delivery of stated areas of improvement identified by the Best Value Notice received in January 2024.

10   Bus Reform and Network Delivery Update

It was resolved to:

   A   Note the progress with the franchising proposals including updates from the audit process of the Bus Reform Outline Business Case (OBC) including the intention to bring a decision to consult to a summer Board meeting. The CPCA Board will consider the revised Business Case and the full findings of the Auditor to inform any decision to move to public consultation.

   B   Approve that officers commence to prepare for an Interim Enhanced Partnership being formed to act as a 'stepping stone' to further, wider reform.

   C   Note that CPCA is required to produce an updated Bus Service Improvement Plan (BSIP), in line with Department for Transport requirements, and approval is sought for delegated authority to the Executive Director Place & Connectivity, working with the Chair of the Transport and Infrastructure Committee, to update and finalise the BSIP to ensure submission by 12 June

   D   Note the wider package of bus network delivery work, including the investment in bus services through the precept, bus stops infrastructure and £1 bus fare for Under 25s in the region that officers will continue work to implement

11   Corporate Performance Report Q3 2023-24

It was resolved to:

   A   Scrutinise and agree performance information relating to the Combined Authority's Corporate Key Performance Indicators

   B   Scrutinise and agree performance information relating to the Combined Authority's Most complex programmes and Projects.

   C   Scrutinise and agree performance information relating to the Combined Authority's Headline Priority Activities.

   D   Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.

12   Q3 Corporate Risk Report

It was resolved to:
    A To note the risk register, dashboard and heat map in Appendix 1-3
    B To note the update on progress of the Risk Software implementation
    C To note the plan for risk deep dives

13a   Greater South East Net Zero Hub Delegations

It was resolved to:
    A Delegate authority to the Executive Director of Place and Connectivity and any replacement (or substitute) as set out in table 1, to make decisions on behalf of the Combined Authority when sitting on the Net Zero Hub Board(s).

13b   Delegations to Officers

It was resolved to:
    A Delegate authority to the Assistant Director of Skills to accept CEC funding and to enter into and finalise all necessary contracts and Grant Funding Agreements in consultation with the CFO and MO.
    B Delegate authority to the Executive Director of Economy and Growth to:
        • approve (enhanced) business support arrangements via Growth Hub during 2024/25 FY
        • accept funding from DBT and approve the funding plan that will form schedule in DBT funding agreement
        • accept funding the BB/CAB approved to be used to enhance the CPCA's Growth Hub offer in 2024/25 FY
        • contract with service providers and contractors to deliver elements of the additional business support services included in Growth Hub plan for 2024/25 FY
    C Delegated authority to the Executive Director for Place and Connectivity in consultation with the Monitoring Officer and Chief Financial Officer for the retendering of any bus routes which an operator gives notice that it will cease to provide between 25 March and the next meeting of the Transport and Infrastructure Committee.
    D To delegate authority to the Assistant Director for Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:
        • enter into grant funding agreements and/or service contracts with training providers to deliver Innovation Fund project activity. This can either be with new (following a procurement exercise) or existing providers
        • extend and /or vary contracts with existing providers where appropriate.

14   Update on State of the Region 2024

It was resolved to:
    A Note progress to develop the 2024 State of the Region review.
    B Note proposed further development in future years.

15   Senior Appointments

It was resolved to:
    A Note the contents of this report.
    B Note that a further report will be submitted to the board, prior to the meeting of 20 March, following the interviews being held on Wednesday 13 March 2024 and Thursday 14 March 2024. This subsequent report will note the recommendations from the HR Committee on the preferred candidates. The recommendations of this subsequent report will require board approval.

C To approve the recommendation made by the Members of the HR Committee at the meeting on 13th March 2024 that the preferred candidate be appointed to the Statutory position of Executive Director Resources (section 73 Officer).

D To approve the short term acting up appointment of the current Assistant Director of Finance to the statutory position of section 73 officer, if required, to take effect from 18th May 2024.

E To approve the recommendation made by the members of the HR Committee at the meeting on 14th March 2024 that the preferred candidate be appointed to the statutory position of Director of Legal and Governance (Monitoring Officer).

F Delegate to the Chief Executive the function of agreeing with the successful candidates the terms and conditions of appointment, including associated start date and any other requirements and actions necessary to finalise arrangements.

16a Careers Hub Academic Year 2024-25

It was resolved to:

A Accept the Careers and Enterprise Company (CEC) core funding offer and allocate the match funding from UKSPF and Post SPF Skills Support.

B Accept future grant funding that is awarded by the CEC in addition to core funding, up to the value of £150,000 for projects aligned to strategic priorities

C Delegate authority to the Interim Assistant Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to enter into grant funding agreements with CEC and contracts and grant funding agreements for the delivery of the Careers Hub.

16b Recommendations from Skills and Employment Committee

It was resolved to approve all the recommendations as set out below:

Improving Efficiency and Effectiveness (Adult Education Budget)

A To approve the in-year amendments for existing providers which include growth requests for high-performing providers and reprofiling of funding where providers have underperformed

B To approve the establishment of a flexible Innovation Fund, allowing us to respond to regional activities that underpin the priorities identified within the Employment and Skills strategy.

17 Recommendations from Transport and Infrastructure Committee

It was resolved to approve all the recommendations as set out below:

E-Scooter Trial Update

A Approve the extension of the e-scooter trial to 31 May 2026

LTCP and Associated Strategies

A Approve the reprofiling of the approved funding across the next three financial years as set out in 3.2

B Delegate authority to the Executive Director in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council and Peterborough City Council to develop the strategies for 2024/25.

Transforming Cities Fund

A Delegate authority to the Executive Director for Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer to sign change requests with Cambridgeshire County Council and Peterborough City Council concerning TCF projects

B Delegate authority to the Executive Director for Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer to agree change of deeds to the Grant Funding Agreement with Cambridgeshire County Council and Peterborough City Council concerning TCF projects.

18   Recommendations from Business Board

It was resolved to approve all the recommendations as set out below:

Business Board Terms of Reference and Governance

A   Approve the Terms of Reference (attached at Appendix A) for adoption within the CPCA Constitution.

B   Request CPCA to bring role profiles to the next meeting of the Business Board in line with the roles set out in 2.6 for consideration and approval.

C   Request CPCA Officers to undertake the necessary actions in order to deliver the cadence for meetings set out in 2.9 to 2.13

D   Endorse the responses set out in 2.14 and 2.15 to the CPCA Board requests for formal response to the CPCA Board.

E   Recommend the good practice identified in 2.17 to the CPCA Board for implementation by CPCA Officers.

Business Growth and Social Impact Investment Fund Update

A   To note the updates contained within this report

UK Shared Prosperity Fund and Rural England Prosperity Fund Update

A   To note the updates contained within this report

Notes:

a)   Statements in **bold type** indicate additional resolutions made at the meeting.

b)   Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

For more information contact: Alison Marston, Head of Democratic Services: alison.marston@cambridgshirepeterborough-ca.gov.uk

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Combined Authority Board: Decision Summary
Meeting: Wednesday, 5 June 2024 (Ordinary Meeting)
Published: Monday, 10 June 2024
Decision Review Deadline: Tuesday, 18 June 2024

Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

1   Petitions

No petitions were received.

2   Public Questions

One question was received in advance of the meeting in accordance with the procedure rules in the Constitution. A copy of the question and response will be appended to the minutes of the meeting.

3   Forward Plan

It was resolved unanimously to:

    A Approve the Forward Plan for June 2024.

4   Budget Outturn Report 2023-24

It was resolved unanimously to:

    A Note the unaudited outturn position of the Combined Authority for the 2023/24 financial year

    B Approve the requested slippage of unspent project budgets on the approved capital programme of £59.3m, and on the revenue budget of £14.9m.

5   Overview and Scrutiny Committee Annual Report 2023/24

It was resolved unanimously to:

    A   Defer this item to the next meeting of the Combined Authority Board (24 July 2024).

6   Member Development Annual Report

It was approved unanimously to:

    A Note the Member Development Annual Report.

    B Note the training sessions held and the planned prospectus for the new municipal year.

    C Note the objectives as being to assist Members in carrying out their roles efficiently, and to maintain the highest standard of elected Members in carrying out their responsibilities to the Combined Authority and the communities they serve.

7   Appointments to Outside Bodies

It was resolved to:

    A   Defer this item to the next meeting of the Combined Authority Board (24 July 2024).

8   Combined Authority Chief Executive Highlights Report

It was resolved to:

    A   Note the contents of the report

9   Combined Authority Annual Report 2023-24

It was resolved to:

   A   Note the content of the report.

10   Improvement Plan Update

It was resolved to:

   A   Note the progress in March against the identified areas of ongoing concern set out in the Best Value Notice received in January 2024.

   B   Note the update from the Chair, Independent Improvement Board following the meeting held on 7 May 2024

11   Updates to the Constitution

11 a   LGA Model Code of Conduct

The recommendations were:

   A   The CPCA Board is invited to consider the matters raised in this report and consider whether the Local Government Model Code of Conduct be adopted in full or part.

   B   The CPCA Board is invited to consider whether the associated guidance on the Model Code of Conduct should be adopted in full or in part.

   C   The CPCA Board is invited to consider whether the associated guidance on complaint handling should be adopted in full or in part

   D   The CPCA Board is invited to consider the requests from the combined authority board member

Following the above considerations, it was resolved unanimously to:

   A   Adopt the Local Government Model Code of Conduct in full.

   B   Adopt the associated guidance on the Moden Code of Conduct in full

   C   Adopt the associated guidance on complaint handling in full.

12   Appointment of Independent Remuneration Panel

It was resolved to:

   A   Agree that an Independent Remuneration Panel be constituted to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.

   B   Agree that an Independent Remuneration Panel be constituted to review the allowance for the two Independent Persons for the Audit & Governance Committee.

   C   Agree that an Independent Remuneration Panel be constituted to review the allowance for the members for the Audit & Governance Committee.

   D   Agree that an Independent Remuneration Panel be constituted to review the allowance for the members for the Overview & Scrutiny Committee.

   E   Agree that an Independent Remuneration Panel be constituted to review the allowance for travel and subsistence of all Combined Authority members including co-opted members.

13   Adult Education Budget delegated authority (amendment)

It was resolved to:

   A   To delegate authority to Assistant Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:

      • enter into, sign and award grant agreements or awards to training providers to

deliver Adult Skills Funds to include but not limited to Adult Education Budget, Free Courses for Jobs and Innovation Fund with providers chosen via the relevant procurement exercise.

- And where appropriate, extend contracts with existing providers.

14   Recommendations from Business Board

It was resolved to approve all the recommendations as set out below:

Strategic Growth Fund and Levelling Up Fund Update (Gainshare) [KD2024/024]

A   Note the updates on development of the Strategic Growth Fund and Levelling Up Fund contained within this report.

B   Reallocates a maximum of £1.5 million unspent capital from the completed Growth Works programme to the Strategic Growth fund to increase the total budget available for this fund.

Business Board Members advised and requested that the transferred £1.5m capital funds are ring fenced notionally to be used for specifically for economic / growth projects and investments.

Business Board Annual Report and Delivery Plan 2024-25

A   Approve the Business Board's Annual Report & Delivery Plan 2024-25

B   Recommend the Combined Authority Board approves the Business Board's Annual Report & Delivery Plan (2024-25), and for this to be submitted to the Cities and Local Growth Unit

Notes:
a) Statements in **bold type** indicate additional resolutions made at the meeting.
b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

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Combined Authority Board

5 June 2024 – Ordinary Meeting

Title: Combined Authority Chief Executive Highlights Report

Report of: Rob Bridge, Chief Executive Lead Member: Mayor Dr Nik Johnson

1. Purpose

This report provides a general update on the key activities of the Combined Authority and the Mayor since the last Board meeting, which are not covered in other reports to this Meeting. It also provides information on some key developments, risks and opportunities that have emerged.

2. Funding Activity

2.1 Funds allocated by the CPCA

• £2.7m of re-allocated Transforming Cities Fund to deliver enhancements in St Ives, March, Fengate and Junction 3 of the A1260.

• £400k to maintain momentum in delivering and embedding the improvement plan

• £170k to support Natural Cambridgeshire over 2 years.

• £120k to support Fenland soil over 2 years.

• Match funding awarded from within UKSPF and existing MTFP to unlock £310k of further funding from the Careers Enterprise Company.

3. Public Affairs

3.1 UKREiiF

The Combined Authority booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiiF) 21-23rd May 2024 and took the regions first delegation. UKREiiF is the largest cross sector property conference in the UK, with c. 12,000 delegates attending this year.

A small multi-disciplinary team have worked with constituent authorities and the business board to produce a programme of events and marketing materials which we showcased in the pavilion.

It was an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It also acted as a springboard for the Team Cambridgeshire and Peterborough approach to inward investment.

The six core panel events, and two fringe events which the Combined Authority hosted throughout the three days were well attended, with many being standing room only.

Feedback from delegates visiting the pavilion included:

"I've been in all the pavilions, and Team Cambridgeshire and Peterborough events have been by far the most interesting."

"It's noticeable how much more energy there is in the Team Cambridgeshire and Peterborough pavilion."

3.2 Transport Summit

The Combined Authority had planned a Transport Summit on June 7th at KingsGate Conference Centre, Peterborough, however it will be postponed until the Autumn in line with pre-election period guidance.

The Transport Summit will aim to discuss, highlight and raise awareness of barriers to delivery which are currently facing the Combined Authority and other MCAs. It will raise awareness of future innovative transport solutions that the Combined Authority are pursing and highlight where they have successfully been introduced in other MCAs. Following the postponement, we are now working on towards a new date in Autumn 2024.

3.3 In May Mayor Dr Nik Johnson and Rob Bridge welcomed the Rt Hon Sir Conor Burns MP, The Prime Minister's Trade Envoy for Regional US Trade and Investment to the region. They discussed the region's international reputation and plans to build on this in the future.

The Mayor and Sir Conor Burns discussed the benefits of fostering strong partnerships with US States with complimentary economies to Cambridgeshire and Peterborough. This meeting was held as the Cambridgeshire and Peterborough Combined Authority was gearing up to showcase the region at UKREiiF, the UK's biggest trade and investment conference, for the first time.

4. Economy and Growth

4.1 Peterborough AI Summit

Peterborough's first public AI summit will explore how the rapidly advancing technology is changing both businesses and our lives. Supported by the Cambridgeshire & Peterborough Combined Authority and Anglia Ruskin University, the event will be held at the city's new university, ARU Peterborough, on June 6. The event organisers have held similar successful events in Norwich.

The summit aims to help people and businesses stay ahead of the latest advances in the technology, which has made a mainstream breakthrough with the advent of tools like Chat GPT and Bing AI.

Businesses from micro to large, entrepreneurs, tech enthusiasts or those simply curious, will find out more about opportunities and challenges for AI through expert insight and thought-provoking panels and Q&A sessions.

4.2 XRP eXtended Reality Peterborough

The new facilities at ARU Peterborough, which combine elements of the virtual and the real world to create an immersive educational experience, have been opened thanks to £5.7 million of funding from the Office for Students (Ofs) to support simulated learning in Peterborough and the ARU campuses in Cambridge and Chelmsford.

As part of her visit to ARU Peterborough, Ms Toksvig, who is also the founder of the Women's Equality Party, delivered a guest lecture about the new Mappa Mundi project, which she is leading at Cambridge University. The state-of-the-art facilities will help students to perfect skills, and practice and repeat techniques, in a safe environment.

The future Centre of Excellence is on the ground floor of the Innovation and Research Centre at ARU Peterborough. The three-storey facility has been majority funded with £13.78 million from the Cambridgeshire & Peterborough Combined Authority Business Board's Get Building Fund, while "The Lab", the third phase of ARU Peterborough, is due to open this summer.

4.3 Cambridgeshire Companies to Benefit from £1.84M Agri-Tech Innovation Fund

Three Cambridgeshire companies are among 12 regionally which have won £1.84 million of funding from the Innovate UK Launchpad for Agritech and Agrifood in Eastern England.

This Innovate UK Launchpad provides innovation support and funding tailored to the wider region's strengths from the forefront of crop and plant research, to harvesting, processing and packaging the food on our plates.

Agri-tech forms a key part of the region's industrial strategy, called the Economic Growth Strategy and Cambridgeshire and Peterborough Combined Authority is supporting the growth of the sector including through funding and support.

With the Fens home to 50 per cent of the country's very best 'Grade I' agricultural land, the region is ideally placed to be at the forefront of agri-tech innovation.

The Innovate UK Launchpads support clusters of small and medium sized enterprises (SMEs) and helps the most innovative businesses to progress their projects towards commercialisation, contributing to local economic growth.

The Eastern Agritech and Agrifood Launchpad has been developed through a partnership between the national innovation agency, Innovate UK, with Greater Lincolnshire LEP, New Anglia LEP and the Cambridgeshire and Peterborough Combined Authority.

6. Transport

6.1 Active Travel Update

Unfortunately, the eCargo bike bids with Sustainable Cities Mobility Challenge and DfT's Transport Decarbonisation Demonstrators were not successful and therefore we did not get the funding to roll out the eCargo bike project. The Combined Authority officers are seeking clarification as to why this bid was unsuccessful to learn lessons for future funding applications.

Active Travel Conference

There is a conference set up with Active Travel England on 3rd July. The aims of this technical session from across the region:

• Showcase the Combined Authority area aims and future ambition in relation to the Local Transport and Connectivity Plan

• Highlighting existing behaviour change programmes and infrastructure that demonstrates good practice, including working with businesses and community.

• Identify the challenges and create an environment for meaningful discussion about how we overcome barriers.

• Foster collaboration and partnership across private and public sector.

Active Travel Advocate

The Active Travel Specialist Advisory Board has been consulted on developing the job description for the Active Travel Champion (ATC), including the role's requirements and expectations. Additionally, we have actively engaged with Active Travel England, who strongly recommended that the job description be broadly based on those previously created by Chris Boardman and other ATCs.

ANNUAL REPORT, KEY PERFORMANCE INDICATORS AND ANNUAL COMPLAINTS AND CUSTOMER FEEDBACK REPORTS

To:
The Leader of the Council
Strategy and Resources Scrutiny Committee 01 July 2024

Report by:
Jane Wilson, Chief Operating Officer
Tel: 01223 457860 Email: jane.wilson@Cambridge.gov.uk

Wards affected:
All Wards

1. Executive Summary

This report invites the Leader of the Council to approve the text of the Annual Report in advance of its formatting, design and publication on the council's website and the Key Performance Indicators. It also invites the Leader to note the Annual Complaints and Customer Feedback Report

2. Recommendations

The Executive Councillor is recommended to:
i. Approve the Annual Report against the Corporate Plan and associated KPI table
ii. Note the Annual Complaints and Customer Feedback Report

3. Background

3.1 The Council's Corporate Plan sets out the council's priorities for 2022-27. The Annual Report summarises progress against those priorities and associated objectives over the year 2023-24. The narrative report is accompanied by data against a set of key performance indicators.

3.2 The Annual Complaints and Customer Feedback report provides details on the number and nature of complaints received by the council and recorded in its complaints tracker system. It also gives details of complaints submitted to the Local Government and Social Care Ombudsman in the year

2023-24, and the outcome of those. Furthermore, it provides details of compliments received.

3.3 Taken together, and alongside the financial outturn report that appears elsewhere on this agenda (Housing Scrutiny Committee for the HRA outturn report), these reports give committee members and the wider council, as well as residents, an overview of the council's performance over the past year.

4. Implications

a) Financial Implications
As in past years, an engaging, designed version of the Annual Report will be produced for publication on the council's website alongside an infographic representation of key indicators.

b) Staffing Implications
Producing these reports is currently expected to be a core part of officer duties going forward.

c) Equality and Poverty Implications
There are no specific implications of the decisions recommended in this report.

d) Net Zero Carbon, Climate Change and Environmental Implications
There are no specific implications of the decisions recommended in this report.

e) Procurement Implications
n/a

f) Community Safety Implications
n/a

5. Consultation and communication considerations

5.1 Officers across the council have been engaged in the production of the Annual Report and Annual Complaints and Customer Feedback report. These will be communicated to the wider public through publication on the council's website and through its communications channels to aid transparency and accountability.

6. Background papers

Background papers used in the preparation of this report:

The council's Corporate Plan

7. Appendices

Appendix A Annual Report 2023/24
Appendix B KPIs 2023/24
Appendix C Annual Complaints and Customer Feedback report, 2023/24

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Jane Wilson tel: 01223 457860, email:
jane.wilson@cambridge.gov.uk

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Annual report

Foreword

The past twelve months have been a period of further change in Cambridge, with both the legacy of the global pandemic and the continuing war in Ukraine causing instability and continued economic uncertainty.

The past year also saw significant inflation making it even harder for many Cambridge residents facing the challenge of making ends meet in the continuing cost-of-living crisis.

Cambridge City Council has continued to meet these challenges and adapt itself to the new demands, working together with partners to address pressures in the city, including housing, climate change and the cost-of-living crisis, as well as the continuing growth of the city.

This report sets out some of the main highlights and issues from the past year. It is structured in a way that reflects the priorities in the council's Corporate Plan.

The report, alongside the KPI data published with it can be read alongside the financial outturn report and the annual customer feedback reports, as well as the State of the City report published last year.

We hope you find this report useful and welcome any feedback.

Priority 1: [Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030](#)

We are working at all levels to deliver on this priority, from significant infrastructure projects to local repair cafes. Many of these activities are delivered in partnership working alongside organisations from across the city and beyond, from the University of Cambridge and its constituent Colleges, through to community groups.

Climate

During 2023/24, we progressed a number of major projects to **reduce carbon emissions from council buildings, land and vehicles**, with the aim of achieving net zero carbon emissions from these assets by 2030.

Building on our Asset Management Plan, we have started work to develop an **Asset Management Strategy & Decarbonisation Plan** to reduce the carbon emissions for all council buildings.

We have continued to work with our partners at South Cambridgeshire District Council on the **Waterbeach Renewable Energy Network** (WREN) Solar Project. The WREN project team is working closely with the Food Waste project team to ensure changes to our depot meet the needs of both projects.

With the University of Cambridge, we are working on the potential for a **city centre heat network**. An initial feasibility study has opened the way to further government funding to move the project forward. Partner colleges are contributing additional funding (circa £300,000).

Council homes
Our **External Wall Insulation Programme** for council homes continued with 58 homes with poor energy efficiency getting external wall insulation installed alongside improved ventilation and when necessary, replacement external doors and loft insulation top ups. This programme will run for two years and install energy efficiency improvements in 260 homes. A contractor has been selected for the **Net Zero Carbon Homes** pilot project and works on the 51 council homes in that project will commence from June 2024. We also completed the development of 21 **Passivhaus certified** homes. This included two wheelchair-adapted homes, with lifts already included.

Private sector homes
We continued to support energy efficiency improvements to privately-owned homes through our **Action on Energy scheme**. Leading a partnership of all the Cambridgeshire local authorities, we used a total of £2m in Government funding to retrofit 235 energy efficiency and clean heat measures in 131 homes for low-income families across Cambridgeshire, with 11 of these homes in Cambridge. A further 232 Cambridge

households were provided with wider support through home energy interventions in partnership with other organisations working with Action on Energy.

Transport emissions

We have taken forward a number of projects to help **reduce carbon emissions from transport in Cambridge**, with a particular focus on providing new charge points for electric vehicles (EVs). We are working with Connected Kerb to provide a network of publicly accessible EV charging points across our 14 car parks. During 2023/24 we had 75 active EV charging points. We also worked with Cambridgeshire County Council and UK Power Networks to deliver 38 fast 7kw **on-street residential charge points** and four rapid 50kw chargers, using government funding. These have been operating in the Riverside and West Chesterton areas since June 2023. The units operate as part of the BP Pulse network.

Reduce, reuse, recycle

Greater Cambridge Shared Waste service (GCSWS) continued the expansion of its **Waste Electrical and Electronic Equipment (WEEE) collection service**. With eight permanent bins spread out around the city and district, and several mobile bins, around 60 tonnes of WEEE were collected. A collaboration between GCSWS and Cambridge Carbon Footprint resulted in 22 repair cafes promoted in the financial year with over 600 items repaired.

The **route optimisation** carried out by GCSWS made collections more efficient with reduced mileage per round. In addition, we used HVO (hydrotreated vegetable oils) biofuel in about a third of our refuse collection vehicles fleet to reduce our carbon emissions, and our third electric refuse collection vehicle was brought into operation in May 2023. GCSWS also transitioned to a **four-day collection service** (part of an ongoing trial) without any reduction in the levels of service and very few complaints during the switchover. The new working arrangements are expected to result in increased staff wellbeing, improved recruitment and retention of operational crews, amongst other benefits.

Food sustainability

We continue to **support the Cambridge Food Poverty Alliance** and its campaign to achieve food justice for residents in the city. In March, Cambridge Sustainable Food Partnership was awarded a prestigious **Gold Award from Sustainable Food Places**. This award recognises Cambridge as leading the way in transforming local food systems to better serve our communities, the environment and the local economy. Cambridge is one of only three cities in England to have achieved this award. Food security formed an integral part of this application, which was prepared by Cambridge Sustainable Food. It is the result of ten years' hard work by local organisations, businesses, local authorities, volunteers and community groups, coordinated by Cambridge Sustainable Food CIC and the Cambridge Food Partnership

Biodiversity

Our work to address the biodiversity crisis has continued at pace over the past year. Our strategic objectives in relation to biodiversity are set out in our Biodiversity Strategy. During 2023/24, we have reduced cattle stock numbers and trialled the use of **NoFence technology to improve conservation cattle grazing** on our commons and completed restoration work along Coldham's Brook on Coldham's Common.

Seasonal **dogs on leads orders** have been introduced for many of our local nature reserves to reduce disturbance to nesting birds and **biodiversity training** has been provided for our operational teams.

We have worked closely with the Wildlife Trust to deliver **habitat enhancement projects** on Coldham's, Stourbridge and Midsummer commons and supported the Cambridge Nature Network, including the successful **Cambridge Nature Festival**.

Section 106 funded access enhancements were completed at Byron's Pool to mitigate against increased recreational pressure on the Local Nature Reserve while new deadwood features were installed in in several parks, including a large installation at Jesus Green.

We delivered multiple **biodiversity themed Environmental Improvement Plan (EIP) projects** on our open spaces, including new tree planting, meadows, bird, and bat boxes and embedded new statutory Biodiversity Net Gain into our shared planning services.

A suite of projects to provide data driven case studies within the detailed project plan for delivery of the **Greater Cambridge Chalk Stream Project** over 24/25 and 25/26 is being planned.

Hobson's Park was designated as a new **City Wildlife Site**, primarily for the breeding and wintering bird assemblages that have established since the park and sustainable drainage schemes were designed and laid out as part of the Great Kneighton development.

We planted 519 **trees**, gave away 194 trees as part of the Trees for Babies scheme, maintained 14,711 city council trees directly, 10,659 street trees/groups and inspected 9,701 trees.

Priority 2: Tackling poverty and inequality and helping people in the greatest need.

Community Wealth Building Strategy

Over the past year we developed and approved a **Community Wealth Building Strategy** that sets out how we will help address poverty and inequality in the city. An implementation plan is being prepared and will focus on using our resources and powers to build community wealth and a more inclusive and sustainable economy; empowering residents and communities, and working collaboratively with communities, partner organisations and businesses to develop joint approaches to reduce poverty and inequality.

We started using community grants and the UK Shared Prosperity Fund allocation from Government to support Allia to deliver a programme for **social enterprises, charities and social impact businesses**. These new businesses will help assist those in the greatest need in the city.

Single Equality Scheme

Through our **Single Equality Scheme**, we have continued to work towards enabling all residents to have equal access to public activities and spaces in Cambridge and enable full participation in the community and in making decisions about the places where they live. Actions delivered during the year have included the development of a **three-year Youth Strategy** for young people aged between 11 and 18.

Events

We also worked with local organisations and communities to support **events** marking Black History Month, Disability History Month, International Holocaust Memorial Day and International Women's Day and provided small amounts of funding and support for events for Caribbean, Chinese, East Asian and Southeast Asian communities that took place at different times throughout the year.

We used some of our community grants budget in the year to fund 31 voluntary and community sector organisations explicitly organising activities for **protected characteristic groups that reduce social and/or economic inequality**. We also continued to provide a **Shopmobility** service at the Grand Arcade and Grafton East car parks to support disabled people to access the city. The service was used 3,707 times in 2023/24.

Asylum Seeking and Refugee service

During the year we expanded its **Asylum Seeking and Refugee service** to support those with newly granted refugee status from the Bar Hill hotel following positive asylum decisions. The service also commissioned employment support for refugees from various refugee cohorts. 381 people were supported and settled in total at the end of the year.

This included continuing support for the national Homes for Ukraine and Ukraine Family visa schemes and Afghan and Syrian refugees as part of resettlement schemes.

Racial Harassment Service

We continued to provide a **Racial Harassment Service** and took action to tackle discrimination, harassment and victimisation. The service worked to help people from different backgrounds living in the city respect and value each other and continue to get on well together. We have carried out a range of activities to tackle and highlight **domestic abuse**, including the marking of White Ribbon Day and the United Nations International Day for the Elimination of Violence Against Women, in partnership with local services such as Cambridge Women's Aid.

We also worked with Cambridge BID and Cambridge Business Against Crime (CAMBAC) to secure re-accreditation for Cambridge under the **Purple Flag scheme** to reduce crime and anti-social behaviour at night.

Cost of living

During the year we continued to work with partner organisations to **support residents struggling with the rising cost of living**. We worked with Foodbank to deliver events to help local people manage their costs and supported food hubs and other venues set up by volunteer and community partners during the pandemic to transition to more sustainable models of operation that will continue to provide fresh, nutritious food and affordable food to vulnerable people at a time of crisis in their lives. This work is being delivered by Cambridge Sustainable Food and Cambridge Food Bank. Through our five community centres, we also provided **warm and welcoming spaces** where local people came together and participated in activities or simply chatted. Nearly 118,000 people from "priority groups", including low-income households, attended our community centres in the year.

We delivered a range of planned activities to **help people on low incomes** to maximise their incomes and minimise their costs. We continue to offer tailored advice on the **take-up of benefits** to help maximise incomes and assist with budgeting to help reduce debt and prevent eviction. This work also prevented or relieved homelessness for 410 households in the year. We also sought to raise awareness of the DWP's programme to migrate people to Universal Credit and encouraged them to utilise a "checker" tool to help assess if they will be better off.

We provided **Council Tax reductions** for 7,247 households in the year and provided £28m of housing support to 4,000 plus households from the Housing Support Fund.

Grants

We also worked closely with partner organisations to allocate **over £1m of Community Grants** to over 50 organisations for projects aiming to reduce social and economic

deprivation. We continued to support and work with Cambridge Council for Voluntary Services to help maintain our thriving and vibrant community and voluntary sector. Under the **Action on Energy** scheme, with Peterborough Environment City Trust (PECT) and Groundworks East, we provided tailored energy advice to 232 low-income residents in Cambridge and supported a further 11 Cambridge low-income households to have fully funded improvements installed through council led Home Upgrade Grant 2 funding. We continued to promote **Living Wage accreditation** to employers in Cambridge.

We have taken steps to strengthen families and communities and **support people who are more likely to experience poverty, inequality and vulnerability**. We provided a Holiday Lunch programme during school holidays for low-income families and several 'community days' and 'skip days' to save residents money by disposing of bulky waste and to develop a sense of pride among residents in their neighbourhood.

We continued to **fund Cambridge Council for Voluntary Service** (CCVS) in the year to promote volunteering and to build the capacity of local organisations to work with volunteers. We also funded **Tempo** to provide time credits as an incentive for residents to volunteer.

We continued to take a range of steps to make sure that everyone **shares in our city's success** by promoting an inclusive economy, by raising skills, and by improving access to a range of employment opportunities for people on low incomes. **Region of Learning** is a flagship skills project bringing external partnership funding in to invest in the recognition of skills through digital badges to evidence formal and informal learning and promote an inclusive economy by raising skills.

During the year we have taken steps to **improve health outcomes**, including mental health, for people on low incomes. To support **physical activity**, we have continued to provide 50% reductions on entry prices at our leisure centres for people receiving means-tested benefits, leading to just over 58,000 discounted entries during 2023/24. As part of an **exercise referral scheme** in the year, 366 people have been referred by health professionals for 12-week subsidised exercise programmes at local gyms and sports centres, with a 74% completion rate. We also continued to provide free music and events in local open spaces and promoted the involvement of low-income households in cultural activity.

We continue to work with the **Integrated Care Partnership** (ICP) and secured during the year funding for wider work to address health inequalities.

Priority 3: Building a new generation of council and affordable homes and reducing homelessness

Council homes

Our **council tenancy audit programme** continued with just under 10% of tenancies audited during the year. As a result, we have provided 27 victims of domestic abuse with support and given advice and support to 195 households on moving to more suitable accommodation. The audits are also an important part of maintaining the condition of our property, with 70% of homes visited having some property condition issue.

Condensation, damp and mould issues have been a priority. We received 608 reports of damp and mould in the year - a significant increase - and a team has been put together to inspect these properties and ensure any issues identified are resolved. We have a dedicated **Damp, Condensation and Mould Policy** with clear timescales and we have been trialling environmental sensors to assist with our property surveys.

Empty council homes ("voids") took an average of 60.9 days to let. This is considerably higher than our target of 28 days and we are going to be commencing a **Void Improvement project** to look at the total end to end process, which will result in our void times being improved over the coming months.

Private sector homes

We have received and investigated 312 **complaints around private sector housing safety, suitability, and management during** 2023/24. 332 Houses in Multiple Occupation, (HMOs), both licensable and non-licensable, have been brought up to required safety and suitability standards. Some 212 HMOs were licensed with the council, 158 of these were licence renewals and 54 were new licensed properties that were added to the licence register in 2023/24.

Preventing and tackling homelessness and rough sleeping

Performance against **homelessness prevention** and relief targets fell short of our target 418 cases against a target of 450. Our work to incentivise private landlords and lettings to accept referrals of low-income households has had a positive impact as we successfully met our target of 120 cases for homelessness prevention and relief into the private rented sector. Our success in this area of work accounts for the overall improvement in homelessness prevention and relief.

We identified 24 **rough sleepers** in the November 2023 annual street count, an increase of one from the count the previous year. The increase reflects a national trend. Although numbers dropped immediately following the opening of our winter provision at the start of November, an influx of non-locally connected rough sleepers reversed this drop. With government funding, we continue to put measures in place to help tackle the issue. More

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targeted support for people with multiple and complex needs through the Team Around the Person approach is being extended to try and reduce evictions from supported housing.

Our work to support the significant numbers of **Ukrainian households** accommodated by Cambridge-based hosts with rehousing continues. Although demand has decreased this year, we have given advice to more than 100 Ukrainian refugee households on their housing options in and around Cambridge.

Increasing affordable housing delivery
We completed **248 new council homes during 2023/24** primarily through the Cambridge Investment Partnership (CIP). This makes up the majority of all new affordable homes completed in the city in the year.

Additionally, 21 existing properties were bought into council stock to serve **Afghan and Ukrainian refugees**, part funded through the LAHF. We have started building work on a further 84 new council homes, including 43 which will be let at 80% of market rents to help people who are a low priority for social housing but for whom renting or buying on the open market is a challenge.

Achieving a high standard of design and quality in new homes and communities
All council houses delivered through CIP are designed following our **Sustainable Housing Design Guide**. 21 of the homes completed in 23/24 were Passivhaus certified.

All 84 homes which have started on site in the period received planning approval targeting **Passivhaus** performance standards. All sites completed in the year provided Biodiversity Net Gain (BNG) enhancement.

Four sites with planning applications dated 2020/2021 were subject to specific measurement against the DEFRA Biodiversity Metric Calculation in accordance with new requirements. Biodiversity Net Gain percentages varied across the sites and included a mix of on and off-site provision.

Priority 4: Modernising the council to lead a greener city that is fair for all

Transforming the council so we can continue delivering our priorities and provide quality services despite reduced funding and income

Our transformation programme, **Our Cambridge**, is a multi-year programme, with three main strands: how we work with our communities and partners, how we are organised internally, and how we deliver our services.

Across the year, major strategic changes to how we operate were launched, including our **target operating model** (which sets how we want to work as part of a 21st century council), our new values and behaviours, changes to City Services management structures to support more effective service delivery to keep Cambridge safe clean and accessible, and more.

This year has seen significant savings being achieved towards our three-year £6 million savings target. This supports us to be able to protect services our residents value the most. In 2023-24 we also carried out work on a **new design for our website** and the process of changing our **governance structures** began.

We have kickstarted the process of **digitisation** and becoming a truly digital council, so that those who want to access services virtually, are able to. Further changes were introduced to how we run services across the whole council to truly reflect a purpose-led approach to delivery for the residents we serve.

Supporting sustainable business development

Following the success of our Green Business Grant Fund last year, we launched our **Green Business Impact programme** with South Cambridgeshire and Huntingdonshire District Councils. This is a support programme to help businesses become more energy efficient and reduce their carbon emissions by taking simple steps like switching to LED lighting, improving insulation, reducing waste, or changing transport modes.

Local companies are being given access to **expert support** to help measure their current environmental impact, understand which activities to prioritise to significantly reduce their carbon footprint, and adopt eco-friendly, sustainable practices. Participation in the programme is completely free and comes with an opportunity to apply for a £5,000 grant to invest in energy-efficient equipment.

We have also supported local and independent business owners through a new partnership with Indie Cambridge and social enterprises and charities to start and grow their organisations through grant funding to support Allia's work in the city.

Promoting vibrancy in the city centre

In January 2024, we announced plans to bring the Market Square project into a wider **Civic Quarter** project. This is a once-in-a-century opportunity to make improvements to the Market Square, the Guildhall (our historic headquarters), the Corn Exchange, and the public areas in between, to secure the continuing success of the market and to make the ageing buildings fit for the future.

In the meantime, to make best use of our buildings and generate revenues to fund public services, we have **let both the ground and top floors of the Guildhall** to Allia as a Future Business Centre, offering flexible and reasonably priced workspace for start-ups and community enterprises. We have also commissioned two programmes to **support market traders** in partnership with South Cambridgeshire District Council, offering grants and advice to market traders and a youth enterprise programme to help young people who want to become market traders to get started.

The **visitor economy** has been a key focus of our partnership work this year, leading to a proposal by the Cambridge BID (Business Improvement District) to establish a new Accommodation BID for Greater Cambridge funded by a visitor levy. We are also working with the BID and our Visit Cambridge partners, King's College and Curating Cambridge on a Destination Management Plan which is due to complete in Autumn 2024. This will provide a strategic vision and joint plan with wider stakeholders to manage and develop Greater Cambridge as a destination with a focus on the needs of visitors, businesses and residents and improving economic, social and environmental impacts.

Other important areas of **work with the BID** include community safety such as retaining Cambridge's Purple Flag status and offering free events to bring vibrancy to the city. These include the organising and funding of the Cambridge Christmas lights and switch-on event and support for our City Events' Out of the Ordinary Street Arts Festival.

Driving down long-term inequalities

Our Abbey ward community wealth project – '**Focus On Abbey'** – began this year and has brought together people from the community, voluntary, charitable, public and private sectors to support community-led projects aimed at empowering local people to improve quality of life in the area. By working collaboratively, investment has been secured to provide additional support to the residents of Abbey who have been unable to work due to long term health conditions. This project sees us piloting an approach to empowering local communities to help address local poverty and inequality issues, working collaboratively with partners and stakeholders.

Other **community-led projects** being developed with partners include one for local parents to help ensure their children get a fair chance in their education and future careers, and another building a business model to support the work being done across the ward to give people better access to healthy, affordable food that is sustainably produced.

Linked to the Our Cambridge transformation programme and the community wealth building approach, we have provided seed funding to establish an **independent Social Impact Investment Fund** to help tackle systemic inequalities that lead to unacceptable differences in life chances in our communities. The fund will bring together capital from business, social finance, philanthropy, institutional investors and the public sector which can be invested in long term projects helping those who are most disadvantaged. Major milestones for the Fund were the appointment of an Executive Director and the announcement at the Innovate Cambridge Summit of the plan for a Cambridge Pledge, as a vehicle for successful entrepreneurs to invest in the fund.

Sharing in our city's success
We launched a 24-month pilot aiming to **support 35 refugees** to secure employment. The pilot aims to harness the skills and knowledge the individuals already hold by providing the opportunities and resources to access employment. One-to-one casework is combined with financial support, which comes from public donations. Individuals get an online profile where they can share their story and raise funds for the items that are a barrier to progressing their career, such as training courses and equipment.

A varied cultural offer
We continue to have a broad and accessible programme for city residents that offers a vibrant cultural experience to all. This includes the **Cambridge Corn Exchange** and Guildhalls programme, which held 307 shows/events in 2023-24 and the City Events programme, which oversaw inclusive outdoor events such as Mayor's Day Out, Music in the Parks, and Fireworks Night, a key landmark in the city's calendar with over 20,000 attendees on historic Midsummer Common. Additionally, in 2023, the City Events team launched its new street arts festival entitled **'Out of the Ordinary Festival'** to huge success with a return this summer.

Cambridge Folk Festival, which continues its great legacy as one of the world's longest-running and most prestigious festivals, attracted approximately 13,000 people each day for a four-day festival. It retained its Outstanding award for another year as A Greener Festival, ensuring its green credentials are consistently being developed.

Our work on **arts development and advocacy for the role of arts and culture,** delivered another successful sold-out Cambridge Arts Network conference. A wealth of experience, insight, illuminating statistics, practical advice, and new approaches were shared by experts through keynote addresses, breakout sessions, and panel discussions. Key aspects of 'placemaking' were approached from a variety of angles. This vital event shares knowledge and best practices within the industry and advocates for the role of arts and culture in the life of the city

Corporate Plan KPIs 2022-27	Baseline 2021-22 figure	2022-23 figure	2023-24 figure
Priority 1 - Leading Cambridge's response to the climate change and biodiversity emergencies			
Number of air quality monitoring points exceeding Nitrogen Dioxide (NO_2) legal limit	0	0	0
Direct emissions (tCO_2) from council assets and activities	5248[1]	4,772[2]	To be calculated in summer 2024 and reported at committee on September 26th
Kilogrammes of residual waste per household (black bin)	418.44Kg	399.77Kg	405.25Kg
% recycling rate (blue bin)	Blue bin 21.94% Blue and green 50.50%	Blue bin 22.80% Blue and green 48.92%	Blue bin 21.65% Blue and green 50%
% of all journeys undertaken by bicycle, public transport and on foot	145,114 Cars 9,731 Cycles 4,933 Pedestrians 1.935m P&R 2.075m Busway	2.472 P&R 2.946 Busway	3.331m P&R 2.582m Busway
Number of electric vehicles in the council's fleet	12	12	14
Number & % of ultra-low/electric taxi vehicles licensed	**HCV**: 40 Electric 6 ULEV **PHV**: 5 Electric 9 ULEV	57 Electric vehicles 28 Ultra Low emission vehicles 22% of all licensed vehicles are either electric or ultra-low.	**HCV** 50 Electric 13 ULEV **PHV** 12 Electric 19 ULEV
Priority 2 - Tackling poverty & inequality and helping people in the greatest need			
Basket of indicators in the Anti-Poverty Strategy	CT supported cases were 6,736 which represents **11.4%** of domestic CT households	CT supported cases were 6,732 which represents **11.2%** of domestic CT households	CT supported cases were 7,247 which represents **11.9%** of domestic CT households

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[1] Collected July 2022
[2] Collected July 2023

Corporate Plan KPIs 2022-27	Baseline 2021-22 figure	2022-23 figure	2023-24 figure
Number of rough sleepers found on the bi-monthly and official annual count (November)	Annual count held in November 2021 showing **9** people	Annual count held in November 2022 showing **23** people	Annual count held in November 2023 showing **21** people.
Number of entries to Council leisure facilities by people holding concession memberships	46,644	56,878	58,256
Number of refugees settled and supported	160	684[3]	381
Number of new referrals by health professionals to 12-week exercise referral service PLUS completion levels	142	251	366 with 74% completion rates across Start-up sites.
% of Council community grants allocated to each of the priority themes in the grants round.	Sport and Recreation: 3% Arts and Culture: 12% Community Development: 24% Employment Support: 12% Legal and Financial Support: 33% Vol Sector capacity Building: 8% Reducing Poverty: 5%	Sport and Recreation: 4% Arts and Culture: 16% Community Development: 20% Employment Support: 8% Legal and Financial Support: 34% Vol Sector capacity Building: 12% Reducing Poverty: 6%	Promoting Active lifestyles: 3.5% Arts and Culture: 14% Community Development: 21% Employment Support: 6% Legal and Financial Support: 33% Vol Sector capacity Building: 11.5% Reducing Poverty: 11%
Number of low-income households whose homes have been improved with home energy interventions.	132	173	240
Number of people supported by Home Improvement Agency and percentage of those reporting that it has helped them to live independently.	Not collected.	1185 enquiries completed, 265 DFG funded adaptations, 33 other grants and 10 self-funded adaptations - totalling £3.7m. 97% of customers surveyed said their health and wellbeing had improved.	1174 enquiries completed, 285 DFG funded adaptations, 38 other grants and 14 self-funded adaptations - totalling £3.3m 100% satisfaction from customers.

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[3] This higher figure is due to the Russian invasion of Ukraine, and subsequent launch of Homes 4 Ukraine and Family Visa schemes. In addition, the Council also took on the role as a bridging authority for Afghan refugees.

Corporate Plan KPIs 2022-27	Baseline 2021-22 figure	2022-23 figure	2023-24 figure
Priority 3 - Building a new generation of council and affordable homes and reducing homelessness			
Number of council housing starts.	24	66	84
Number of Affordable Housing completions by category (council & non-council)	New affordable homes on strategic growth sites (non-Council) 30 and within the Council's own programme 70	New affordable homes on strategic growth sites (non-Council) 22 and within the Council's own programme 208	New affordable homes on strategic growth sites (non-Council) 118 and within the Council's own programme 248
All current tenant arrears at end of period (*Housemark definition*)	3.12%	3.38%	3.45%
Number of households prevented or relieved from homelessness	430	369	410
% customer (tenant) satisfaction with (our landlord services) for their homes	Not collected this year	67	67.35
Number of tenant complaints about damp and mould	Not collected this year	254	445
% customer (tenant) satisfaction with Estate Services	90.25	90	94.1
Energy and environmental performance of our housing stock (average RdSAP score)	69.8	70.8	72.2
% of new homes delivered at Passivhaus level carbon reduction or above	0	0	8.46%
Average Net gain % biodiversity on new Council housing sites	Not collected	60% bio-diversity net gain achieved at the Meadows Centre, Phase 1. Colville Road Phase 2 and Mill Road Schemes completing in the period have focussed on enhancement to existing biodiversity.	8 sites completed providing BNG at: Borrowdale, 93%; Ditton, 33% (with hedgerow 305%); Fen Road, 26.30% (with hedgerow 31%). Other sites showed enhancement but not been measured whilst

Corporate Plan KPIs 2022-27	Baseline 2021-22 figure	2022-23 figure	2023-24 figure
			L2 Orchard Park showed a net loss of 33.49%.

Priority 4 – Modernising the Council to lead a greener city that is fair for all

Corporate Plan KPIs 2022-27	Baseline 2021-22 figure	2022-23 figure	2023-24 figure
Number of private sector homes that have been improved for health and safety and energy standards	153	249	332
Number of developments implemented in line with (or exceeding) adopted policy requirements	4 out of 4 implemented in line with (or exceeding) adopted policy requirements[4]	5 out of 5 implemented in line with (or exceeding) adopted policy requirements	Next Monitoring Report published in early 2025
% of streets achieving Grade A cleanliness standard for litter	99.89%	99.90%	99.69%
No of volunteer hours contributed to maintaining streets & open spaces	Circa 5,000 hours estimated	Circa 5,000 hours estimated	Circa 5,000 hours estimated
% of food businesses rated as broadly compliant (*FSA rating system*)	97.67%	97.06 %	97.19%
Investor in People (IiP) status / staff survey data	IIP Survey response rate 37%. IIP Status retained.	Annual IIP Review meeting held with external assessor November 2022. IIP status maintained achieving Sliver standard in 3 areas, our best performance. No staff survey carried out this year.	Annual IIP Review Meeting held with external assessor November 2023. Our IIP comes to an end in November 24. After a number of years accreditation, the council has taken the decision not go for reaccreditation in November 24 once our current accreditation comes to and end.
Annual income generated by council services and investments	Circa £30,300k		Circa £46,847k

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[4] We monitor and publish performance against the '40% affordable housing policy' through the Authority Monitoring Report (see para 3.24) and Table 18b in Appendix 2.

Corporate Plan KPIs 2022-27	Baseline 2021-22 figure	2022-23 figure	2023-24 figure
		Circa £36,480k[5]	
Public waste volumes collected from city streets and open spaces	802.98 Tonnes	826.44 Tonnes	847.33 Tonne
Volume of herbicide used on managing city streets and open spaces	600 Litres	200 Litres	85 litres
Cost of grounds maintenance service per hectare (*APSE benchmarking indicator*)	£26.62	APSE no longer providing this figure.	APSE no longer providing this figure.

[5] The increase is £6,180k largely due to investment income where we have received better interest rates in 22-23 £2.6m, folk festival income as we didn't have one in 21-22 £1.4m, commercial rental income has also increased in 22-23, £700k, Corn exchange income and market income £400k. The rest is split over many codes.

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Cambridge City Council

Annual Customer Feedback Report 2023 - 24

CONTENTS

Cambridge City Council's Annual Customer Feedback Report - Introduction

Every year Cambridge City Council publishes an Annual Customer Feedback Report, which gives an overview of the complaints and compliments the Council has received and how we have dealt with them (though we do not publish names or other personal details of people who have complained).

Cambridge City Council welcomes customer feedback, to help us to identify and address problems for customers, and to improve our services. This report shows how we have increased customer feedback about services and how we are responding to complaints.

Why we produce this report
- To learn from our mistakes so that we can improve our services.
- To encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- To be transparent about the complaints we've received, how we've responded to them and what we've done to try to put things right.
- To publicise and explain our complaints process.

Our Complaints Procedure

What is a complaint?
A complaint can be wide-ranging, but can be defined as an expression of dissatisfaction with the service provided, or lack of action by the Council, or its staff. This can include failure to achieve specific standards of service.

It should be highlighted that issues brought to the Council for the first time, are dealt with as a request for service and so are not processed as a formal complaint. However, service requests can then escalate into a stage 1 complaint if the customer remains unsatisfied. This may occur from delays in response or dissatisfaction with staff behaviour or policies.

Customers complain to the Council if they:
- Are unhappy about something we have or haven't done.
- Are not satisfied with the way a member of staff has treated them.
- Are not happy with the way a councillor has treated them.

Cambridge City Council has a two stage complaints process:

Stage One: An issue raised by a complainant which is escalated beyond a service request for the first time.
Stage Two: Internal review of a complaint where the complainant is unsatisfied with the response to their initial complaint or the way in which the complaint has been handled, and they wish for their complaint to be considered further.

The **Local Government & Social Care Ombudsman (LGSCO) or Housing Ombudsman** is the final stage - the person affected must have gone through our internal complaints process before going to the LGO or Housing Ombudsman for an independent review.

Complaints to Cambridge City Council in 2023-24: summary

Total number of complaints received

In 2023-24, the total number of complaints received was 953, which is an increase of 67 cases (%) from the previous year's total of 886. This works out as roughly 6.4 complaints per 10,000 residents. When put into context with the amount of service requests and contacts made to the Council outlined later in this report, this accounts for less than 0.1% of contact received resulting in a formal complaint.

Proportion resolved at stage 1 and stage 2

Of those 953 complaints, 90% were resolved successfully at the first stage without need for escalation. This compares with 93% in 2021-22, and 91% in 2020-21.

98 complaints were escalated to stage two, which is 22 more than the 76 in the previous year. See Fig 1.

Proportion resolved within the target timescale

Across all complaints submitted, 72% were resolved within the target time of ten working days. This represents a decrease on recent years, where 77% were responded to within time in 2022-23, and 82% in 2021-22. Reasons for this are outlined in individual service comments later in this report.

Fig 1. Total Complaints received, by resolution stage

| Stage 1	Stage 2	LGSCO
859	98	11
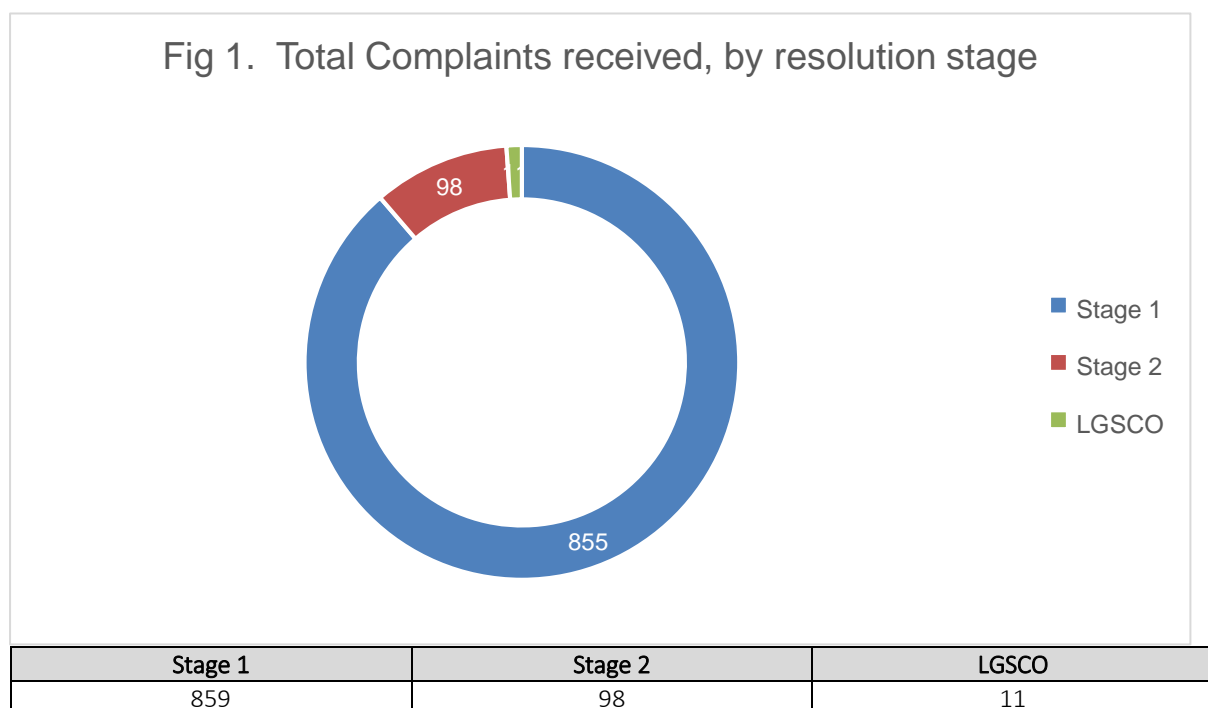
Overview of complaint trends

264 (28%) of all complaints received by the Council were for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (184). This is a slight decrease from 288 complaints overall in the previous year, but an increase of five for Responsive Repairs areas. The main contributor to this was an increase in complaints relating to damp, condensation and mould.

In previous years, complaints for Waste Services have been the highest volume, however this year complaints for Waste Services only increased by two. This is notable as the service implemented a considerable change to the collection routes in the second half of the year.

Planned Works and Compliance complaints saw a reduction of 35 complaints. Commercial Services and Cultural Services also saw small reductions in complaints compared to the previous year. As complaints for Cultural Services were no longer being counted as part of Community Services, the number of services for Community Services dropped considerably. The only other service to see a significant increase in cases received was City Homes. More detail relating to this increase can be found on page 33.

A comparison of complaints by higher volume services can be seen below.
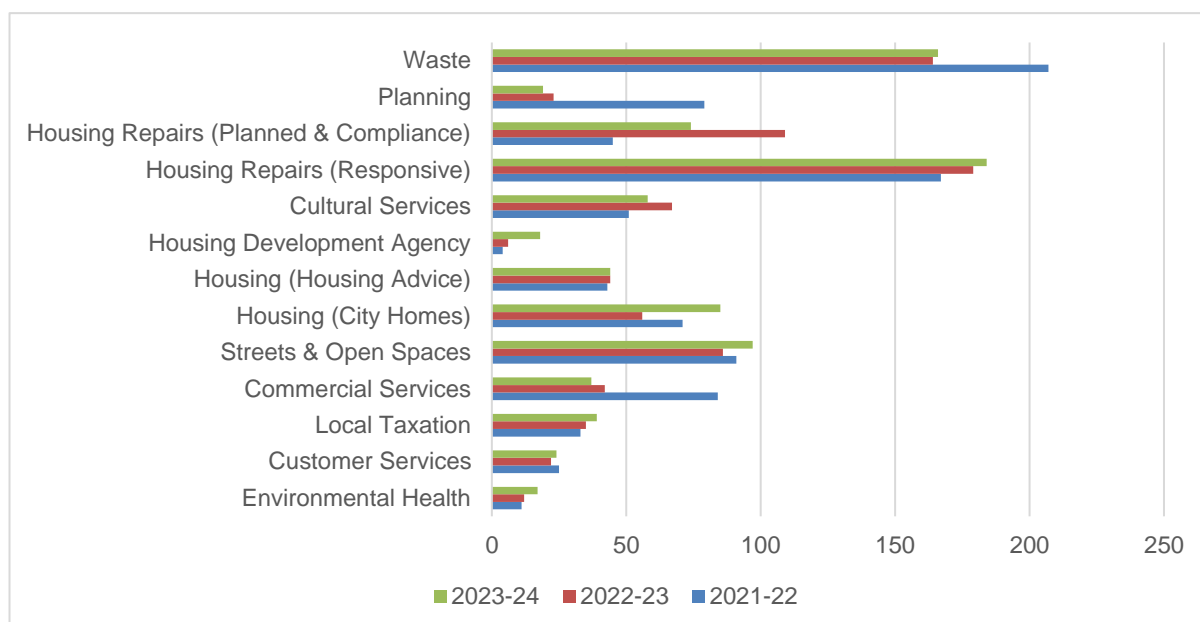
Service	2021/22	2022/23	2023/24
Environmental Health	11	12	17
Customer Services	25	22	24
Local Taxation	33	35	39
Commercial Services	84	42	37
Streets & Open Spaces	91	86	97
Housing (City Homes)	71	56	85
Housing (Housing Advice)	43	44	44
Housing Development Agency	4	6	18
Cultural Services	51	67	58
Housing Repairs (Responsive)	167	179	184
Housing Repairs (Planned & Compliance)	45	109	74

Planning	79	23	19
Waste	207	164	166

Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman

11 complaints were made to the Local Government Ombudsman. Of these, one case was progressed to be investigated by the LGO, and was subsequently upheld. The other ten cases were closed following initial enquiries.

This information has been compiled from the LGSCO decisions database and added to this report prior to receipt of the annual letter from the Ombudsman. Once the annual letter has been received in mid-July, this section is subject to change. (See pages 41-44 of this report for more detail). At time of writing there are no decision summaries listed on the Housing Ombudsman website.

Reporting, monitoring and driving service improvement

The City Council's managers work hard to understand the reasons for the complaints, and where a consistent theme or issue has been established, have taken action to prevent the poor service that triggered those complaints from being repeated. We continue to work hard to deliver high quality services to all residents and customers and welcome all feedback on our services and suggestions for improvement.

The Lead Complaints Officer has continued to review data on a monthly and quarterly basis to establish themes and trends. This data is reported on a quarterly basis to Directors and Heads of Service to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result we have been able to take feedback and apply it across many areas of the complaints process.

Persistent and Unreasonably Persistent Complainants

Whilst Officers have been reminded of the Persistent and Unreasonably Persistent Complainants policy, it has not been necessary to impose restrictions on any customer and their contact with the Council in 2023-24. Some customers did have their contact with the Council restricted, but this was due to their behaviour when contacting us, rather than a persistent complaint.

Reporting on complaints about Council Policy

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council would respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

LGSCO Complaint Handling Code

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

We self asses our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman, so we already complied with the vast majority of the new joint code of practice. However some changes were required to our process.The changes implemented are detailed below.

- Our old process allowed for a time extension of unspecified length to be added to any case as long as it had been agreed with the complainant. We are now only able to add a single time extension of ten further working days to a case. This has prompted a change from our services where follow on works are booked as a resolution. Previously cases were kept open and extended until the works were complete. We now consider the point of resolution being when the works are booked, rather than when they are complete. Any complications to these works can then be considered grounds for escalation to stage 2, or reopening a case for further resolution at stage 1.
- The introduction of a feedback survey being sent with each complaint. Following the success of the customer feedback forms, the Business & Development Team in Customer Services are currently working on adapting one of the customer satisfaction forms to capture information about the complaints process. A link to this form will be included on each response sent from the complaints management system.
- A further minor change to the process was needing to report on whether a complaint was upheld, or not upheld when resolving it in the system. This feature was already being considered, and was added to the system prior to the guidance coming out.

Senior Management Restructure

Following the restructure of the Senior Management Team, a review of the Council's complaints policy and internal guidance related to complaint handling was undertaken. Under the revised policy stage 2 cases will now be handled by a member of the Corporate Management Team. This left some gaps at stage 1 and has required further training of new case owners at both stage 1 and stage 2 of the process.

How complaints were received

Year	Email	Web	Telephone	Face to Face	Letter
2023-24	7%	86%	5%	<1%	1%
2022-23	8%	84%	6%	<1%	1%
2021-22	10%	82%	6%	<1%	1-2%

The majority of complaints were received via a digital channel, predominantly via customers submitting their complaints themselves. 86% of complaints were logged by members of the public using the web form to report directly into the Council's Complaints Tracker, which is a further increase from 84% last year.

The face-to-face customer service staff have continued to assist customers to self-serve using digital options. Four complaints were submitted using this contact method, which is the same number as last year.

Compliments

In 2023-24 the Council received 85 compliments across all services via Complaints Tracker, which is a minor increase of three (4%) compared to 2022-23.

However some frontline services found that compliments were received directly to operatives or officers from residents. These have been mentioned in the service-by-service summaries where available.

Housing Maintenance & Assets, Streets & Open Spaces, Housing Services and Waste Services received the highest number of compliments, with the majority relating to helpful staff members.

Officers are encouraged during training to formally record compliments as well as complaints, as managers had mentioned more than once that the number of compliments formally recorded was lower than expected. This is evidenced by only four compliments being formally registered on the case monitoring system, however a larger amount are being received directly by Customer Services staff anecdotally following calls or appointments, and also via the newly implemented customer satisfaction system.

Customer Satisfaction Feedback System

Following the non-renewal of our third party customer satisfaction system, the Business & Development team within Customer Services completed a piece of work to design our own in-house feedback system across all channels. The system was implemented in Q3 2023-24 and offers a questionnaire to gather customer feedback regarding the customer service delivered by the advisor that assisted the customer with their enquiry, and also several questions relating to digital options within the Customer Service Centre..

Telephone	October	November	December	January	February	March	Total	Percentage
Very Satisfied	83	70	59	83	203	252	750	80%
Somewhat Satisfied	2	4	5	4	0	0	15	2%
Somewhat Dissatisfied	9	2	1	5	0	0	17	2%
Very dissatisfied	9	8	7	4	69	47	144	16%

Email	October	November	December	January	February	March	Total	Percentage
Very Satisfied	2	0	0	1	5	4	12	71%
Somewhat Satisfied	0	0	0	0	0	0	0	0%
Somewhat Dissatisfied	0	1	0	0	0	0	1	6%
Very dissatisfied	3	0	1	0	0	0	4	24%

Face to Face	October	November	December	January	February	March	Total	Percentage
Very Satisfied	0	2	1	0	0	0	3	100%
Somewhat Satisfied	0	0	0	0	0	0	0	0%
Somewhat Dissatisfied	0	0	0	0	0	0	0	0%
Very dissatisfied	0	0	0	0	0	0	0	0%

Clarissa Norman, Customer Services Operations Manager:

Between October – March we received 946 customer satisfaction surveys relating to the contact centre – 82% of customers were very satisfied with the service they had received from the advisor.

Managers in Customer Services look into the reports where customers are dissatisfied (16%) with the service they received. Our findings are that the majority of customers use this outcome to represent their feelings with the outcome of the call not how the advisor supported them. Our investigations have found this outcome is selected where we have not been able to give updates to their original service request. Customers also feedback on the service they received once calls are transferred to back office teams, where we do not know the content of the conversation.

The feedback we are receiving is allowing us to better identify knowledge gaps/training needs for the team and will allow us to provide evidence based analysis to services about the effectiveness of their digital options.

Nearly 50% of customers say that they are aware of the digital options available to them, but are still calling the Council to speak to an advisor. Nearly 20% of customers were unable to find our digital options and a third of customers are not aware of them.

For our face to face service, as the customer feedback we have gathered is not statistically significant we need to gather more data to understand who is using our services. To do this a proactive survey asked by advisors has been introduced to gather qualitative and quantative data on who is using Mandela House reception, how often they visit and why. This data will allow us to review our service provision, link up better with other teams and ensure all customers who have complex needs are supported effectively as possible.

Service-by-Service Complaint Trends and Management Response

Each council department reviews the complaints and compliments it receives on a quarterly basis. This enables services to identify if there are any trends in the types of complaint being made or the services that complaints are being made about. As a result, changes can be made to services and how they are provided.

The next section of this report details comments from Services on actions they have taken to prevent, improve or change as a result of the feedback received in previous years. The total figure in the first column is the sum of Stage 1 and 2 complaints.

Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

A resolution theme is the service specific content of the complaint (missed bin for example), whereas a root cause is a reason for the complaint which is generic across all services (service delivery failure).

Greater Cambridge Shared Waste Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2022-23	166	159	7	93%	5
2021-22	164	153	11	60%	4
2020-21	207	197	10	76%	16

Greater Cambridge Shared Waste: Cases by sub-service
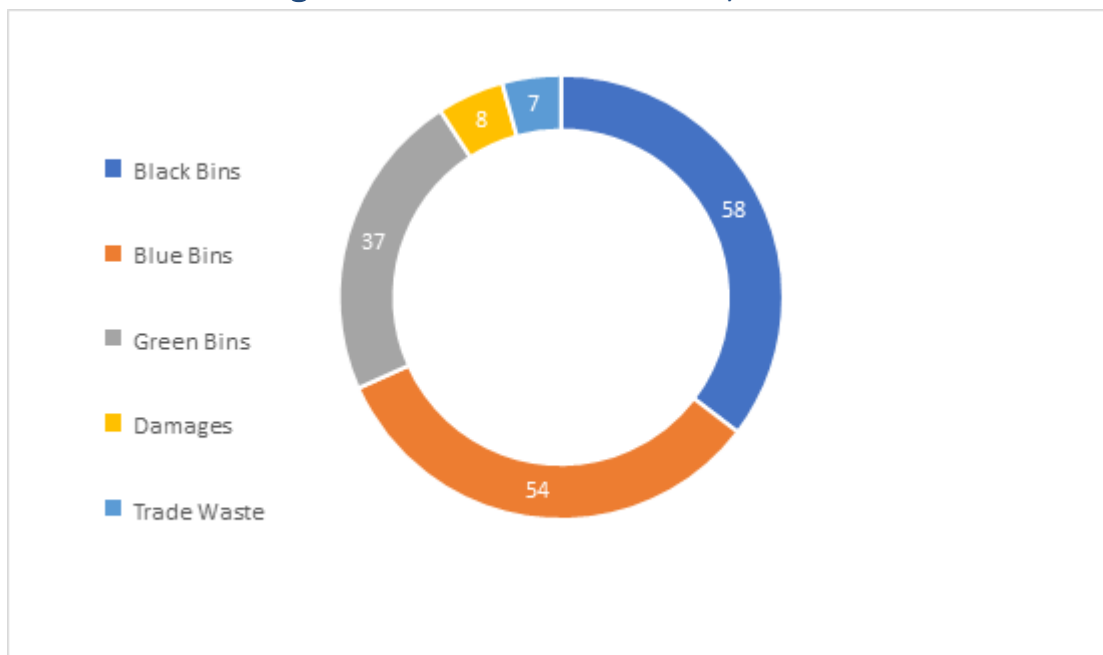
Greater Cambridge Shared Waste: Resolution Themes
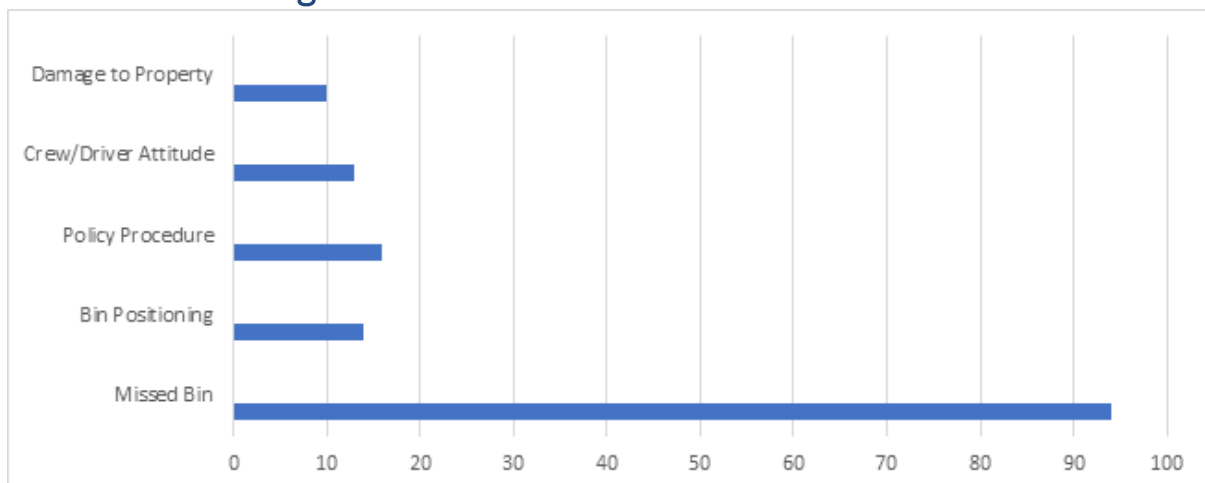
Greater Cambridge Shared Waste: Service Comments

Bode Esan, Head of Greater Cambridge Shared Waste Service:

The Shared Waste Service undertakes in the region of 778,500 collections per month, collecting an average of 3 bins per household per fortnight, of which approximately 443,700 (57% of total) bin collections per month are within City. The service has maintained the number of successful collections at 99.75%

During 2023-2024, Shared Waste Services saw the addition of 2160 properties, each with an average of 3 bins per household, resulting in approximately 6500 extra bins compared to the previous year.

In 2023-24 the service recorded 11,147 in the city that were not collected on schedule for various reasons of which 6,182, 55% of these were outside the control of the service such as blocked roads, vehicle breakdowns or bad weather.

In September of last year, approximately 80% of households in both Cambridge City and South Cambridgeshire experienced a change in their collection day.

The total number of city complaints for the Shared Waste service stands at 139, similar to the 135 complaints received in 2022-23. Notably, 97% of these complaints received responses within the corporate target timeframe of 10 days for stage 1 and 20 days for stage 2 complaints.

The most common complaints reported, accounting for 58%, were for repeated missed bins. These incidents often involved collection point issues where bins were placed at a location known only to the crew and assisted collections which were based on a verbal agreement between the resident and the crew.

The number of complaints around repeated missed bins has significantly decreased. Figures from the fourth quarter of 2022-23 indicate a 50% decrease in reports compared to the fourth quarter of 2023-24. This improvement is attributed to enhanced reporting for repeat missed collections and thorough investigations into properties experiencing these issues before residents' lodge complaints.

The number of missed bins complaints this year was reduced at 16% and less than 50% of these were upheld. Most of these reports were due to disputes over crew notifications, where the resident disagreed with the notes regarding contamination or bins not being out for collection.

Several complaints regarding missed and repeated missed bins have surfaced following the round changes implemented last September and are due to discrepancies between our operational system and the actual number of bins or collection locations at some properties. Since the changes were implemented, adjustments to the operating system have enhanced

efficiency. For example, residents using sacks were reassigned to rounds that align with their neighbours who use containers, ensuring properties are integrated into appropriate rounds. Additionally, updating the system to accurately reflect the number of bins has enhanced overall accuracy and efficiency.

There were some complaints raised regarding the policy, including the collection start time and the frequency of collections being fortnightly instead of weekly.

The Shared Waste service consistently collects data on collections and conducts monthly reviews of missed collection reports. This approach helps identify trends and recurring instances, enabling us to address issues promptly and maintain high collection rates.

Housing Maintenance & Assets: Responsive Repairs

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	184	164	20	46%	
2022-23	179	155	24	78%	
2021-22	167	145	12	87%	

Housing Maintenance – Responsive Repairs: Cases by sub-service

- Damp
- Property Alterations
- Responsive Repairs
- Surveyor Decisions
- Voids
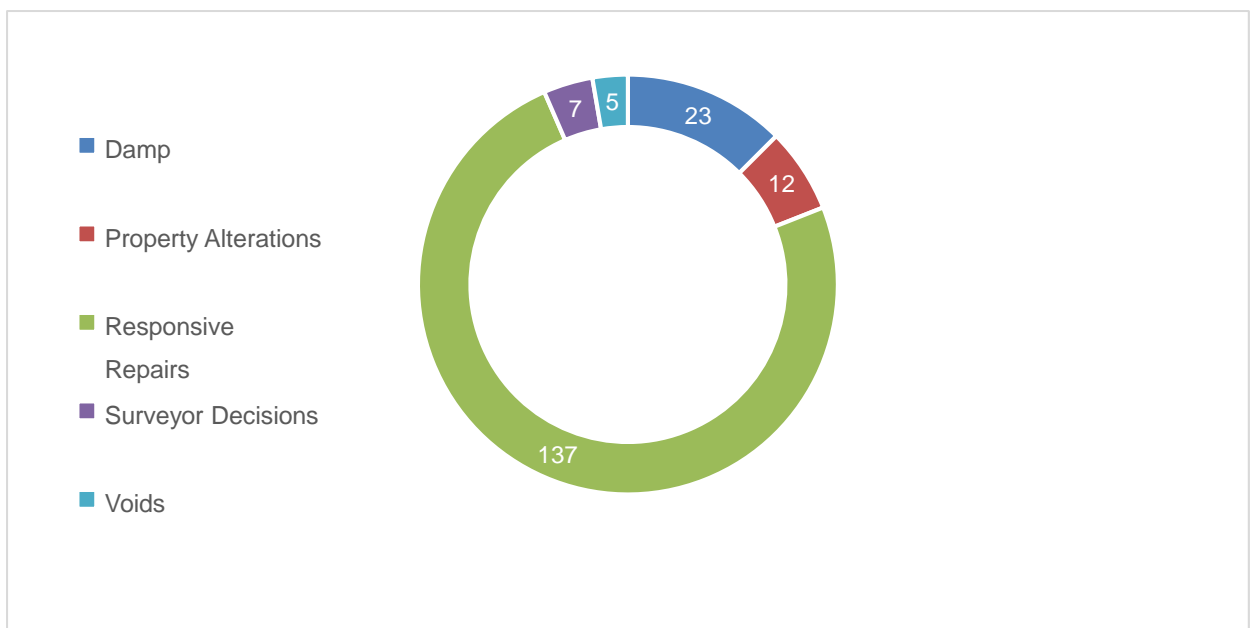
Housing Maintenance – Responsive Repairs: Resolution Theme
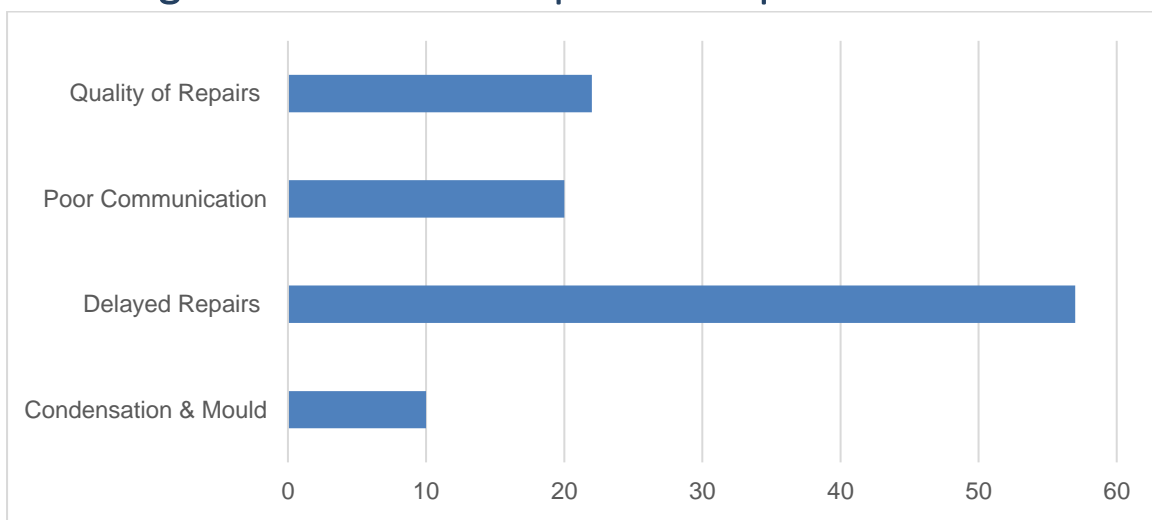
Housing Assets & Maintenance - Service Comments

Laura Herrera-Martin, Service Improvement Project Officer:

In the realm of Housing Maintenance, the past year presented both challenges and opportunities. We observed an increase in total complaints, reaching 184, with 164 categorised as Stage 1 and 20 escalating to Stage 2. However, the percentage of complaints resolved within target timescales dropped to 46%, signalling a need for closer examination of our processes and resource allocation.

The core challenges faced by the Housing Maintenance team revolve around resource scarcity and the management of rising cases of damp, mould, and condensation, alongside addressing tenant concerns regarding disrepair cases. Balancing these priorities required a delicate juggling act to allocate resources effectively while maintaining a high standard of service delivery to our residents.

The surge in these issues posed additional hurdles, necessitating a focused effort to identify root causes and implement targeted solutions to safeguard resident well-being and property maintenance.

To tackle these challenges, we've introduced several initiatives. We've backfilled the Housing Maintenance Improvement Officer role which overseen the management of disrepair cases, streamlining processes for timely resolution of tenant issues. Furthermore, the complexity of cases and heightened tenant expectations for updates have underscored the need for improved communication channels. Meetings dedicated to addressing complaints have played a vital role in fostering transparency and accountability within the team. However, the multifaceted nature of cases emphasises the importance of adapting strategies to meet evolving tenant needs.

Additionally, a recent change in the handling of Stage 1 complaints involves direct passage of cases to service providers, aiming to expedite resolution and enhance efficiency in addressing tenant concerns.

Looking ahead, it's crucial to prioritise resource allocation and streamline processes to enhance efficiency and tenant satisfaction. By fostering proactive maintenance and transparent communication, we aim to navigate the challenges posed by housing maintenance while delivering quality service to our residents.
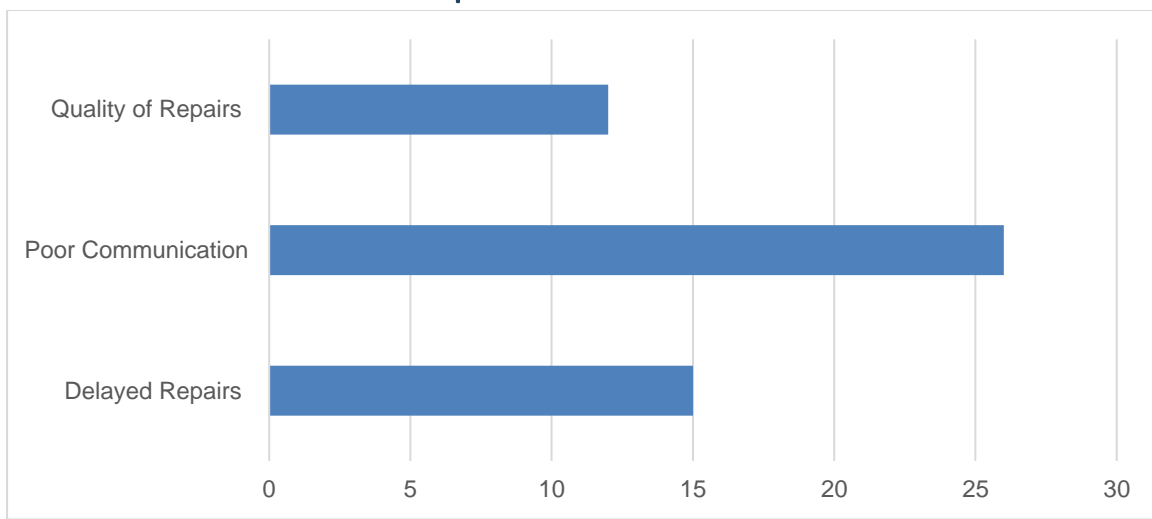
Housing Maintenance & Assets: Planned Works & Compliance

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2
2021-22	45	43	2	89%	3

Planned Works & Compliance: Cases by sub-service

- Gas Heating
- Planned Works
- Street Lights

16
56
2
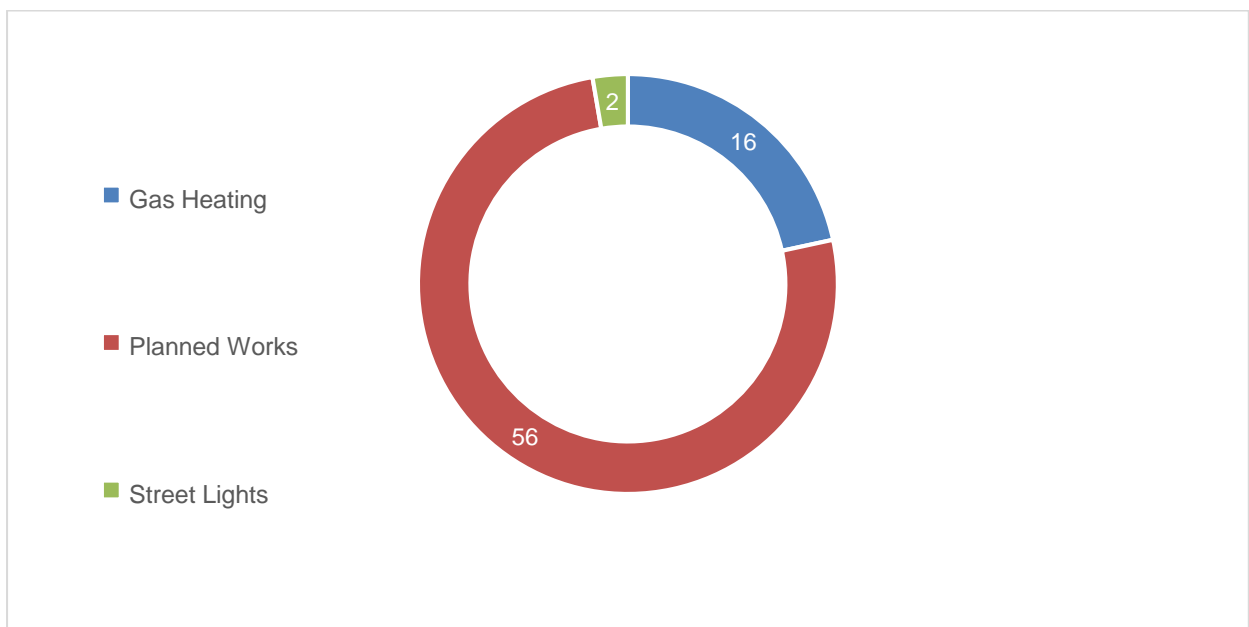
Planned Works & Compliance: Resolution Themes

Quality of Repairs	
Poor Communication	
Delayed Repairs	

0   5   10   15   20   25   30

Planned Works & Compliance - Service Comments

Will Barfield, Asset Manager:

The Asset Management Team in City Services Group are responsible for planned building maintenance and investment in the Council's housing stock, operational, and commercial buildings.

We carry out an annual programme of planned work across the Council's 7,500 homes, 1,200 leases, operational buildings, car parks and commercial properties. During the year 2023/2024 we completed over 3000 planned maintenance jobs, 1700 planned maintenance service inspections and a over 1000 surveys and inspections to help us plan works and record the condition of property.

In 2023/2024 the total number of complaints we received fell to 74, and this represents just 1.5 % of jobs completed.

Complaints about street light failures have fallen because of a street light replacement programme – old assets have been replaced with new light columns with new LED lanterns – which should ensure streetlights on housing estates are far more reliable in future.

Around 10% of the complaints relate to fencing work where customers are unhappy about the time taken to replace garden fencing. We have a fencing policy and a fencing programme of works but there is a high demand for fencing which can result in complaints being made.

Many of our complaints are about things done by external contractors who are carrying our work for the Council – for example failing to keep people informed, or carrying out poor quality work, or not finishing it. We collect customer satisfaction feedback from tenants who have received planned maintenance work, and this shows a consistent high level of customer satisfaction with planned maintenance.

Where there are complaints about planned works carried out by contractors, we follow this up at contract meetings and expect the contract to help resolve the situation, to ensure we minimise repeat complaints in future.
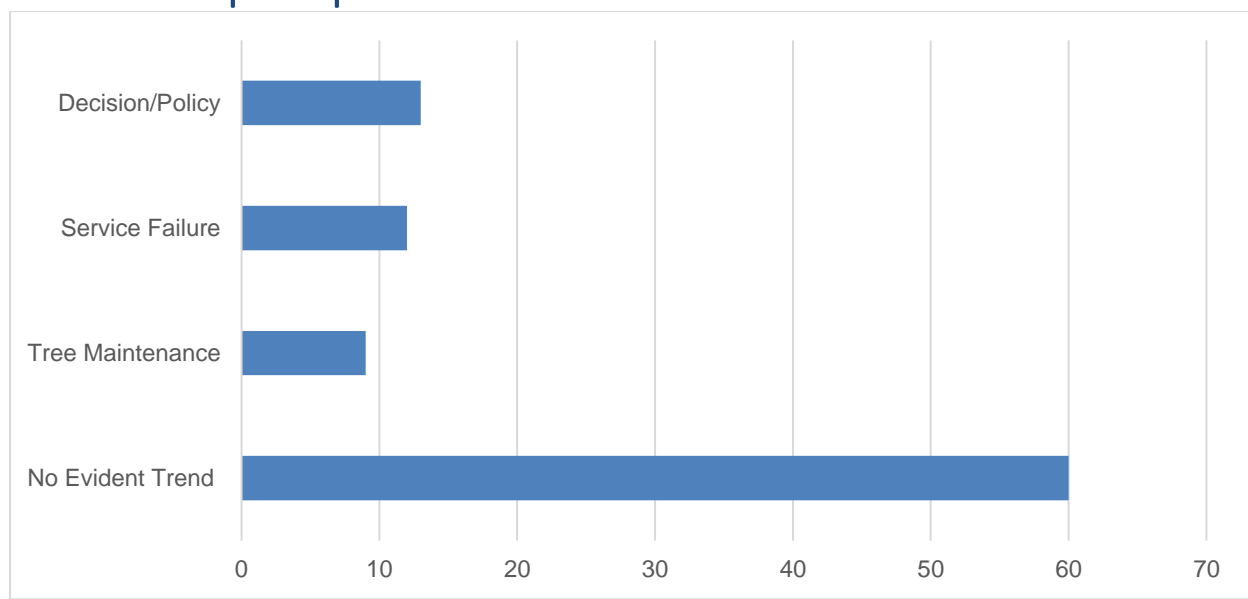
Environmental Services – Streets & Open Spaces

Streets & Open Spaces	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	97	88	9	78%	21
2022-23	86	80	6	85%	16
2021-22	91	85	6	85%	16

Streets & Open Spaces: Cases by sub-service

- Events
- Markets & Street Trading
- Nature Reserves
- Park & Play Area Maintenance
- Public Realm Enforcement
- Public Toilets
- Street Cleaning
- Street Volunteers
- Trees
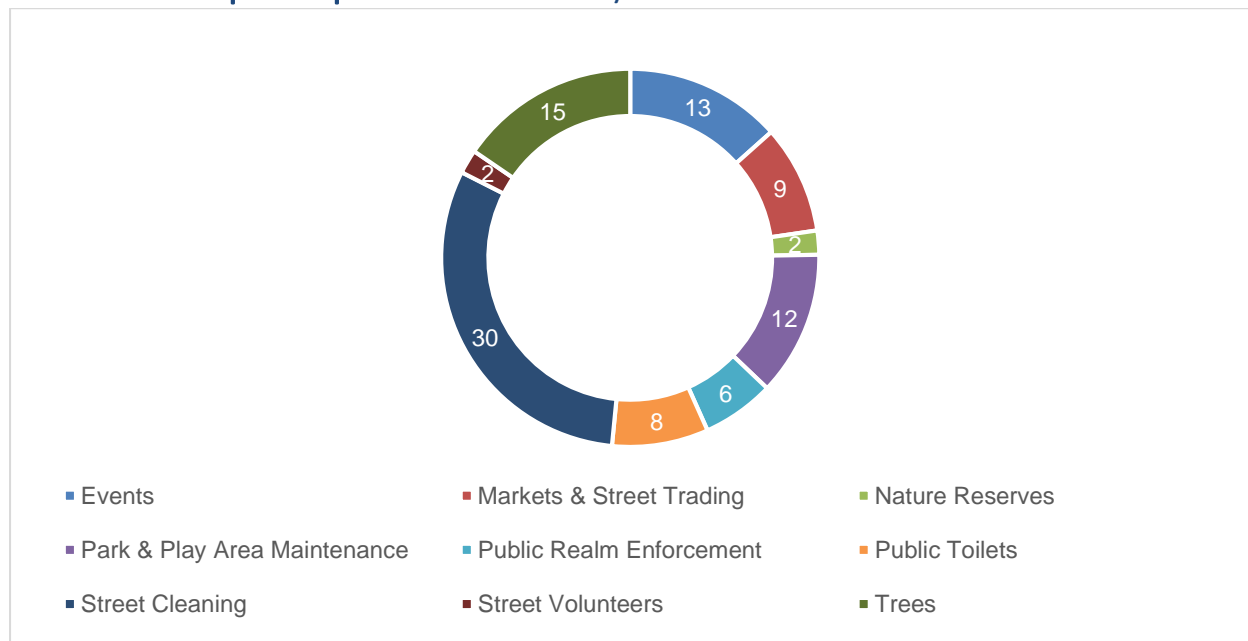
Streets & Open Spaces: Resolution Themes

Streets & Open Spaces - Service Comments

Alistair Wilson, Strategic Delivery Manager:

Our Streets and Open Spaces (S&OS) service employs c130 staff and is responsible for managing the city's streets and parks and open spaces (c300 hectares), including public tree stock (c33,000), play areas (c107); public toilets (13), allotment sites (26) and 7 day per week market and street trading pitches; and providing daily cleansing, grounds maintenance and street enforcement services.

Over the past year, we have continued to see a significant increase in community use and enjoyment of our fantastic parks and green spaces for informal leisure and recreation. On the negative side, our Street Cleansing service has had to deal with high volumes of seasonal littering, especially from summer evening and night-time use of the main city parks, such as Jesus Green; and also year-round high volumes of predominantly domestic fly tipping across the city. Both of these issues are not exclusive to Cambridge and continue to impact towns and cities across the United Kingdom.

Despite the scale of operation and associated customer contact, as outlined above, the S&OS service received a total of 95 complaints in 2023-24, which is a very slight increase to the previous year's figure of 86. Of the 95 cases received, the service areas with the joint highest number of cases were: Street Cleansing: 10 (2022/23 – 26), where there is no notable pattern to these other than most (8) were received during the summer period when people are most active outside.

The other highest area being Events on Parks: 10 (2022/23 – 16) where four complaints related to Midsummer Common and noise. For 2024, the licence conditions relating to the hire of the Common now included a required to consider and supply a Noise Management Plan.

Six cases were received for Street Litter relating to overflowing or bins not emptied. We are investigating a new method of working in 24/25 to address litter bin scheduling and emptying.

Nine cases relating to Public Toilets which relate predominately to cleaning and maintenance. Where a complaint has been received the cleaning is inspected and monitored.

Eight cases were received relating to Driving of Staff. All reports are investigated, and management responses are conducted where further action is warranted and justified. Tree Maintenance also received eight complaints, with three related to tree planting positions, which were reviewed, the remainder relate to storm damage or tree pruning.

Public Realm Enforcement received seven and relate to complaints on items where the Council has taken enforcement action. They do not relate to the process or actions rather the intent.

Of the six complaints for the Market three of the complaints relate to one complainant. There is no other notable pattern.
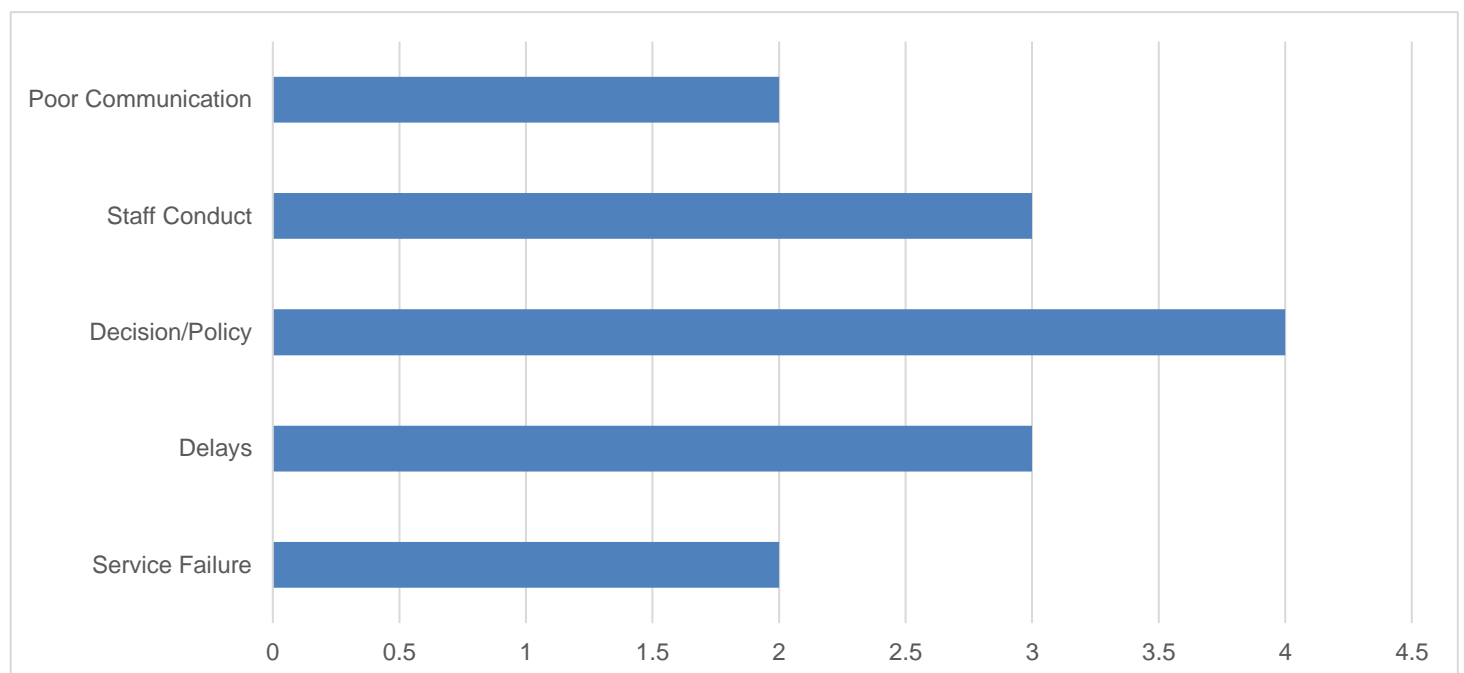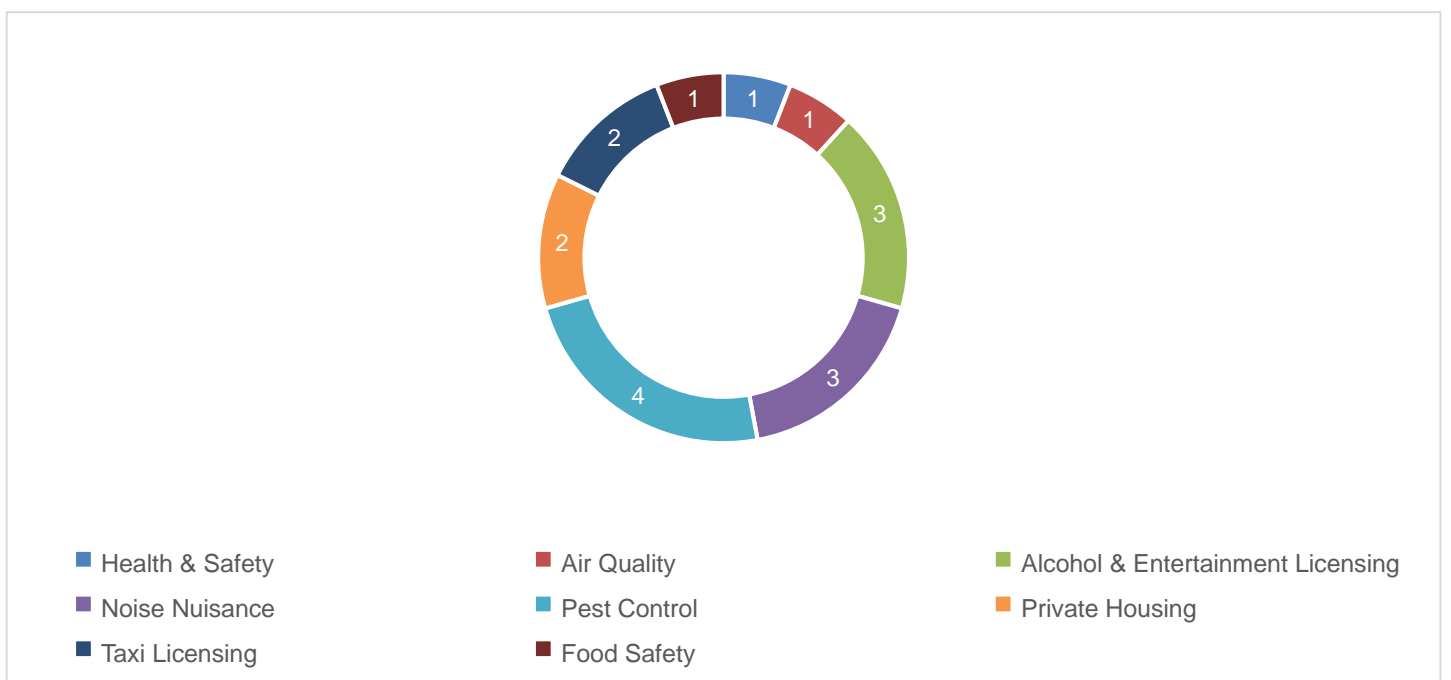
Five complaints were received relating to Grass Cutting. All of which related to May and whilst cutting during No Mow May. There is no plan to adapt our cutting regime as the cuts related to health and safety or function use of spaces.

The 26 remaining complaints are a mix of accident reports, grazing of animals, protected tree applications, unauthorised encampments and maintenance requests.

Environmental Services – Environmental Health

Environmental Health	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	17	16	1	82%	
2022-23	12	12	0	92%	5
2021-22	11	10	1	73%	2

Environmental Health: Cases by sub-service & Root Causes

- ■ Health & Safety
- ■ Air Quality
- ■ Alcohol & Entertainment Licensing
- ■ Noise Nuisance
- ■ Pest Control
- ■ Private Housing
- ■ Taxi Licensing
- ■ Food Safety

Environmental Health - Service Comments

Yvonne O'Donnell, Environmental Health Manager:

Environmental Health (EH) service employs c44 staff and is responsible for taxi and premises licensing, food safety, health and safety and infectious disease control. The service also provides technical input to Planning on all aspects of EH, including air quality, noise and contamination. It also provides services to improve the private rented sector through education, enforcement, licensing of houses in multiple occupation and bringing empty homes back into use and energy efficiency. It also provides a pest control service.

Over the course of 2023/24, the EH has delivered the following services:

575 Private Sector Housing Inspections

21 Empty Homes brought back into use

876 Food Safety Inspections

54 Licensing Inspections

819 Pest Control cases

1119 Planning consultations

1979 Licensing Applications processed

2031 Service Requests, including housing, food safety, health and safety, licensing, taxis, noise nuisance

Despite the scale of operation and associated customer contact, as outlined above, the EH service received a total of just 17 complaints in 2023/24, which is a slight increase from the previous year's figure of 12. Of the 17 cases received, the service areas with the three highest numbers of cases were respectively: Pest Control (4); Licensing (3) and Noise (3). These figures are not considered significant and an analysis of each of the associated cases shows there was no particular complaint type or underlying causal theme.
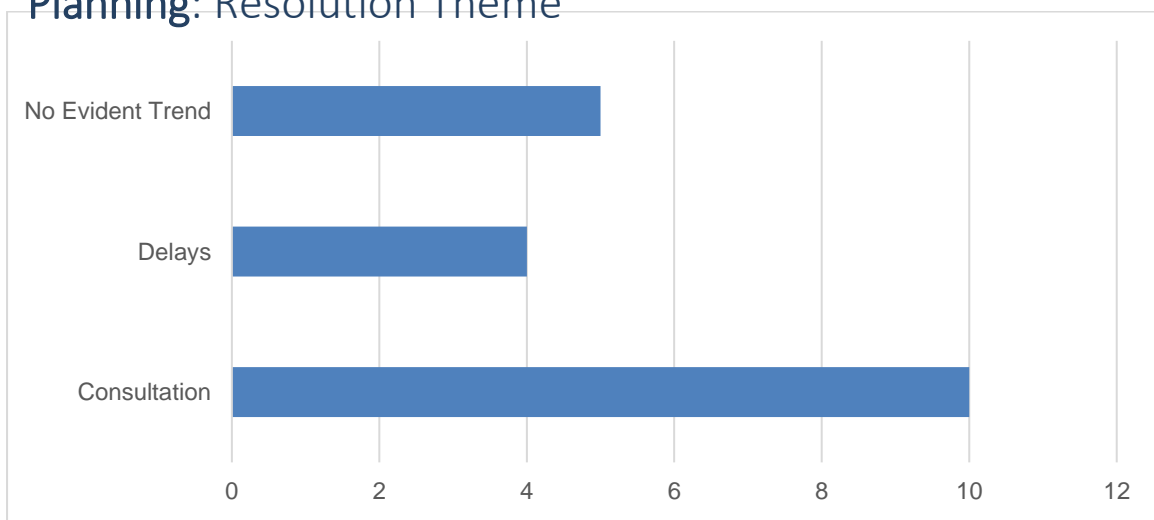
Greater Cambridge Shared Planning Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	22	17	5	68%	1
2022-23	23	21	2	76%	-
2021-22	79	65	14	56%	2

Planning: Cases by sub-service

- Planning Applications
- Planning Enforcement
- Urban Design & Conservation
- Planning Strategy & Economy
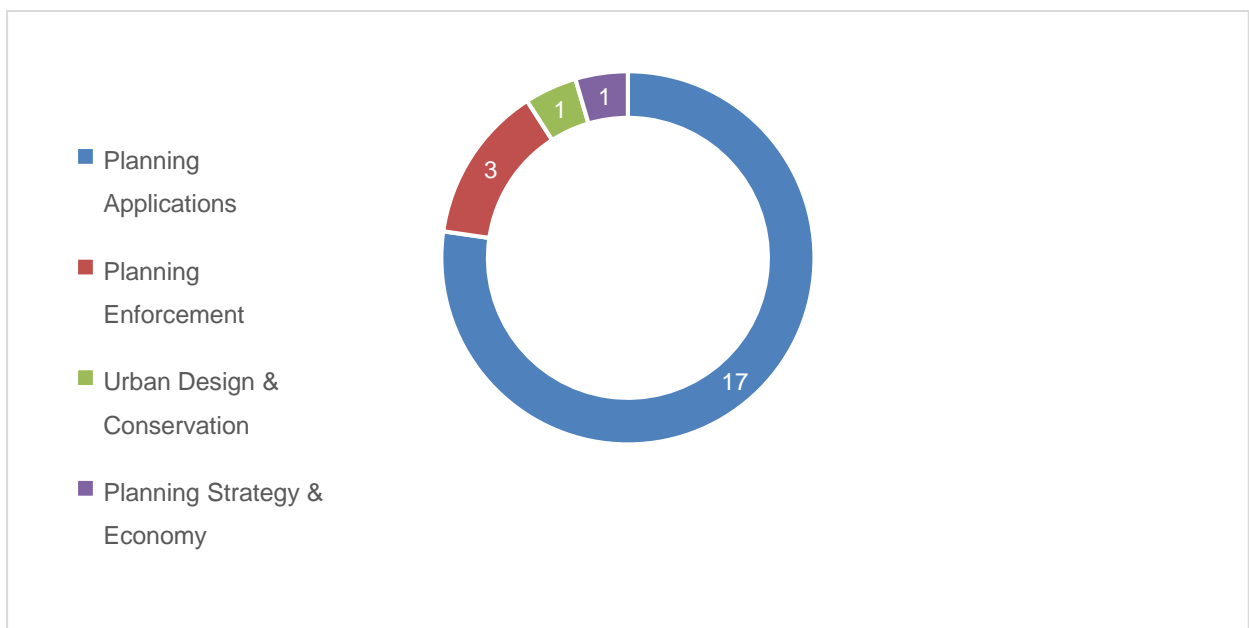
Planning: Resolution Theme

Greater Cambridge Shared Planning Service - Service Comments

Heather Jones, Deputy Director of GCSP and Building Control:

The team continue to improve the handling of complaints, and there is a real time reduction again from **21** total stage 1 complaints in 2022/2023 to **17** total stage 1 complaints in 2023/2024 albeit a slight increase in the number of stage 1 complaints that have escalated to stage 2 (from 2 to 5). Complaints responded to in target timescales has fallen slightly from 76% to 68% however this is an area the team will **target** to improve through the setting of an internal response performance indicator of **90%.**

Improved complaints performance form part of the Quality Management System the team adopted in July 2023 for DM and Compliance, the first ever shared planning service to achieve the ISO9001:2015 standard, which is externally accredited.

In 2023/2024 the team continued to focus on reducing response times in validation and decisions, resulting in a sustained improvement in performance.   The aim is for the team to reach second quartile in the overall performance rating for the Country.

Again, the majority of the complaint cases have remained consistent with previous years, with most related to planning applications and planning enforcement. There is however a change in the resolution themes, where previously the majority related to a delayed or no response, over the last year the majority are related to "consultations." This is an external factor outside of the control of the planning service. Otherwise, the next highest theme is "no evidence of any trend" and although "delays" still appear as a theme, these are in the minority. This again illustrates an improvement across the service in responsiveness.

The team is again focusing on continuous improvements across the service, with a dedicated group prioritising how this can be achieved, along with the aspiration of including all functions within GCSP in the ISO9001:2015 Quality Management System by the end of 2024. Performance is now managed via a live dashboard which is accessible by every team member. This ensures accountability is at the right level and promotes collaboration across the service in improvements. The next area of focus is digital and AI.

Customer Services

Customer Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	24	22	2	100%	2
2022-23	22	22	-	100%	11
2021-22	25	25	-	100%	10

Customer Services - Service comments

Clarissa Norman, Customer Services Operations Manager:

In 2023-2024 Customer services handled in excess of 230,000 contacts via telephone, email and face to face and received 24 complaints, an increase of 2 from 2022-2023. Complaints continue to be very low in relation to the amount of contacts received, 0.01%.

During 2023-2024 the Customer Service team supported The Greater Waste Partnership with their route optimisation changes in September and contributed to the achievement of the highest collection rates for the council for Council Tax through Advisors supporting customers with account and finance queries.

In October 2023 the team launched a customer satisfaction survey to replace govmetric. The survey is attached to email footers, is available on a tablet in reception and is also texted to all customers who speak to an advisor. The response has been positive, an average of 100 responses have been received each month and 82% of customers have fed back that they are satisfied with the service they received.

Many compliments for the team were received via the customer satisfaction survey but not recorded in the figures above. In the coming year we will be working on a process which allows these to easily be recorded and reportable.

For the third year running 100% of complaints received in Customer Services were responded to within target. 30% (7) of complaints received in 2023 – 2024 were attributed to advice given/staff conduct, a small reduction from 2022 – 2023 (32%). Staff training was a theme identified within these complaints. The team have a rolling plan to ensure staff knowledge is up to date, however the learning from these complaints has been incorporated into our plans.

The next highest area customers were dissatisfied about was long wait times 13% (3 complaints). These complaints were received at times of peak demand, annual billing and council tax enforcement runs, when demand will unfortunately, always outweigh staffing levels. There are no evident trends over the remaining complaints received.
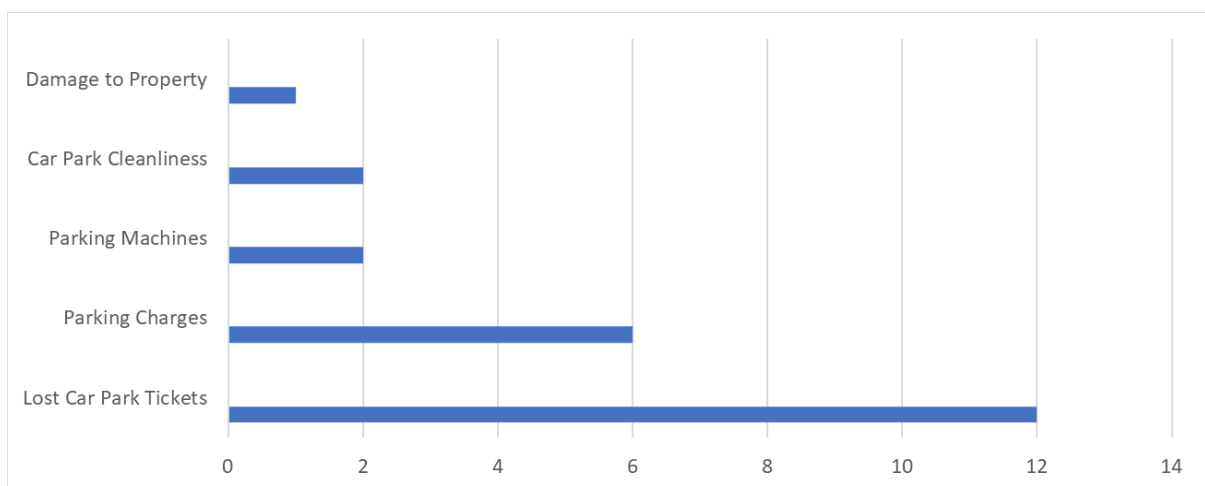
Commercial Services

Commercial Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	37	26	11	78%	5
2022-23	42	37	5	95%	3
2021-22	84	75	9	94%	6

Commercial Services: Cases by sub-service

- Bereavement Services
- Car Park Accidents
- Car Park Pricing
- Fleet
- Parking
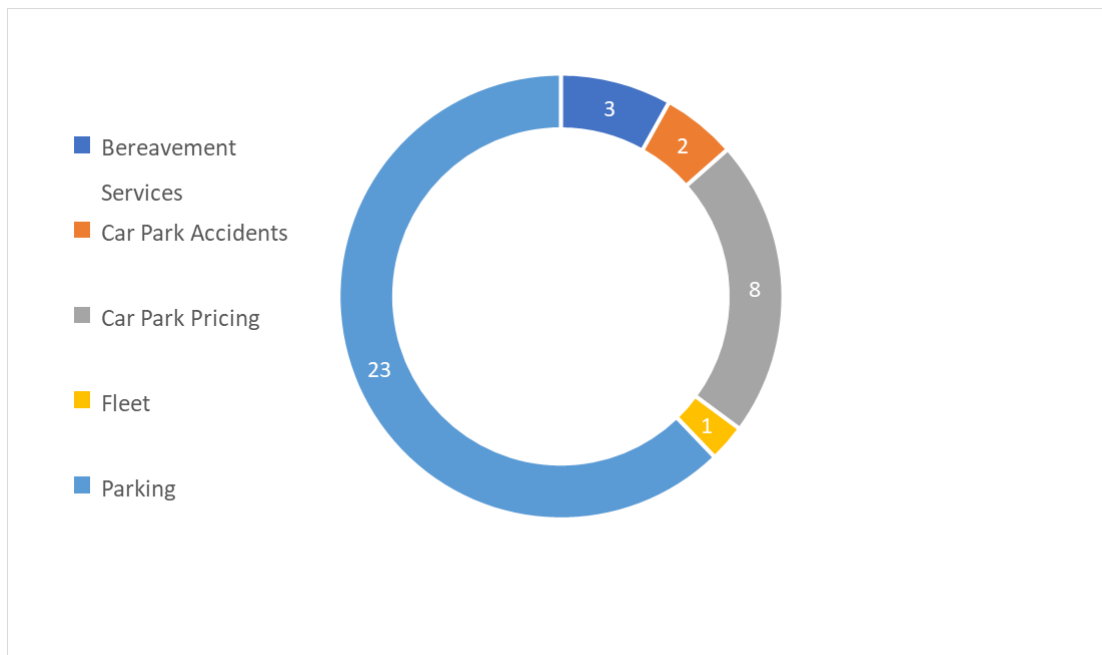
Commercial Services: Resolution Theme

Commercial Services - Service Comments

Sean Cleary, Strategic Delivery Manager:

Overall, the service experienced a lower number of Stage 1 complaints this year (26 against 37), a 30% reduction compared to last year and very low in relation to the number of visitors. I.e. Parking had circa 1.9 million visitors last year.

The Bereavement Service received three complaints this year, an anomaly compared to previous years. A detailed review revealed no single root cause. On going actions include ensuring all customer interactions are fully recorded and reminding funeral directors of the service payment policies.

The increase in Stage 2 complaints is primarily related to parking issues, especially lost tickets. The rise in parking fees and the penalty for lost tickets are significant factors. Actions taken to address this include improved visibility of lost ticket information on exits lanes, price boards and entry machines.

Complaints related to parking equipment have decreased due to enhanced cleaning and maintenance regimes and robust processes reducing machine downtime. Continued focus on equipment maintenance is necessary to maintain this improvement.

The decline in complaints resolved within target time, from 95% to 78%, suggests issues in the services resolution processes and complexity of cases which have taken time to resolve. Reviewing the current processes and identifying any bottlenecks is key to improvement.

The Commercial Services complaints data for 2023-24 highlights a significant reduction in overall complaints but an increase in Stage 2 complaints, particularly related to parking issues. While there have been improvements in equipment maintenance and some aspects of customer service, the decline in the percentage of complaints resolved within target time needs focus and action where required.
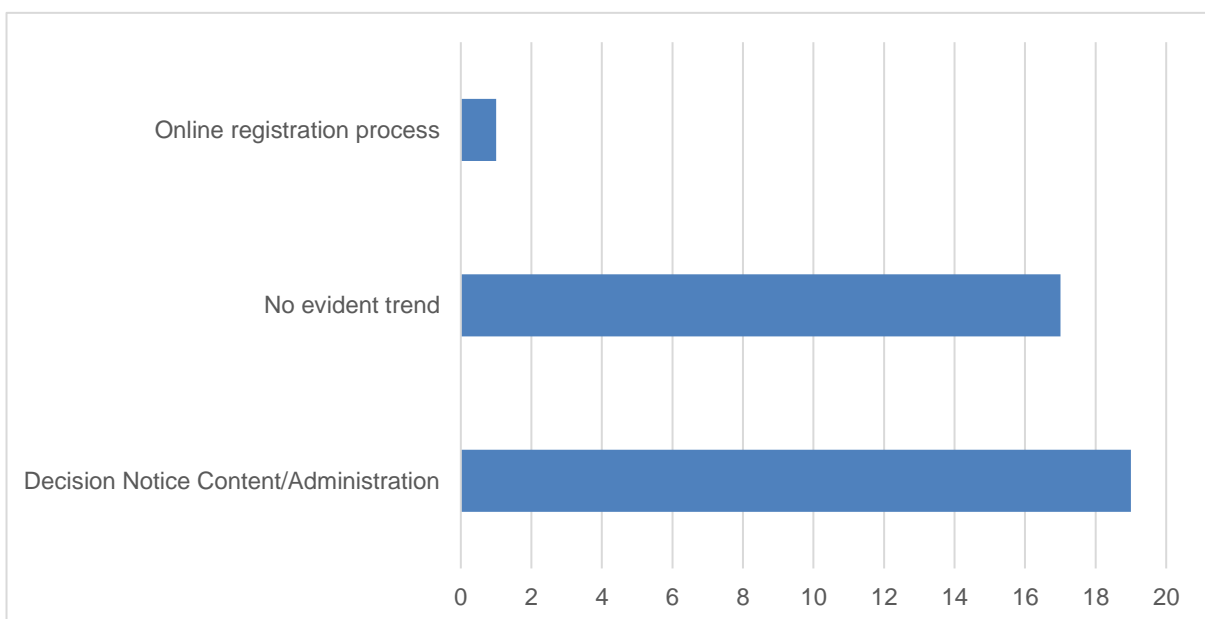
Local Taxation

Council Tax	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	39	39	-	100%	2
2022-23	35	34	1	100%	4
2021-22	33	32	1	100%	17

Local Taxation: Cases by Sub-Service

■ Council Tax Accounts   ■ Council Tax Billing   ■ Bailiffs
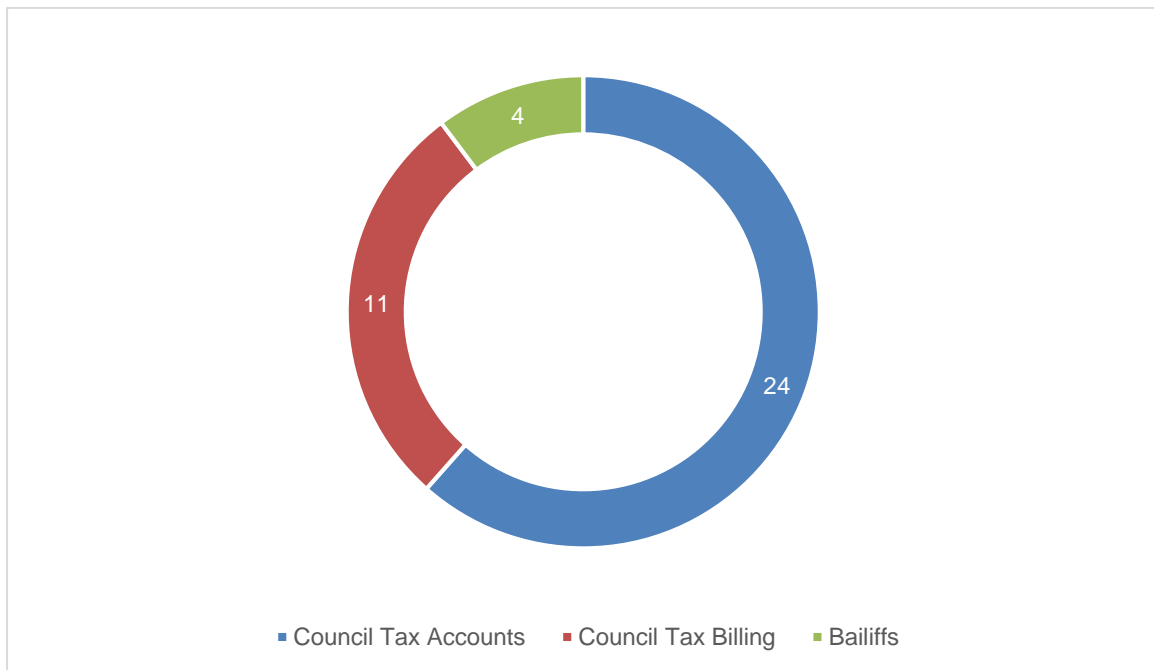
Local Taxation: Resolution Themes

Local Taxation – Service Comments

Kevin Jay, Local Taxation Manager:

During 2023/24, the Revenues and Benefits teams sent over 220,000 documents, including approximately 180,000 documents including council tax and business rates bills, reminders, final notices and summons and correspondence relating to customers moving in and out of properties and the administration of various discounts and exemptions.

Overall, the numbers of complaints received remains extremely low, numbers received during 2023/24 have increased marginally.

Although focussed on providing excellent customer service the sheer volume of interactions and multiple transactions with over 60,000 customers will inevitably result in customer complaints. However, the number of complaints remains consistently low which is testament to the quality and accuracy of the work being carried out by the team. In most cases, issues raised are dealt with quickly before a customer needs to resort to raising a formal complaint, those that are raised through the formal complaint channel rarely escalate to stage 2.

The recovery and enforcement of unpaid Council Tax and Business Rates can generate complaints; however, numbers are very low and are handled sensitively to secure amicable outcomes whilst understanding the requirement to collect charges that are due.

Complaint trends are not immediately apparent, some are linked to enforcement procedures where activities are primarily driven by a statutory process or relate to decisions connected to Council policy or Council Tax regulations. Previously there had been a few complaints relating to processing delays, these have been virtually eliminated following the introduction of processes which suppress recovery on cases where work is outstanding.

Some complaints are received from customers who were unhappy about receiving reminders and summonses for non-payment of council tax. Previously complaints have included issues around the wording of some enforcement documents, where possible we have reworded some documents and have worked with those customers to find amicable solutions. To help reduce the impact further we have introduced text messaging to provide soft payment prompts prior to the issue of formal reminder notices.

Supporting citizens during the current financial crisis remains a priority for the team, balancing the need to ensure that bills are paid promptly whilst understanding the needs of the most vulnerable and providing support, help and advice.

The team remain responsive to complaints with 100% responded to within target again this year.
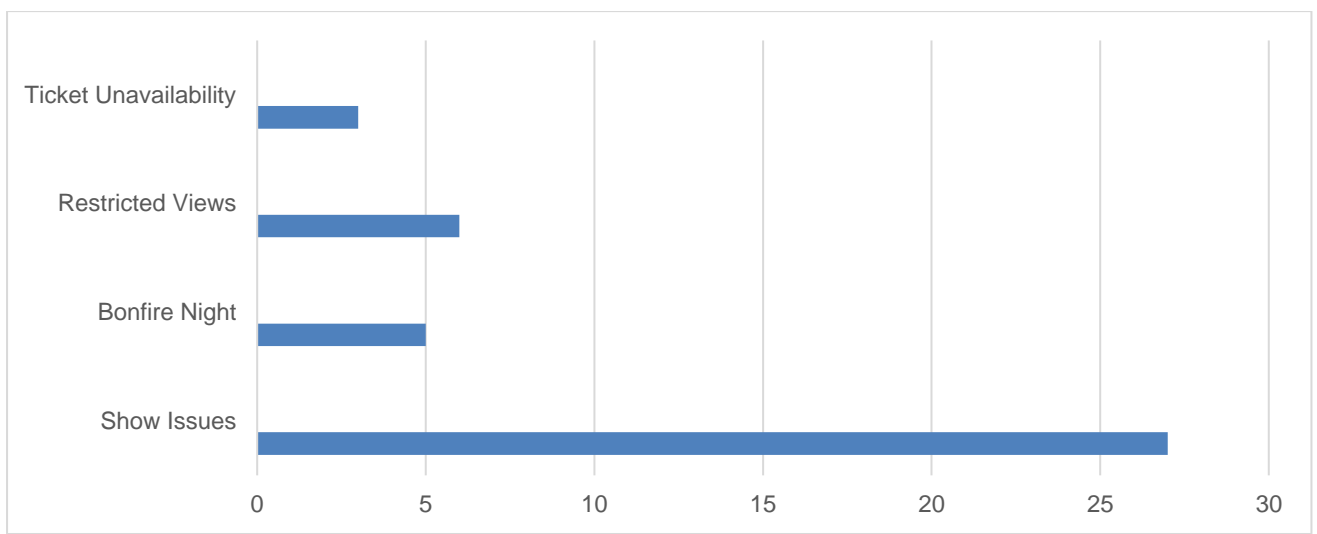
Cultural Services

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	58	51	7	36%	
2022-23	67	62	5	49%	
2021-22	51	50	1	88%	

Cultural Services: Cases by sub-service

- Cambridge Folk Festival
- Cambridge Live Tickets
- City Events
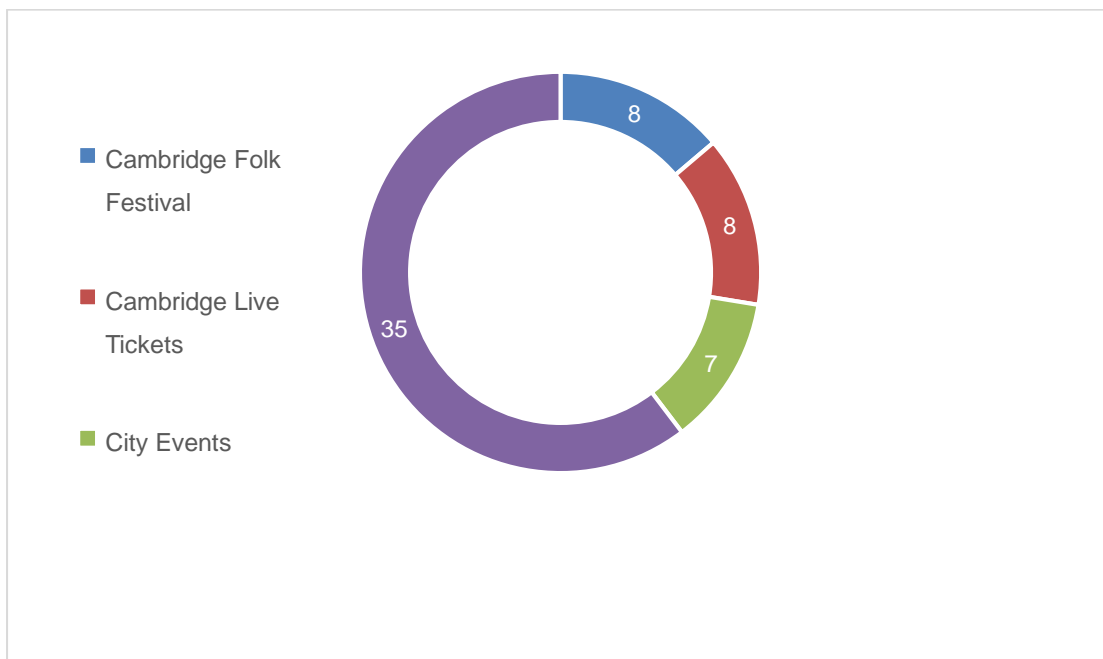
Cultural Services: Resolution Theme

Cultural Services - Service comments

Trend information by Tony Stead, Customer Services Business Development Manager.

Service information by Thomas Thurbon, Venues Manager:

As with last year, the majority of complaints within Cultural Services related to issues during shows at the Corn Exchange. Some customers continue to ask for a ticket refund if they are unhappy with the show content or an issue encountered at a show. The content of shows is usually the artist's decision on the night and advance programme information comes from the promoter who hired the hall, however we will look to include this point within our hire contracts.

Issues during shows are usually resolved on the night by the staff running the event when they are brought to our attention, however where they are reported afterwards we have in some instances offered tickets to a future show as an apology.

From previous years we found that some customers found the seating old and uncomfortable and have expressed this within their complaints. Following a procurement exercise this year we have awarded the installation of new seats to a supplier, and they are due to be installed in January 2025.
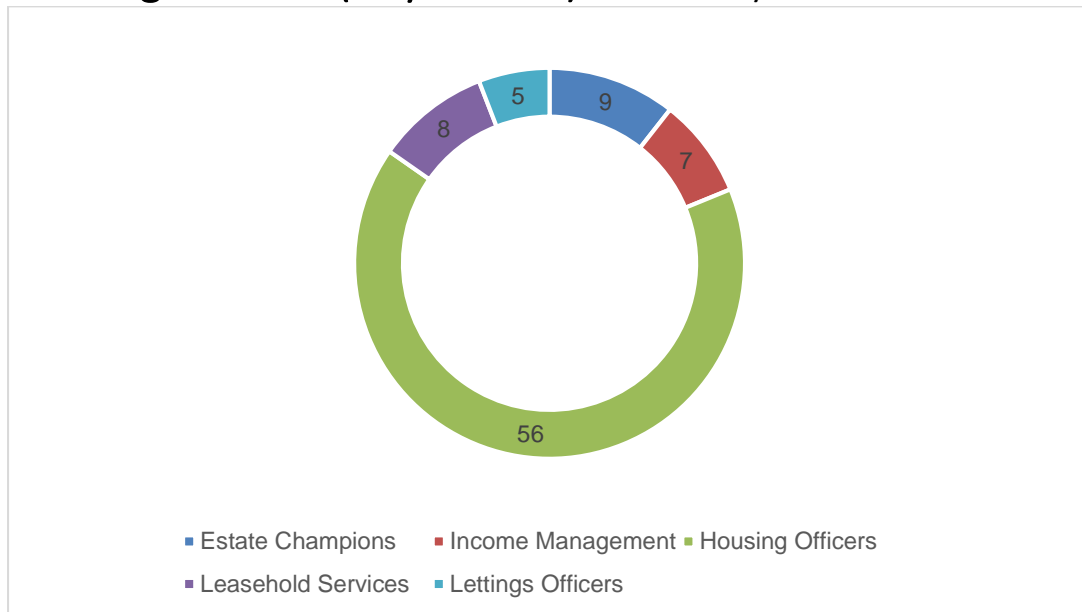
This year we also installed a new accessible lift which now takes a bigger load allowing larger wheelchairs/mobility scooter acess to the boxes.

Following a review including feedback from complaints in 2022-23 we reduced our overall capacity from 1195 to 1083 in our standing area which should make audiences more comfortable when attending events.
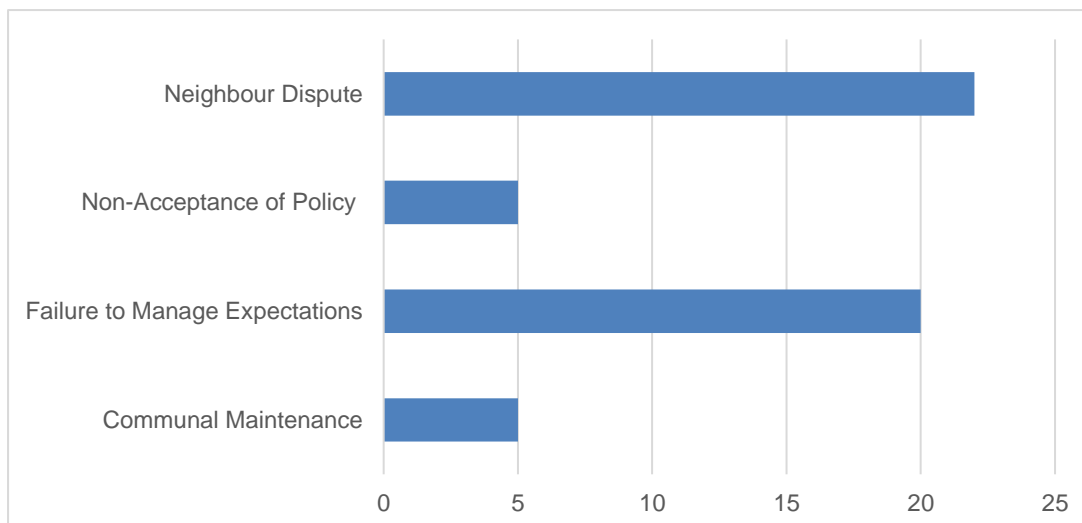
Housing Services (City Homes)

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13
2021-22	71	65	6	87%	28

Housing Services (City Homes): Cases by Sub-Service

- Estate Champions
- Income Management
- Housing Officers
- Leasehold Services
- Lettings Officers

Housing Services (City Homes): Resolution Themes

Housing Services (City Homes) – Service Comments
Anna Hill, Housing Services Manager:

The top two complaint themes for City Homes during 2023 and 2024 were as follows:

Neighbour Dispute
Failure to Manage Expectations

Performance issues were identified within the team in relation to a failure to manage expectations throughout this time period and were addressed with those individuals. These individuals are no longer working within the team and a robust training plan is in place to ensure that new starters communicate clearly, transparently and do not make promises to our customers that cannot be delivered.

Whilst the performance issues identified account for some of the complaints, it is accepted that there is further work to be done to share information with customers proactively. An action to improve this is outlined in the recommendations below.

The number of complaints has increased, but this is in part due to work that has been done with the team to ensure that they are logging complaints that are received outside of CaseTracker. The increase is also linked to the performance issues that were identified within the team. There is also a growing awareness by the public about how to raise a formal complaint.

The slight reduction in complaints being responded to within target timescales is due to new members of staff getting used to the CaseTracker system. Further training was provided, and clear expectations given around response times and this has been rectified. In addition, the Housing Services Manager (City Homes) and Tenancy Operations Manager have overview of all City Homes complaints to ensure response times are met.
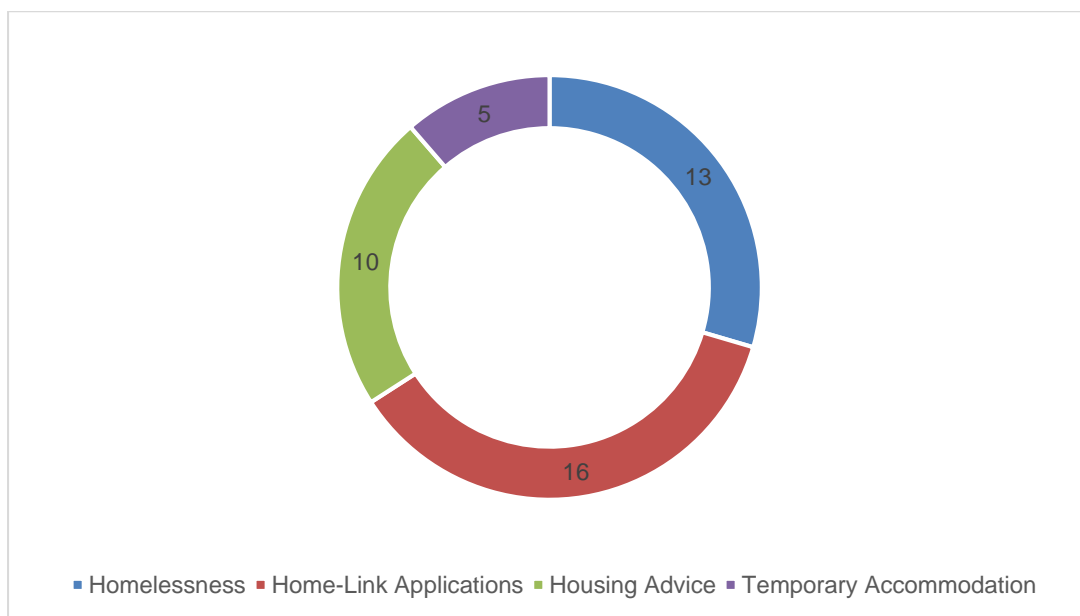
Some of the key recommendations for improvement are:

- for City Homes and the Resident Involvement team to continue to work together to deliver the message around how to report neighbour disputes
- for City Homes and the Policy & Performance Unit to collaborate to publicise policies and procedures
- an article will be added to the summer addition of Open Door outlining what work City Homes carries out, the things the team can help with and details of other services
- to continue to outline the importance of following up with tenants to our staff
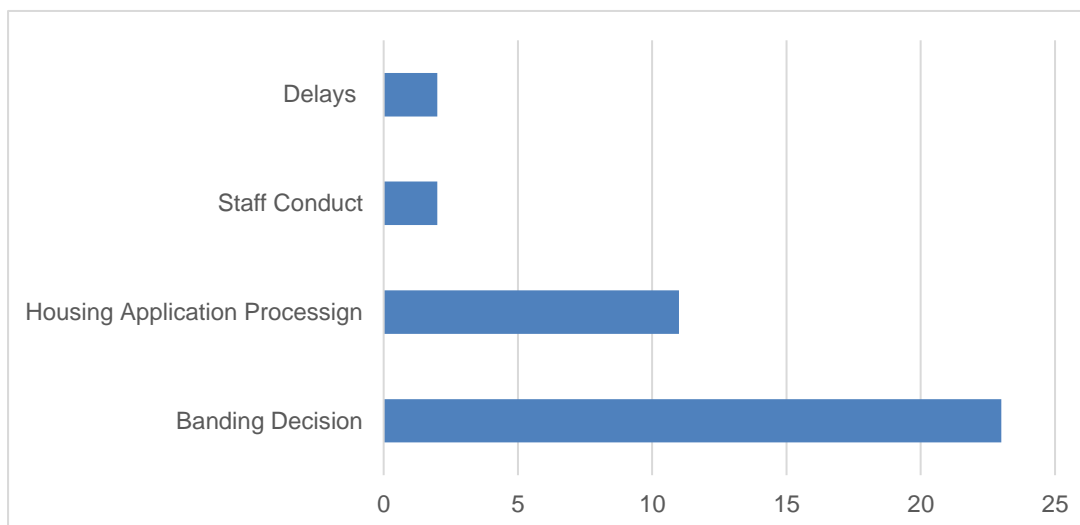
Housing Needs & Options Services

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	44	40	4	87%	8
2022-23	44	40	4	84%	1
2021-22	43	34	9	86%	9

Housing Needs & Options Services: Cases by Sub-Service

- Homelessness
- Home-Link Applications
- Housing Advice
- Temporary Accommodation

(Homelessness 13, Home-Link Applications 16, Housing Advice 10, Temporary Accommodation 5)

Housing Needs & Options Services: Resolution Themes

- Delays
- Staff Conduct
- Housing Application Processign
- Banding Decision

Housing Needs & Options Services – Service Comments
Simon Hunt, Housing Services Manager:

Key themes to note were:

The number of complaints received for the year was identical to last year – 44 in total – despite an increase in the overall number of contacts with the service. Furthermore, the number of recorded compliments received about the service increased from just 1 last year to 9 this year.

87% of complaints during the year were responded to within target. This was an improvement from 84% last year.

Complaints for the year were split fairly evenly between Home-Link (16 cases), homelessness applications (13 cases) and housing advice (10 cases), with a further 5 cases relating to temporary accommodation.

In terms of specific service areas, complaints about Home-Link were almost identical to last year – 16 compared to 17. These complaints can be largely broken down into processing issues and banding queries, with a small proportion relating to staff conduct. Complaint investigations revealed than in almost all cases Home-Link applications had been banded in line with the lettings policy and perhaps some of these cases could have been manged under the banding review process, rather than through the complaints channel. It is difficult to identify any particular themes with processing related complaints, but errors, where identified, have been raised with relevant staff. Whilst application processing times have increased slightly on last year, this does not appear to have been reflected in an increase in complaints for this reason.

Five complaints relate to the provision of temporary housing. It has not been possible to identify a pattern across these 5 complaints as they were all made for different reasons. However, although the number of complaints has increased slightly in this area, the highest number of compliments received also relate to temporary housing.

The number of complaints about housing advice and homelessness was, again, very similar to the number for last year - 23 compared to 24.

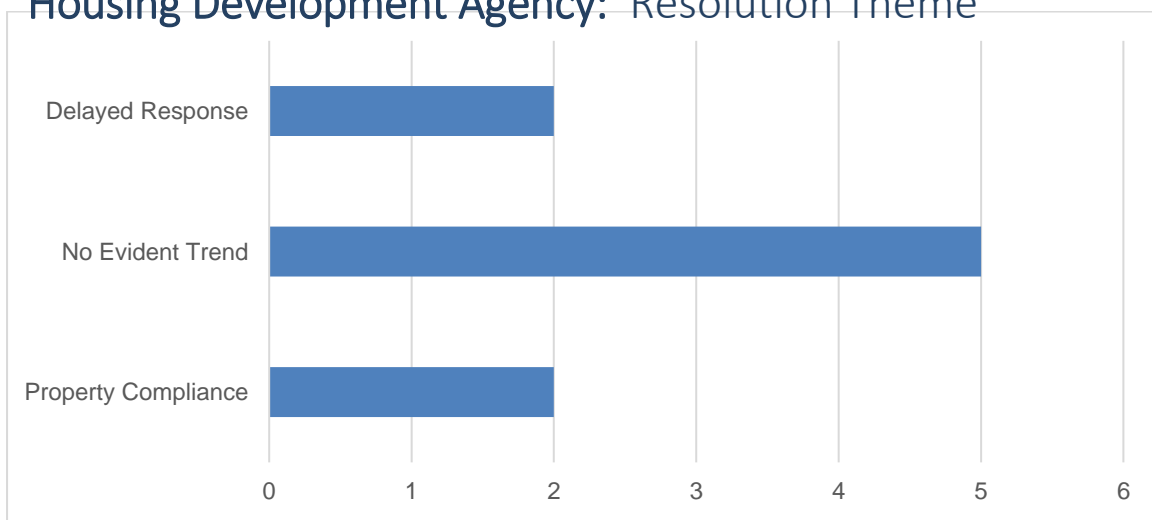Again, it is difficult to identify themes in relation to complaints about this area of work.

Housing Development Agency

HDA	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2023-24	18	15	3	50%	-
2022-23	*6*	*5*	*1*	*56%*	*-*
2021-22	*4*	*3*	*1*	*100%*	*-*

Housing Development Agency: Cases by stage
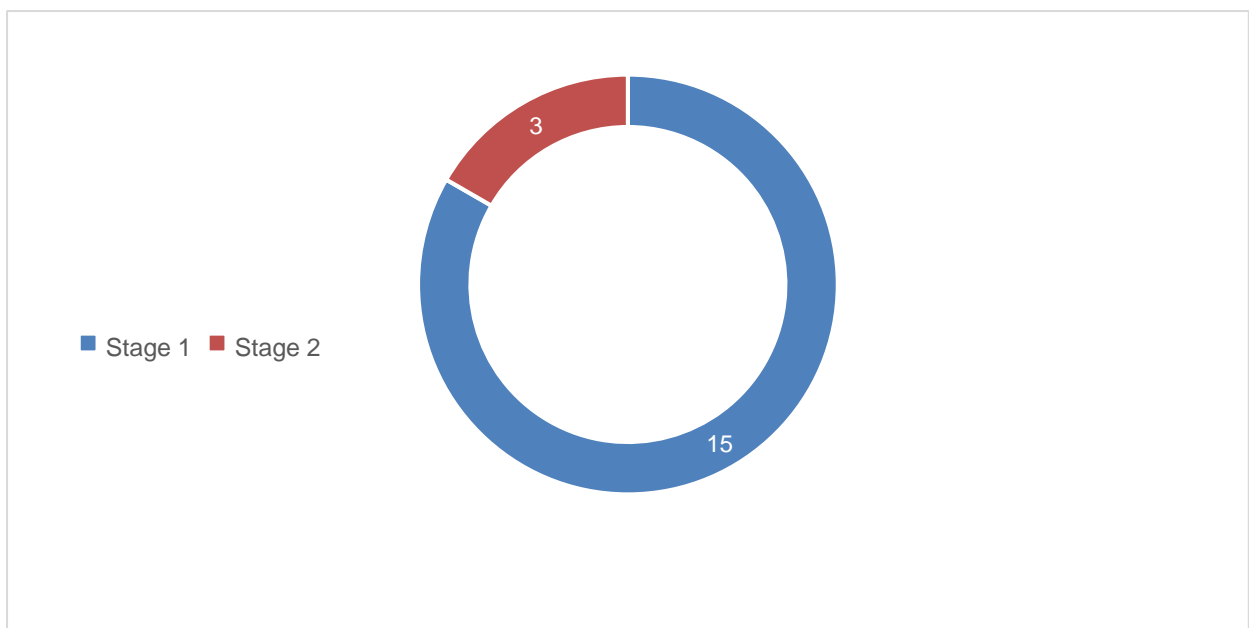
Housing Development Agency: Resolution Theme

Housing Development Agency - Service Comments

Benedict Binns, Assistant Director of Development:

Last year was a significant year in terms of handovers of flats and houses with approximately 300 homes handed over.

This year there will also be around a further 250 homes handed over.

With the volume of handovers to tenants, it means that queries around defects increase. The majority of defect queries are handled within our defects process and resolved. Some may take longer or fall between council teams and may result in complaints. The increase is explained through increase in the number of handovers.

Lessons have been learnt and the complaints response process within the development has been tightened to ensure complaints are responded in a timely manner. The service will continue to monitor progress.

The following services have not been reported on in detail due to the low number of complaints raised within them. However, a brief summary of performance is provided.

Commercial Property Services

Property Services received two stage one complaints. One of which was resolved within target, and the other was not. This is an increase of one case compared to last year.

3C ICT

No complaints were received relating to Information Governance this year. This is a decrease from two complaints last year.

Elections

No complaints were received relating to Elections this year. This is a decrease from three complaints last year.

Finance

Finance received two stage one complaints. One of which was resolved within target, and the other was not. This is an increase from last year where Finance received no complaints.

Human Resources

Human Resources received one complaint at stage one this year which was resolved within the target time. This is an increase compared to no complaints last year.

Building Control

Building Control received three complaints at stage one this year, compared to no complaints at last year. None of the three complaints were resolved within the target time.

Housing Benefit

Housing Benefit services received one complaint at stage one this year compared to three complaints in 2022-23. It was resolved within the target time.

Community Safety

Community Safety received three complaints at stage one and three complaints at stage two compared to seven at stage one and none at stage two in 2022-23. All six cases from this year were resolved within the target time.

Community Centres

Three complaints relating to Community Centres were received this year compared to five at stage one, and one at stage two in 2022-23. All three cases from this year were resolved within the target time.

Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2023-24	41	36	5	83%
2022-23	42	32	10	83%
2021-22	29	24	5	84%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There was one more multi-service complaint in 2023-24 than there was in 2022-23.

This year the area with the highest number of multi-service complaints was City Homes with 11. As with previous years, other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (9). This is not unexpected as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

There remains a correlation between multi-service complaints and Customer Services, as the Customer Service Centre is often the first point of contact for the majority of services offered by the Council. We are still careful to differentiate where the complainant actually complains about the service they received from the CSC, or if they are just mentioning the fact they were in contact with them as part of the background to their complaint. There were only two Multi-Service complaints which were also unhappy with the service they had received from the CSC this year.

When a multi-service complaint is allocated, potential case owners from all services involved are contacted to establish a lead officer who will then co-ordinate an investigation and response, including input from all relevant services.

Non-Cambridge City Council

In addition to cases received relating to City Council services, 14 cases were raised relating to issues for authorities or services not provided by the City Council. We have continued to keep guidance in place and up to date on the complaints web page to signpost customers to other authorities where appropriate which has continued to keep the number of these cases submitted to a minimum.

Local Government and Social Care Ombudsman (LGSCO)

If customers are not satisfied with the way their complaint has been handled they can contact the Local Government and Social Care Ombudsman's office. The LGSCO investigates complaints of injustice arising from maladministration by local authorities and other bodies.

The information below will not be complete until the Annual Letter is published by the Ombudsman in mid-July 2024. Below is a summary of what is currently published on the online decisions database.

In 2023-24 the Local Government and Social Care Ombudsman received 11 complaints relating to Cambridge City Council. Of these, one was treated as a complaint where a decision was applicable. As a result of the LGO's detailed investigations this complaint was upheld and the remaining cases were closed following initial enquiries.

The LGSCO were satisfied that 100% of their recommendations from 2023-24 were implemented by the Council.

Department	No of Complaints Received	Decision
Environmental Services & Public Protection & Regulation	2	2 Closed after initial enquiries
Housing	2	1 Closed after initial enquiries **1 Upheld**
Planning & Development	2	2 Closed after initial enquiries
Leisure & Culture	1	1 Closed after initial enquiries
Parking and other Penalties	2	2 Closed after initial enquiries
Corporate & Other Services	2	2 Closed after initial enquiries
Total	11	**1 Upheld** 10 Closed after initial enquiries

LGSCO Upheld Case summaries

The LGSCO provides information on all cases submitted and investigated on their website. Summaries have been provided below, full information on each case can be found on the LGSCO website by searching for the reference number.

Housing Allocations
Complaint: 22 011 412 – 14 June 2023

This complainant complained that the Council offered them a property which was incorrectly advertised to benefit from off-street parking. They said the Officer waws rude and failed to explain whether or not they could decline the property as this was their third offer. As a result the complainant said they experienced distress as they accepted the property and had concerns about damage to their car. They also said they would have costs to access electric charging points in public and a potential loss of earnings.

The Ombudsman found fault with the Council as the property was advertised to benefit from off-street parking. The Council were also found at fault for failing to advise the complainant during their viewing regarding their right to withdraw from the offer without impacting their priority band or bidding. The Ombudsman was unable to make a decision on the behaviour of the Officer as there was no available recording of the call to be considered.

The Ombudsman recommended that within one month of its decision that the Council should write to the complainant with its proposed remedy to make a 50% financial contribution to the installation of a dropped kerb up to a maximum of £1,000 and prioritise a tenant alteration request from the complainant, or offer a direct let of a like-for-like property with off-street parking and make a £500 contribution toward any costs incurred.

The complainant chose the first option of the 50% financial contribution toward the installation of a dropped kerb, and payment was made to the complainant on 5th October 2023. The Ombudsman was satisfied that the Council had complied with their recommended action.

Number of LGSCO cases, yearly comparisons 2021 – 24

The below table shows the number of complaints referred to the LGSCO, against how many cases were investigated, and how many of those investigated were upheld.

Year	Total Enquiries Received	Cases Investigated	Cases Upheld
2023-24	11	1	1
2022-23	25	6	5
2021-22	12	4	3

Reasons to not investigate a complaint include the complaint not being made within 12 months of the issue occurring, complainants not providing sufficient information to allow the LGSCO to investigate, and in some cases, the complaint not being passed through the Council's complaints procedure first before escalation. In these instances, the LGSCO gives advice, and signpost complainants to sources of further information.

Complaints under the Councillors' Code of Conduct

Councillors must adhere to the Council's Code of Conduct whenever they are conducting Council business, representing the Council or conducting the business of the office to which they were elected. The purpose of the Code of Conduct is to ensure high standards of ethics and conduct are maintained and that councillors treat everybody in an equal capacity and with respect, ensuring at all times that the integrity of the Council is not compromised in any way.

Complaints about councillors are considered initially by the Council's Monitoring Officer (who is also the Head of Legal Practice). When the Monitoring Officer receives a complaint about breach of the Code of Conduct, they consult one of two "Independent Persons" appointed by the Council. The role of the "Independent Persons" is to introduce external scrutiny of the complaints process. The Monitoring Officer can respond to a complaint, can commission a formal investigation or can refer it for consideration by the Council's Standards Sub-Committee. The Council's Standards Sub-Committee is made up of three Councillors.

Councillor Conduct Complaints, 2023-24

During 2023 -24 six complaints were received about Councillors.

One of these complaints was upheld with an apology provided and further training being undertaken by the Councillor. One complaint was settled by means of mediation. Three complaints were dismissed and the final complaint was concluded with no further action but a commitment to be cautious in future actions.

During 2022-23 the Council received four complaints about Councillors.

There were four complaints in 2021-22 and nine complaints in 2020-2021. To find out more about the Council's Code of Conduct visit our website or contact the Council's Monitoring Officer Tom Lewis: tom.lewis@3csharedservices.org

Digital, Data and Technology (DDaT) Strategy

To:

Councillor Mike Davey, Leader of the Council and Executive Councillor for Our Cambridge
Strategy and Resources Scrutiny Committee, 1 July 2024

Report by:

Michelle Lord, Strategic Digital Lead
Tel: 01223 457450   Email: michelle.lord@cambridge.gov.uk

Wards affected:

All wards

Key Decision

1. Executive Summary

1.1 This report presents the Digital, Data and Technology (DDaT) Strategy 2024-2029 for approval, which sets out the Council's vision and framework for effectively managing digital, data and technology over the next five years. For clarity, this is an internal (not public facing) technical strategy and does not relate to the 3C ICT Service Review.

1.2 Customers are placed at the heart of this Strategy. A key component of the Strategy is the digital customer journey which focusses on improving both user experience and accessibility for our customers, where those who *can* engage digitally, choose to do so because it is more convenient and preferable to other alternatives.

1.3 The Strategy aims to achieve the following outcomes: more agile response to community needs; improved digital accessibility; increased operational efficiency, better decision-making capabilities, an adaptable and resilient IT estate, and provide staff with improved digital and data skills.

1.4 The Strategy is structured into four strands: digital customer journey, data and information management, technology and innovation, and digital and data skills development. Each strand has specific missions and actions to deliver the desired target state of the Council.

2. Recommendations

2.1 The Executive Councillor is recommended to approve the 5-year Digital, Data and Technology (DDaT) Strategy.

3. Background

3.1 The Council's previous Digital Transformation Strategy was produced in 2018, setting out priorities and key themes that aimed to build a digital Council, benefit residents, and take a digital by design approach. However, the action plan that supported this strategy has now lapsed.

3.2 An updated Strategy is now required that accurately reflects the rapid adoption of digital technology and post-pandemic changes in Council staff working practices, how residents and communities expect to engage with us and how service and staff needs have evolved and in what ways.

3.3 The need for a strategic approach to address these issues was identified in the council-wide Transformation consultation outcomes and Work Style Report, which fed into the Direction of the Future Council and Organisational Design approved by Members at the Strategy and Resources Committee in October 2022.

3.4 Digital has also been identified as a corporate function in the Our Cambridge Corporate Design Programme, approved by the Strategy and Resources Committee in January 2024. The DDaT Strategy will support this, for example, through consistent processes and systems.

3.5 The aim of this Strategy is to:

- Provide a strategic vision and internal framework for how the Council will use data, digital and technology (DDaT) over the next five years.
- Define consistent application of core design and delivery principles across the organisation and standardise how we collect data, produce online content, and why and how digital solutions are selected.
- Enable data to be better used to support decision making, understand need, target our efforts and resources, improve service and resident outcomes

3.6 The Strategy factors in the need to sequence activity carefully over the next five years. Enabling missions are scheduled to be completed first to ensure both improved working practices are in place, and have created the necessary savings to self-fund, some of the potentially more expensive missions such as data interoperability.

3.7 Each of the four strands within the Strategy is further broken down into missions to guide key activities over the next five years:

Strand	Mission	Description
Digital customer journey	3.1 Create a unified user experience across all digital services	To ensure residents can effectively use Council services by creating an accessible and unified user experience across our digital estate.
Data and information management	1.1 Enhance data interoperability	To refine the way the Council shares and utilises data across key systems, improving resolution time for customer issues and better flow-through of data.
	1.2 Improve the customer experience through better use of data	Ensure access to necessary data for both customers and staff and enhance our self-serve options.
	1.3 Information management and data ethics	Update and ensure compliance and dissemination of the information management policy which sets out the guidelines for how the Council organise, own, and protect our data.
Technology and innovation	2.1 Technical Design Authority (TDA)	Create a TDA to ensure that IT contracts contain optimal technology choices.
	2.2 Make technology buying and management smarter	To change how we buy and manage technology, with a focus on systems that are easy to use, work well with other systems and are adaptable to new needs.
	2.3 Transform how outsourced IT is managed	To review and ensure that any shared ICT services align with the Council's strategic goals.

Strand	Mission	Description
	2.4 Rationalise our IT estate	To verify the efficiency, security, and cost effectiveness of IT contracts, only paying for what we need.
Digital and data skills development	4.1 Improve DDaT skills across the organisation	To empower Council staff with the DDaT skills necessary to operate a modern organisation.

4. Implications

a) Financial Implications

The Strategy has an estimated total cost of £760,000 over five years, and an estimated total benefit of £1,414,000 over the same period, resulting in a net benefit of approximately £654,000.

It is intended that the activity in the Strategy will be self-funded by:

- Existing resource within the Council's mainstream services. This activity is funded through mainstream service budgets.
- Existing resource within the 3C ICT shared service. This activity is funded through mainstream shared service budgets.
- Reinvestment of early savings realised by the Strategy to self-fund the additional skills and resources needed to deliver key elements in the later stages of the Strategy.

However, because costs are indicative at this stage, if any additional funding is required to support the Strategy, this will be reported at a later Strategy and Resources Committee.

b) Staffing Implications

The DDaT Strategy will have implications for how we work with 3C ICT Shared Service staff and the wider organisation. The Strategy aims to build digital capability and capacity across the council, enabling staff to work more efficiently and effectively with modern technology. This will require investing in skills development, recruitment, retention, and succession planning of digital talent.

The Strategy also envisages a more flexible and agile workforce that can respond to changing needs and demands. The Strategy will be implemented in consultation

and collaboration with staff, trade unions and other stakeholders, ensuring that any changes are managed in a fair and transparent way.

c) Equality and Poverty Implications

An Equality Impact Assessment (EqIA) has been produced and is included with this report. The EqIA does not identify any negative impacts from the DDaT Strategy.

d) Net Zero Carbon, Climate Change and Environmental Implications

Adopting the approach set out in the DDaT Strategy is consistent with the Council's approach to net zero carbon, climate change and the environment set out in its Climate Change and Biodiversity Strategies.

e) Procurement implications

As part of the implementation of the DDaT Strategy, the Council will explore opportunities to refine its approach to the procurement of and spending on technological solutions.

f) Community Safety Implications

There are no community safety implications from the DDaT Strategy.

5. Consultation and communication considerations

5.1 The Strategy was co-developed with a digital transformation consultancy, PUBLIC, who engaged a broad representation of key stakeholders from across the organisation, through both individual stakeholder engagements and group workshops. In addition, we have consulted members of the Digital Board, 3C ICT Shared Service, CAT Board, Leadership Team, and the Transformation Board all of which have contributed to and subsequently signed off the strategy to ensure a well-considered and robust approach.

5.2 Once approved, the Council's DDaT Strategy will be communicated internally through:

- intranet articles;
- direct engagement with the Council's Corporate Management Team (CMT); and
- engagement with the wider organisation through Townhalls.

5.3 Where elements of the Strategy need to be communicated externally to our customers or strategic partners these will be communicated through:

- social media posts;
- updates on the Council's website; and
- direct engagement with our strategic partners such as SCDC, HDC and 3C ICT.

6. Background papers

No background papers were used in the preparation of this report.

7. Appendices

- Appendix A - Digital, Data and Technology (DDaT) Strategy
- Appendix B - DDaT Strategy Appendices
- Appendix C - EqIA

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Michelle Lord, Strategic Digital Lead, email: michelle.lord@cambridge.gov.uk.

Digital, Data and Technology Strategy 2024-2029

A blueprint for digital success

Version control: final draft v1.2

DOCUMENT CONTROL

Version history

Version no	Author	Update/s	Approved by	Date
1.0	Michelle Lord	Draft for comments/feedback by Digital Board	Digital Board	26.02.24
1.1	Michelle Lord	Digital Board feedback incorporated and draft for comment submitted to Transformation Board	Project sponsor	06.03.24
1.2	Michelle Lord	Transformation Board recommendations incorporated – mission 1.1 timeline and phasing, mission 4.1 culture and skills	Project sponsor	13.03.24

CONTENTS

EXECUTIVE SUMMARY

Introduction
Between September 2023 and January 2024, Cambridge City Council (CCC) worked with [PUBLIC](#) on the drafting of a new, five-year Digital, Data, and Technology (DDaT) strategy for the Council. The goal of this strategy is to establish the Council's vision and framework for effectively managing digital, data, and technology over the next five years, including the reasons for change (the 'why'); objectives and scope for new interventions (the 'what'); what actions to take in order to get there (the 'how'); the responsible parties for those actions (the 'who'); a timeline for implementation (the 'when'); as well as indicative costs and benefits.

Our goal was to develop a DDaT strategy to synergise the Council's operations; foster innovation, by laying the foundations for the future use of emerging technologies like artificial intelligence (AI); and enhance the experience of both employees and citizens engaging with the council's services. This is a live document, to be regularly updated, and is the result of that work and represents a starting point, designed to evolve over time, from which will help achieve that vision.

Target state: where will we be in five years
This comprehensive digital transformation will not only enhance current services but also lay the groundwork for the Council to adapt and thrive in an increasingly digital future. Residents will benefit from faster, more personalised, and accessible services, while the Council itself will enjoy increased operational efficiency, better decision-making capabilities, and a more agile response to community needs.

Structuring the DDaT Strategy into four distinct strands allowed us to diagnose the current state of the Council and define the desired target state of the Council, to be developed over five years:

Strand 1: Data and information management
The data and information management strand focuses on improving the use of data. It aims to build an effective system for sharing data, which will aid better decision making and improve Council services. It includes improving data interoperability, boosting the digital skills of Council staff, setting clear data rules and structures, and ensuring strong information management and compliance.

Enhanced data interoperability and the fostering of a data-driven culture among Council staff will lead to more informed decision-making, efficient service delivery, and more personalised resident services. This internal efficiency will not only improve the speed and accuracy of responses to resident inquiries but also enable the Council to proactively address community-specific needs. As a result, residents will experience an improvement in the quality and responsiveness of Council services.

Strand 2: Technology and innovation

This strand focuses on advancing our approach to technology at CCC. It aims to ensure that our IT systems are not just current but also efficient, user-friendly, and capable of working seamlessly with other systems. Moreover, we're aiming to derive maximum value from the IT services we procure externally. Central to this strand is the establishment of the Technical Design Authority (TDA) composed of members of CCC and representation from 3C ICT. The TDA will ensure effective technology-related decision making and actions at CCC, enabling the organisation to better set technology requirements, and ensure that IT-related procurement and contract management are conducted effectively. They will be our technology champions, guiding us towards smarter and more effective technology choices. For residents, this translates into more secure, efficient, and user-friendly digital interactions with the Council, enhancing the overall ease and quality of their digital engagements.

Strand 3: Digital customer journey

Digital customer journey focuses on reorienting the Council's approach so that it is more user centric. This strand aims to ensure that the entire Council's digital strategy revolves around serving customers, particularly through the Customer Services centre. It involves designing accessible, user-friendly customer journeys, prioritising high-usage and user feedback-driven journeys. These improvements extend to ensuring comprehensive accessibility for all users. This transformation aligns the Council's services closely with the needs and preferences of its citizens.

A unified digital experience across all services will simplify resident interactions, making them more intuitive and efficient. Emphasis on universal accessibility will ensure that these digital services are easily navigable and usable by all community members, thereby promoting inclusivity. Continuous resident engagement will ensure that services evolve in alignment with resident feedback and expectations, leading to more personalised and effective service experiences.

Strand 4: Digital and data skills development

The Council recognise the pressing need for upskilling to meet the demands of a modern organisation. Current capabilities in using digital tools, adopting agile methodologies, and making data-informed decisions are unevenly spread and under-developed among staff members. This strand will address the absence of continuous support and learning opportunities, such as regular workshops and accessible resources, and supports a structured approach to skill development in digital, data and technology.

The missions

Each strand is further broken down into missions. This allows us to more easily break down how to move from the current state to the desired target state.

Here are the missions we have developed within each strand:

EXECUTIVE SUMMARY

Strand	Missions	Description
STRAND 1: DATA AND INFORMATION MANAGEMENT	**1.1 Enhance data interoperability**	To refine the way CCC shares and utilises data across its key IT systems and to transfer data from outside IT systems (e.g., email, Word documents) into IT systems (e.g., Orchard, Storm). This aims to improve the resolution time for customer issues; improve the flow-through of information to improve planning; and to pave the way for future advancements, such as effectively leveraging AI applications.
	1.2 Improve the customer experience of digital services through better use of data	To optimise the customer service function at CCC by ensuring access to necessary data for both customer service staff and customers themselves, with the objective of boosting first point of contact resolution and enhancing self-serve options.
	1.3 Strengthen information management and data ethics	To update and ensure compliance and dissemination of the 3C ICT Shared Services Information Management Policy which sets out the guidelines for managing the data and information stored in the files and directories that comprise the electronic information repositories of the Council.
STRAND 2: TECHNOLOGY AND INNOVATION	**2.1 Empower technological transformation through the Technical Design Authority (TDA)**	To revamp technology management and decision-making processes at CCC through the establishment of a TDA. This mission focuses on ensuring that CCC gets value for money in its IT contracts; that those contracts contain optimal technology choices; and that effective management of the software lifecycle aligning with the Council's broader strategic technology goals is adhered to.
	2.2 Make technology buying and management smarter	To change how we buy and manage technology. Our focus is on systems that are easy to use, work well with others, and can adapt to new needs. This mission will allow CCC to make informed and strategic decisions regarding technology procurement and management.
	2.3 Transform how outsourced IT is managed	To transform the management of IT services that are shared with other groups, such as 3C ICT, Huntingdonshire District Council and South Cambridgeshire District Council, and ensuring they align with CCC's strategic digital goals. This will

| Strand	Missions	Description
		feed into the upcoming service review/renewal of the shared services agreement, establishing effective partnerships with external vendors, including a revision of the current 3CICT outsourcing model.
	2.4 Rationalise our IT estate	To ensure that CCC has oversight of the entirety of its IT contracts, including those within 3CICT, to verify efficiency, security, and cost-effectiveness, and support for the overall DDaT strategy. In short, to make sure CCC gets what it pays for, and that it pays for what it needs.
STRAND 3: DIGITAL CUSTOMER JOURNEY	**3.1 Create a unified user experience across all digital services, ensuring universal accessibility**	To ensure that all residents can effectively use Council services by creating a unified user experience across digital services; and ensuring that those services are accessible for everyone, aligning with Web Content Accessibility Guidelines (WCAG) and Government Digital Service (GDS) best practices, in addition to CCC's online content principles.
STRAND 4: DIGITAL AND DATA SKILLS DEVELOPMENT	**4.1 Improve DDaT skills across the organisation**	To empower Council staff with DDaT skills necessary to operate a modern organisation, such as the ability to confidently use digital tools, adopt agile methodologies, and make informed decisions based on data.

Strategy implementation timeline and dependencies map

The strategy and its missions will work together to achieve our overall goal of modernising CCC's approach to digital, data and technology. Below is a digital transformation map showing how these missions work together over a 5-year period to achieve our vision, and the interdependencies between them. The timeline is indicative only, and an additional more detailed action plan that specifies individual tasks will be added.

EXECUTIVE SUMMARY

Fig 1: Strategy approximate timeline and mission key dependencies map
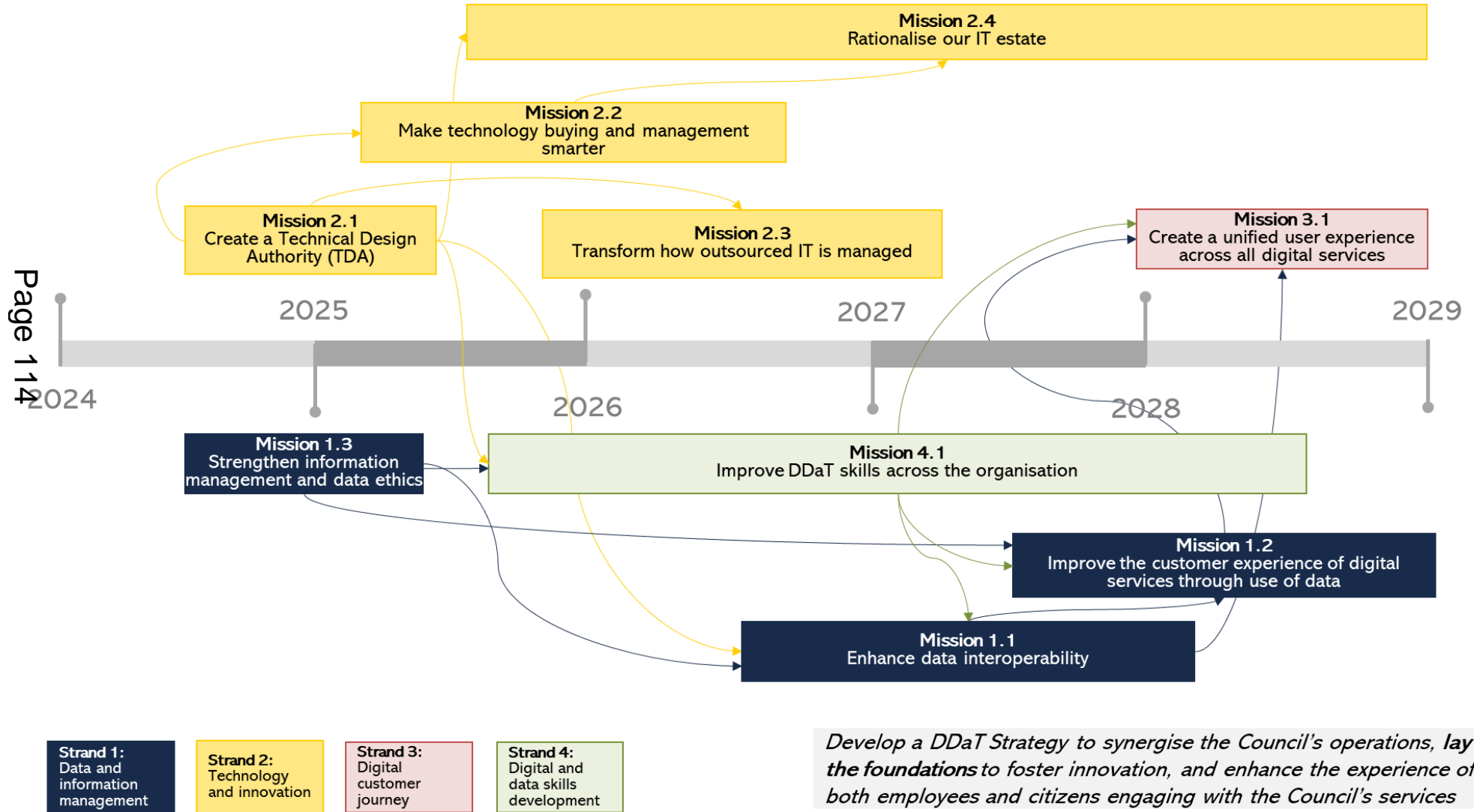
EXECUTIVE SUMMARY

Cost benefit analysis

Overall, the estimated total costs associated with implementing all missions in this strategy amount to £740,000, while the estimated total monetisable benefits within the lifetime of the strategy amount to £1,414,000.

Savings will also continue beyond the initial five-year period, and many non-financial benefits have been identified, including more time efficient and accessible service delivery for our customers. A more detailed breakdown cost-benefit analysis can be found under each mission within this strategy.

Table 2: Costs and benefits by mission

Strand	Mission	DDaT related new spend	Benefit Type	Annual £ estimated benefit[1]	Total estimated benefits (5 years)
Data and information governance	1.1 Enhance data interoperability	£640,000	Non-financial	–	–
	1.2 Improve the customer experience of digital services through better use of data	£20,000	Non-financial	–	–
	1.3 Strengthen information management and data ethics	–	Cost avoidance	–	–
Technology and innovation	2.1 Empower technological transformation through the Technical Design Authority (TDA)	–	Financial	£22,000	£67,000
	2.2 Make technology buying and management smarter	–	Financial	£175,000	£615,000
	2.3 Transform how outsourced IT is managed	–	Financial	£130,000	£390,000
	2.4 Rationalise our IT estate	–	Financial	£77,000	£116,000
Digital customer journey	3.1 Create a unified user experience across all digital services	–	Non-financial	–	–
Digital and data skills development	4.1 Improve DDaT skills across the organisation	£100,000	Financial	£75,000	£226,000
Total		**£760,000**		**£479,000**	**£1,414,000**

[1] Based on estimated start date for individual missions within a five-year period (eg not all missions are delivered from year one)

EXECUTIVE SUMMARY

The chart below details the estimated spend year on year to implement and deliver the DDaT strategy:

Figure 2: Costs and benefits by year
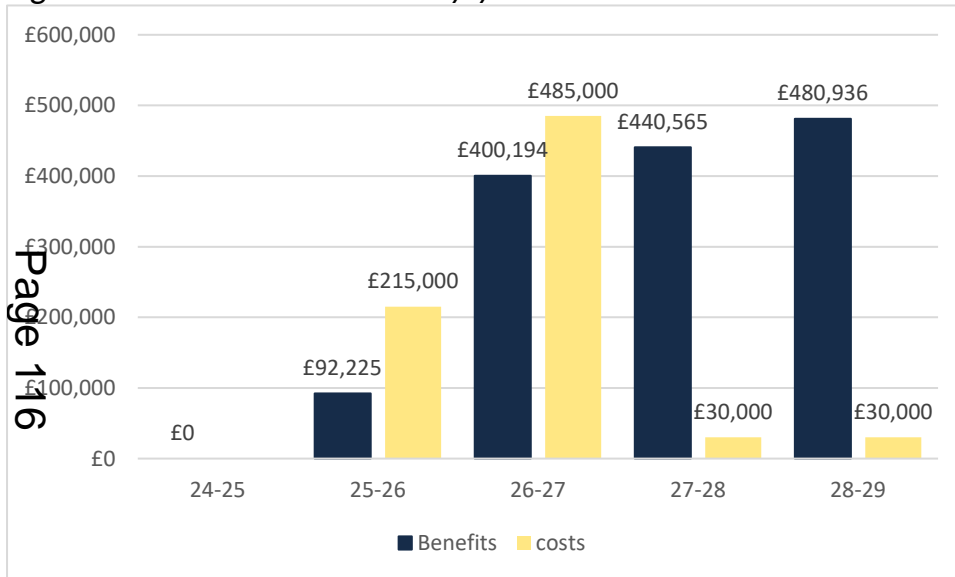
The costs are estimated to peak in year three, where we anticipate most of the investment will be made to make our data interoperable. Financial benefits are estimated to begin in 2025, following the introduction of missions that will improve how we procure systems, and outsource our IT[2].

Financial dependencies

The DDaT Strategy has several **critical dependencies and additional costs** which are intrinsic to its successful delivery. All individual missions are dependent upon capabilities outlined in the Digital Target Operating Model (DTOM), which will form part of the proposed Digital Service, and additional capabilities that will sit within a separate area of the Corporate Hub[3]. Applying the estimated cost of the DTOM recommended hybrid model, the salary costs associated with delivering the strategy is **£720,000** and is largely applied to new roles that will contribute a level of time and effort, over the lifetime of the strategy, are proposed as part of this model. Approximately **£50,000** is anticipated to be supported by Learning and Development for additional capability. In addition, an estimated **£200,000** relates to capabilities identified as having a DDaT skillset but will sit within the Corporate Hub, where they will perform other important duties within the Council.

In total, **£970,000** salary costs is estimated to contribute toward the delivery of the DDaT Strategy. The roles that will support this work are considered essential, particularly to deliver the data and information management strand but would also seriously impact our ability to deliver other missions. For the avoidance of doubt, it is assumed that these new capabilities will be provided by full–time roles with an estimated cost of **£320,000** per annum to the

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[2] Individual missions provide information on how benefits have been calculated.

[3] This includes roles with capabilities such as service design, user journey mapping, business analysis, product design, prototyping, and user research etc.

Corporate Hub and between **£2.1 and £2.4 million** per annum in Digital Service (DTOM) related salaries.

Ownership and maintenance of the DDaT Strategy

To maintain the effectiveness and relevance of our Digital, Data, and Technology (DDaT) strategy, it is essential to have a structured approach for regular reviews and assessments. The Strategic Digital Lead is the owner of the DDaT Strategy. They are responsible for the authoring, execution, maintenance, and revision of the DDaT Strategy over the next five years.

By focusing on how the outcomes of the DDaT strategy align with the broader corporate objectives and target operating model (TOM) of CCC, they will provide strategic insights and ensure that the strategy's evolution is in line with the Council's long-term goals.

How to ensure this strategy remains up to date during execution

As CCC embarks on the journey to transform its digital services, it is crucial to recognise the importance of beginning each mission with a structured, insightful 'discovery' project. We recommend this approach to ensure that the Council's Digital, Data and Technology (DDaT) strategy remains aligned with evolving organisational priorities, realistic about staffing and resources, and responsive to the ever-changing technological landscape.

By recommending the initiation of each mission with a discovery project (see Appendix B for further details), we aim to provide CCC with a robust, structured, and thoughtful approach to implementing its DDaT strategy. This recommendation underlines the Council's commitment to delivering well-planned, effective, and adaptable digital services, ensuring that each step taken is in the best interest of the Council and the community it serves.

Appendices

Finally, the strategy includes a series of appendices:

- **Appendix A:** Methodology for developing the Digital, Data and Technology Strategy
- **Appendix B:** Diagnosing the as-is state of the Council: a synthesis of the research conducted to understand the current state of the Council as it relates to each Strand, providing valuable context and insight into the rationale driving strand objectives and missions.
- **Appendix C:** DLUHC local government digitalisation survey – details the results of survey conducted with multiple councils across the country, to help contextualise the DDaT Strategy of CCC with the performance of other councils
- **Appendices D, E, F and G:** Supporting materials for each mission and supplemental materials in an appendix, including:
  - Alignment to organisational structure – this section details the roles needed to execute each mission,

mapped to Responsible, Accountable, Consulted, and Informed (RACI) assignments.

- o Performance indicators and success metrics – this section sets out the mission's key performance indicators and success metrics.
- o Risk assessment and mitigation strategies – risks and mitigations to anticipate during execution of missions
- o 5-year Roadmap – in a separate appendix, directional roadmaps can be found which sequence the priority actions into a project plan.
- o Where relevant, additional supporting materials per mission have been added to the appendix

Appendix H: Strategy execution, maintenance, and ownership

- **Appendix I:** Case studies – this section details examples of successful interventions in adjacent areas, such as other local governments, the Council or DLUHC, that we can learn from in relation to the Strand.
- **Appendix J:** proposed changes to DTOM dependent capabilities
- **Appendix K:** Design and delivery principles
  - o Technical Design Authority rules
  - o Data standards guidance
  - o Online content principles
- **Appendix L:** Service assessment and lifecycle guidance
- **Appendix M:** Data access and API requirements – tender wording

- **Appendix N:** Digital Journeys research (Dorset Council and Cambridge City Council)

STRAND 1:

DATA AND INFORMATION MANAGEMENT

Purpose

The overarching objective of the data and information strand is to develop strong internal processes to effectively collect, store, and manage the Council's disparate data sources across IT systems, setting a robust foundation for future adoption of emerging technologies including artificial intelligence[4], large language models (LLMs) and advanced data science. The missions and priority actions set out under this strand are designed to (1) facilitate streamlined data sharing across internal IT systems, (2) foster the Council workforce's digital and data skills and 3) build the Council into a data-driven organisation.

Defining the target state of the Council

Theory of change

With quicker access to comprehensive and integrated data, Council staff will be able to address inquiries and requests rapidly and accurately. This increased efficiency not only reduces wait times for residents but also boosts overall satisfaction with Council services. Moreover, the availability of rich, interconnected data enables staff to make well-informed decisions, ensuring that resources are allocated effectively, and solutions are tailored to specific community needs.

Furthermore, the Council's transformation into a data-driven organisation, bolstered by improved digital skills among staff (mission 4.1), paves the way for personalised services and proactive interventions for customers. Additionally, service quality will be improved more efficiently, as staff leverage data analytics and digital tools for continual service improvement. This approach ensures that the Council remains adaptable and responsive to changing community needs, fostering a dynamic and forward-thinking local government focused on delivering high-quality services.

Facilitating streamlined data sharing

User research has shown that CCC currently lacks data interoperability functions both internally and externally - data is held across the Council in multiple different systems that don't talk to each other – and a lack of data standardisation and consistency makes it difficult for data holders and users to collect, store and process data. This limits information sharing across Council teams, prevents effective decision-making, and lowers the quality of service provided.

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[4] The Council recognises and takes seriously challenges and fears associated with AI impacting jobs and is committed to ensuring that AI and data science are leveraged as tools to augment human work and make it more efficient, rather than as replacements for it

STRAND 1: DATA AND INFORMATION MANAGEMENT

Case studies

The 'case studies' (Appendix I) has several examples that highlight successful examples of change in local government (including CCC) related to this strand:

- Family Context – Empowering Social Workers to Safeguard Vulnerable Children in Leeds (Leeds City Council and Stockport Council)
- Shared Planning Service AI powered platform (Cambridge City Council)
- Region of Learning and digital badging (Cambridge City Council) – *to be added*
- Covid data management lessons learned (Cambridge City Council)

Mission 1.1: Enhance data interoperability

Objective and scope (the 'what')
To refine the way CCC shares and utilises data across its key IT systems and to transfer data from outside IT systems (e.g., email, Word documents) into internal IT systems (e.g., Orchard, Storm).

Reasons for change (the 'why')
This mission aims to have benefits across various sectors within the Council, including housing and housing repairs. Advancements in data interoperability can not only streamline customer service interactions but also empower staff across different departments with timely and accurate information. This in turn facilitates more informed decision-making and direction, supporting not just self-service options but also enhancing the overall efficiency of Council operations by helping employees be more efficient in their work – both in directly serving clients but also working with automated data to, for example, conduct planning and scheduling of work.

Overall, by integrating disparate data systems and improving data consistency, the Council can more effectively share information across departments. This leads to more informed decision-making and optimises service delivery. It lays the groundwork for future technological advancements, including the integration of AI and advanced data science, thereby ensuring a robust and responsive data infrastructure.

Priority actions to get there (the 'how')
Data interoperability can be achieved through various methods, each with its own level of manual involvement or automation. The ideal form of data interoperability is full automation, where IT systems can exchange data without humans in the loop.

This interoperability mission seeks to provide a pragmatic approach that delivers results in the short-to medium-term without reliance on APIs, uniform data standards, and central CRM systems. These standard methods pose enforcement challenges and are not presently viable within the IT landscape of CCC, where APIs are notably absent in many systems.

Comprehensive data and system inventory
- Continue the comprehensive inventory and catalogue of all data sources and systems begun in October 2023 to provide a comprehensive view of services, systems, functionality, ownership, and key information assets they hold, aiding staff in understanding and navigating Council resources
- Use this inventory to assess:
    - The technical feasibility – do the tools we use offer bulk import and export of data or middleware integration or API of any sort?
    - The practical need – what are the useful workflows that we are enabled to deliver if we do the integration.

Mission 1.1: Enhance data interoperability

- Establish prioritisation principles to determine order of approach to making systems interoperable.
  - Use this to define cost, effort, and business benefits to ensure changes are affordable and architecturally sound.
- Undertake a data landscape review as data demands reach digital services, capture the data requirements for business processes to gain a full understanding of the organisation's data.
- Develop a data model that will provide a detailed and clear definition of how data is stored within the council's core systems.
- Develop a corporate data dictionary with standard definitions and a common vocabulary across the organisation.
- CCC should determine, based on the data integration constraints of priority IT systems, whether it is feasible to pursue the short-and medium-term solutions listed below.
- If these prove to not be feasible due to technical constraints, then the right approach is to continue with the long-term approach, below, to incorporate middleware requirements into future procurement practices and contracts.

Migrate non-system data
- Identify data currently housed outside IT systems (e.g., Word docs, emails, Excel sheets), prioritising workflows based on what will have the most significant impact on service delivery and decision-making.
- Transfer data currently housed in non-IT formats into IT systems to make accessible by other systems. This should be done via an engagement and communications campaign across the Council to explain the benefits to employees of transferring data; the value it will bring to customers; and the impact that individuals can have to help make change in the Council.

Change business processes to bulk manual uploads
- Identify processes that currently involve non-bulk manual data uploads.
- Enable teams within the council to map and improve processes to use bulk-manual uploads.

Engage with the market and enable the implementation of middleware solutions
- Engage with the market, specifically middleware aggregator suppliers
- Enable teams within the council to implement middleware solutions based on the prioritisation exercise above to include a mechanism ongoing maintenance of the middleware solution

Incorporate middleware requirements
- Incorporate middleware requirements into future procurement practices and contracts

Mission 1.1: Enhance data interoperability

Implementation timeline (the 'when')[5]
The strategy for achieving enhanced data interoperability involves completing the comprehensive data and systems inventory as well as moving from non-bulk manual methods to bulk manual methods in the short term, using middleware solutions for partial automation in the medium term, and aiming for full automation through changes in procurement and contract management in the long term. This is considered a priority mission and should be the commenced as soon as resources are in place.

Short-term
Complete comprehensive Data and Systems inventory
- Complete inventory of data sources that was started in October 2023.
- Assess technical feasibility and practical needs of integrating systems and prioritise which systems to integrate first.
- Gain a full understanding of the data integration constraints of priority IT systems.

Move non-bulk manual[6] interoperability to bulk manual[7] interoperability:

- Ensure IT systems can export and import bulk data, most commonly .csv files.
- Change business processes so that rather than the non-bulk manual approach currently taken, the customer service team, for example, upload changes between systems at scale.
- Determine what cadence of data uploads is appropriate to ensure that there is no latency in the delivery of services. As a benchmark 1–2 times daily should be considered.

Medium term
Automate parts of interoperability solutions:

- Engage with the market to determine whether to build, buy (specifically middleware aggregator suppliers such as Mulesoft and Zapier, to see how those solutions can be used to meet the requirements of CCC), or re-use middleware solutions.
- Evaluate cost-benefit of different approaches technical approaches against the savings they enable.
- Use middleware solutions where possible with existing IT systems to automate download and upload of data between systems. Middleware solutions can be used to automatically convert data in .csv files into a usable format for other systems.

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[5] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project
[6] Non-bulk manual method: this is the current practice at CCC, where data is manually transferred between systems like Orchard and Storm via applications like Notes.

[7] Bulk manual method: this involves configuring IT systems to import and export large volumes of data, typically in .csv file format. Instead of manual one-by-one data handling, data is uploaded in bulk enabling 100, 1000 or more records to move at once.

Mission 1.1: Enhance data interoperability

- Once short–term changes are made to enable bulk manual interoperability, middleware can be used to automate half the process.

Long-term

Move to automatic[8] interoperability via changes to procurement and Contract Management:

- Incorporate middleware requirements into future procurement practices and contracts (noting dependency and alignment with mission 2.2)
- For new procurements, the technical requirement for data integration should be Restful APIs, which are industry standard.

Responsible parties (the 'who')

The Strategic Digital Lead is ultimately accountable for this mission and should call on the Technical Design Authority (TDA) for support in requirements setting, market engagement, managing the software lifecycle, horizon scanning for new solutions, and driving the overall actions of the mission through the organisation. It is anticipated that the middleware will be implemented using external support, and that the ongoing maintenance will need to be included as part of the Digital Service resource. However, there are key functions from within the Digital Service and Corporate Hub which will be responsible for performing key tasks to deliver this mission, and include:

- Digital Service Management
- Digital Strategy Delivery
- Data Architecture
- ICT Contract Management
- Change Management and Delivery
- Solution Architecture
- Product Management[9]
- Business Analysis

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[8] Automatic method: the aim of interoperability, is achieved through IT systems integrated with APIs, allowing seamless data exchange without manual intervention.

[9] The product management function encompasses end-to-end lifecycle of service and product development. It includes design, functionality, delivery, and ongoing maintenance, reflecting a comprehensive view of our services from the users' perspective. This is a new function that supports a commitment to not only design services that are user-focused but also to manage and deliver them as holistic products that meet the evolving needs of our community.

Mission 1.1: Enhance data interoperability

Cost-benefit analysis[10]

Mission 1.1 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
£660,240	Non–Financial	–	–

- Indicative benefit (non-monetisable): 884 hours per annum from year 4 onwards.
- Indicative number of hours saved in housing–related transactions by customer service staff per year, where housing equals 48% of all calls received by customer service.
- Additional benefits from the support of digital channel shift to self-service solutions by citizens, getting throughput of information to services more quickly for more efficient planning
- Benefits calculated using a 12:1 ratio of transactions to hours saved based on a study done by Neath Port Talbot Council https://arvato.co.uk/wp-content/uploads/2022/02/Who-we-work-with-Neath-Port-Talbot-Feb2022.pdf

[10] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Mission 1.2: Improve the customer experience of digital services through better use of data

Objective and scope (the 'what')

To optimise the customer service function at CCC by ensuring access to necessary data for both customer service staff and customers themselves, with the objective of boosting first point of contact resolution and enhancing self-serve options.

Reasons for change (the 'why')

By having a unified view of customer data, service agents can provide quicker, more accurate responses, and tailor services to individual needs at any given time, following a principle of being able to serve customers at 'any touch point at any time'.

Furthermore, interoperability facilitates the enhancement of self-service platforms, allowing residents to easily access services, track their requests, and find information without the need for direct interaction with customer service staff, thus reducing wait times and improving overall satisfaction. The ability to integrate data from various sources also means that CCC can anticipate and proactively address common customer issues, driving continuous improvement in service delivery and customer experience.

Implementing measures to foster better use of data across CCC will support digital channel shift, enabling automation of high-volume, low complexity tasks by customers, and thereby freeing up the Council workforce to spend more time on higher complexity customer interactions.

This mission aligns with the strand's objective of becoming a data-driven organisation, ensuring services are not only more efficient but also more attuned to the specific needs of the community.

Priority actions to get there (the 'how')

- Assess and enhance data utilisation:
  - Evaluate how the customer service team currently uses data, with a focus on identifying areas where data is under-utilised, not interoperable, and has a negative impact on customer service request resolution.
  - Determine what needs to be measured or evidenced (eg what do we need to understand, what problems do we need to solve), and if we have access to the data to demonstrate and support this, or if additional data collection is required.
  - Reinstate the Data Community of Practice as a forum to discuss challenges and solutions, develop capability, and support the use of data to build better services for customers.

Mission 1.2: Improve the customer experience of digital services through better use of data

- Streamline services for different customer groups:[11]
  - Prioritise services accessed by different customer segments to ensure efforts are focused on the most impactful areas for customers.
- Implement efficient data sharing mechanisms:
  - Deploy middleware solutions to enable quick and secure access to necessary data for customer service agents, improving response times and accuracy (noting dependency on mission 1.1).
  - Create comprehensive dashboards that provide a detailed view of all customer interactions and procedures, enhancing service delivery and customer insights, using PowerBI for example.
- Develop self-service platforms:
  - All customer-facing platforms should aim to be self-service by default. Self-service platforms will enable customers of CCC to fulfill needs independently without the need for customer service support and time (noting dependency on mission 3.1).
  - Ensure these platforms are intuitive and cater to the specific needs of CCC's diverse customer base, including provisions for accessibility and user-friendliness.

Implementation timeline (the 'when')[12]
The implementation of the middleware solutions is estimated to be completed during 2026, as these will be implemented sequentially. Upon completion of mission 1.1 (make data interoperable), the Council will be able to build more robust and automated dashboards from 2027. However, as the Council increases its understanding of the data it holds, we anticipate that data insights and sharing can begin from 2025.

Responsible parties (the 'who')
The key functions from within the Digital Service and Corporate Hub which will be responsible for performing key tasks to deliver this mission, include:

- Digital Service Management
- Digital Strategy Delivery
- Data Architecture
- Change Management and Delivery
- Service Design and User Research
- Product Management
- Software Development
- Business Analysis
- Data Analysis

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[11] Impact can be defined by speed of resolution, increase in use of self-service solutions, increase in time saved by customer service staff. For example, this could include developing and refining processes for booking jobs, particularly for housing repairs, using

customer data to streamline and personalise the experience (noting dependency on technical feasibility and prioritisation conducted in mission 1.1).

[12] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

Mission 1.2: Improve the customer experience of digital services through better use of data

- Performance Analysis
- Information Governance
- Automation and AI

The accountable person for this mission is the Strategic Delivery Lead.

Cost-benefit analysis[13]

Mission 1.2 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
£20,000	Non-Financial	–	–

- Indicative benefit (non-monetisable): 1,545 additional calls resolved first time per year which represents approximately 2% of total call volumes.
- Benefits calculated by applying difference of total number of First Contact Resolution (FCR) calls pre-and post-intervention due to better joined up data using data from Neath and Part Talbot Council.
- Additional benefits could come from the reduction of overall organisational complexity due to increased FCRs, i.e., not

needing additional time spent on processes for additional interactions

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[13] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Objective and scope (the 'what')

This mission is to enhance how we manage, own, and protect our Council's data. We aim to do this by making sure our Information Management Policy is up to date, understood by everyone, and strictly followed. This policy is our blueprint for handling the vast amounts of information we hold. When complete, Council staff will be better versed in ethical data usage, and how this sits alongside our legal responsibilities.

We believe that managing our data centrally, instead of leaving it to individual departments, will make this process smoother and more efficient.

Reasons for change (the 'why')

It is essential that we ensure that data is managed responsibly and ethically as well as bolstering the way we protect personal data so that the Council remains in compliance with all relevant laws and regulations such as GDPR.

Efficient navigation and understanding of our data assets, ensuring compliance through regular audits and monitoring, and enhancing the reliability and security of data governance are all fundamental for the successful implementation of advanced data technologies and for maintaining public trust in the Council's digital transformation initiatives.

Enabling the Council to identify gaps in data collection or duplication, to question what is collected, and to influence data

that can be interconnected are critical to support the overarching aims of other missions within this strand.

Priority actions to get there (the 'how')

- Review and update, where appropriate, the Information Management Policy:
  - o Include ethical standards for data (at a project level), aligned with GDPR requirements. For example, incorporating and encouraging the application of the Data Ethics Framework.
  - o Ensure the policy is accessible and understandable to all staff, regardless of their technical expertise.
  - o Provide guidance to the organisation on use of SharePoint, Teams channels and streamlining document management and tracking key documents, including naming conventions, file structures and version control to make them easy to navigate and locate.
  - o Keep an up-to-date record of when data has been validated and checked, and by whom, to ensure information is being processed correctly.
  - o Make information about what data CCC currently holds; what they are used for; who uses them; and the type of data they contain widely accessible, to ensure CCC staff can understand what existing data resources are available and who is responsible for them.
- Audit and compliance monitoring:

Mission 1.3: Strengthen information management and data ethics

o Implement an audit and compliance monitoring system to regularly assess data usage, adherence to Information Management policies, and GDPR compliance (noting dependency on mission 1.1 and ensuring data can be extracted from current IT systems for audit).

o Establish a feedback mechanism to continuously improve information management practices based on audit findings.

• Communicate the benefits of information management:

o Actively communicate how enhanced information management can support various Council activities, illustrating practical examples and benefits.

o Ensure that the advantages of robust information management and data governance are clearly understood across all levels of the Council, especially through joining up with the DDaT skills programme (noting dependency on mission 1.3).

Implementation timeline (the 'when')[14]
It is the recommendation of the DDaT Strategy that this is one of the first missions to be implemented as it will determine how successful other data and information management missions will be. It is anticipated that this would commence in 2024, and then

be carefully monitored going forwards for the lifetime of the strategy.

Responsible parties (the 'who')
Responsibility for information management sits with the Information Governance team, with the accountable person being the Information Governance Manager and Data Protection Officer. It is our recommendation that the IG team work closely with the Council and the Digital Service on how the policy is communicated, maintained and the data inventory is kept up to date.

Cost-benefit analysis[15]

Mission 1.4 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
-	Cost Avoidance	-	-

• There is potential cost avoidance of £120,000 (based on a fine issued by ICO to Stoke-on-Trent Council for personally identifiable information (PII) violations).

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[14] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

[15] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Our Cambridge

STRAND 2:

TECHNOLOGY AND INNOVATION

STRAND 2: TECHNOLOGY AND INNOVATION

Purpose

Strand two is about advancing our approach to technology at CCC. The purpose is to ensure that all systems across our IT landscape are not just current but also efficient, user-friendly, and capable of working seamlessly with other systems. Moreover, we're aiming to derive maximum value from the IT services we procure externally.

The objective of this strand is to provide a strong foundation for more advanced or innovation use of technology in the future. The interrelated missions and priority actions set out under this strand are designed to (1) improve systems and processes to ensure the effective technology management, procurement, and outsourcing, and (2) streamline and modernise the Council's IT estate.

Defining the target state of the Council

Theory of change

The establishment of the Technical Design Authority (TDA) will lead to more efficient, user-friendly, and integrated IT systems, streamlining the digital experience for users. Additionally, smarter technology procurement and management, along with improved management of outsourced IT services, will ensure high-quality, resilient digital services that align with the Council's strategic goals and those of partners.

The commitment to modernise the Council's IT infrastructure will lead to more secure and sustainable digital services. As the IT systems become more current and adaptable, they will support a range of user-centric initiatives, including advanced technologies like AI. The focus on user-centric service design will ensure that Council services are not only technically sound but also deeply resonant with community needs. This shift promises services that are more tailored and relevant and reliable, leading to a seamless blend of functionality, design, and ease of use. Through these efforts, CCC will be poised in the future to become a leader in local government technology innovation, continuously improving its services to meet and exceed the expectations of its community.

Technical Design Authority

Central to this strand is the establishment of the Technical Design Authority (TDA) composed of members of CCC staff as it increases its capabilities under the DTOM, and our ICT provider. The TDA will be the driving force behind all technology-related decisions and actions at CCC, encompassing a wide range of responsibilities from ensuring technology requirements are in place, to ensuring that procurement and contract management are conducted effectively by the organisation. Members of the TDA will be our technology champions, guiding us towards smarter and more effective technology choices.

STRAND 2: TECHNOLOGY AND INNOVATION

Improving systems and processes to ensure effective technology management, procurement, and outsourcing

This strategy has been developed to enable the Council to create a responsive and modern technology environment that meets the dynamic needs of our community, as well as laying the foundations for advanced technology applications, particularly in the realm of artificial intelligence (AI).

Streamline and modernise the Council's IT Estate

User research has shown that there are many systems in the Council which are not interoperable or are not working optimally for users. There are also systems that do similar but slightly different things. To overcome these challenges, this strategy will ensure the Council's IT systems are current, adaptable, user-centric, interoperable, and avoid duplication.

Case studies

The 'case studies' (Appendix I) has two examples that highlight successful examples of change in local government (including CCCC) related to this strand:

- Procuring technology for housing services across the county (Redbridge, Woking, Greenwich, Kingston, Sutton, Adur and Worthing Councils)
- IEG4 contract procurement lessons learned (Cambridge City Council)

Mission 2.1: Empower technological transformation through a Technical Design Authority (TDA)

Objective and scope (the 'what')

To re-vision technology management and decision-making processes at CCC through the establishment of a Technical Design Authority (TDA). Overall, the establishment of the TDA is a critical step in advancing CCC's approach to technology. The TDA's role in empowering the Council to set technology standards and support the Council in ensuring effective procurement and contract management, that aligns with the strategies wider objective of ensuring IT systems are not only current but also efficient and user-friendly.

Reasons for change (the 'why')

This mission focuses on ensuring that CCC gets value for money in its IT contracts; that those contracts contain optimal technology choices; and that effective management of the software lifecycle aligning with the Council's broader strategic technology goals is adhered to.

As a collective, the TDA will enable an improved (and shared) Intelligent Client function that removes single person dependency, and streamline the delivery process across the DDaT strategy, providing oversight for consistent and coherent reporting to leadership and throughout the organisation. For this reason, it is also imperative that the TDA be staffed with people who work full time at CCC, as this will provide them with the properly aligned organisational knowledge and political will.

With the TDA's governance, CCC will be poised to adapt and evolve its DDaT strategy over time, maintaining its relevance and effectiveness in an ever-changing digital landscape. Regular updates, reviews, and maintenance conducted by the TDA will underpin a dynamic approach to technology management, placing CCC in a strong position to meet the current and future needs of its residents and staff.

Priority actions to get there (the 'how')

The actions of the TDA will have many interdependencies on other missions listed in the strategy. The responsibilities of the TDA should include the following:

Requirements setting guided by product management

- Work closely with representatives from different departments to ensure colleagues have fully considered our IT, user, and technical requirements.
- Ensure these requirements genuinely reflect the needs of those who use these systems.

Software lifecycle guided by solution architecture

- Support the Council to introduce, maintain, and eventually retire various software solutions, to include the identification and monitoring of who is the contract signatory, contract owner, system owner, and budget holder to ensure accountability.

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Mission 2.1: Empower technological transformation through a Technical Design Authority (TDA)

- Maintain a systems and applications catalogue that tracks the lifecycle stage of each software, aiding in timely decisions about vendor re-engagement and market exploration.

Horizon scanning guided by product management
- Actively participating in external forums like the LGA, DLUHC, SOCITM, and engaging with academic insights from institutions like the University of Cambridge.
- Keeping the Council abreast of emerging technology trends, innovations, and best practices, ensuring CCC's technology strategy is forward-looking and dynamic.

Establish the TDA
- Determine structure and operational model:
  - Formulate the structure and operational model for the TDA, ensuring it has clear roles, responsibilities, and authority within the Council.
  - Align TDA activities with other missions in the DDaT strategy to ensure cohesive and synergistic progress across initiatives.
  - Appoint members to the TDA (see appendix K for recommendation)
  - Map and define process for organisation to use TDA (what circumstances, how do they do it), then implement and support with the change management of the organisation to this new process
- Define governance and operating procedures:
  - Develop and document governance frameworks and operating procedures that outline how the TDA will function and make decisions.
  - Communicate the mandate of the TDA across the organisation
- Develop ongoing strategy review and adaptation:
  - Establish a regular cadence of meetings for the TDA to review progress of the DDaT strategy and see whether adjustments need to be made
  - Conduct reporting to the rest of the organisation on the progress of the DDaT Strategy and the rationale behind any changes to its approach
  - Create a feedback loop with Council departments and external stakeholders to ensure the TDA's work remains aligned with user needs and strategic goals.
  - Schedule regular review sessions to assess the TDA's effectiveness and adapt its approach to meet evolving needs and challenges.

Mission 2.1: Empower technological transformation through a Technical Design Authority (TDA)

Implementation timeline (the 'when')[16]

Establishing the TDA is a priority mission for the Council. Whilst new roles are recruited by the Council, mechanisms should be explored as soon as possible that means that the Council has oversight of all system or license related requests (which currently bypass the Council and go straight to 3C ICT).

Responsible parties (the 'who')

The accountable person for the TDA will the Strategic Digital Lead. The following functions are likely to be involved in the TDA:

- Digital Service Management
- Strategy Delivery
- ICT Contract Management
- ICT Finance
- Solution Architecture
- Data Architecture
- Change Management and Delivery
- Product Management
- 3C ICT

Cost-benefit analysis[17]

Mission 2.1 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
–	Financial	22,000	£64,000

- There is potential financial benefit of £64,000 over 5 years
- Expected benefits gained from 5% improvement to missions 1.3, 2.2, 2.3 and 2.4 because of improved governance created by setting up the TDA.

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[16] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

[17] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Mission 2.2: Make technology buying and management smarter

Objective and scope (the 'what')

To transform the way that CCC buys and manages technology. Our focus is on systems that are easy to use, work well with others, and can adapt to new needs.

Reasons for change (the 'why')

This mission will allow CCC to make informed and strategic decisions regarding technology procurement and management. The Council will have a robust set of guidelines that streamline the purchasing process, ensuring that all technology acquisitions are user-friendly, interoperable with existing systems, and flexible enough to meet future demands. CCC will benefit from a workforce that is trained in modern procurement practices and understands the importance of aligning technology choices with the Council's strategic objectives. This includes recognising when to innovate and when to utilise existing solutions, maximising the value from the Council's IT investments. It will also allow CCC to improve its relationship with its technology partners and vendors.

Improved contract management procedures will allow for better oversight and more effective use of technology resources. The Council will have the ability to audit, review, and manage contracts proactively, thus avoiding unnecessary expenditure and fostering a culture of financial prudence. As a result, CCC will be positioned to respond more dynamically to the needs of its residents and the operational requirements of its services, all while adhering to the principles of good governance and fiscal responsibility. This mission will help CCC to clarify roles and responsibilities in procurement and contract management, ensuring clear understanding and ownership among all involved parties, and aligning to DTOM. This will include a focus on learning to say 'no' – knowing when not to procure and instead opt for re-use or existing solutions.

Overall, optimising procurement practices is key to deriving maximum value from externally procured IT services. By refining these processes, CCC can ensure that its investments in technology are cost-effective, high-quality, and strategically aligned with its digital transformation goals.

Priority actions to get there (the 'how')

Work with the CCC procurement team to add additional steps and guidelines as part of technology buying

- Get user research, product management, and business analysis to work with procurement to determine a) what the Council needs (requirements) and b) what is legal for the Council to procure as additional guidance.
- Evaluate technology purchases based on clearly defined business requirements, user stories, and technical specifications.
- Address the need for a process that considers products beyond traditional 'IT', integrating IoT/pro-tech solutions like

Mission 2.2: Make technology buying and management smarter

fleet procurement and the installation of sensors and other IT devices in Council properties.

Enhance staff training and role clarification

- Implement comprehensive training for staff representing business analysis, and digital product management, in procurement (note dependency with mission 4.1 (skills development) and role specific training).
- Assess whether this function best sits at the 1, 2, or 3 council level as a shared training opportunity/cost.

Audit contracts and take a targeted approach to their management

- Conduct a thorough audit of existing contracts, focusing on those requiring immediate attention and improvement.
- Make sure the existing contract register at CCC (Proactis) can be used to track renewal dates and manage contracts effectively based on KPIs.
- Identify contracts that fall below the value required by the contract register, to ensure a comprehensive picture is obtained.
- Identify where service areas have purchased software licenses that can be accessed online, without 3C ICT permission (e.g., Miro).

- Based upon the audit outcomes, take a targeted approach to improving procurement and contract management on a contract-by-contract basis.

Adopt best practices in technology buying and management including

- Engage in pilot projects, ensuring systems are ready for use before full-scale implementation.
- Strengthen market engagement processes to identify leading vendors, focusing on robust supplier relationships and best-in-class technology.
- Foster a partnership approach with suppliers, including incentives for good practices and penalties for poor performance.
- Implement mandatory contract management and review processes for regular vendor interactions.

Market engagement guided by ICT contract management

- Develop knowledge of the best market offerings from IT vendors and use this to guide our decisions in vendor selection, contract negotiations, and ensure we request the most suitable technology solutions.

Engage with the wider stakeholder ecosystem

- Establish and maintain formal communication channels with counterparts at 3C ICT and Councils with shared services,

Mission 2.2: Make technology buying and management smarter

ensuring a cohesive approach to IT strategy and implementation across different administrative levels and service areas.

- Proactively engage with external organisations serving the citizens of CCC, such as the NHS and local business groups, to align CCC's digital transformation with the broader needs and expectations of the community.
- Regularly assess and incorporate feedback from these external stakeholders, ensuring that CCC's IT initiatives are not only internally coherent but also externally relevant and supportive of wider community objectives.
- Ensure alignment with other parts of CCC including the Transformation and Digital Boards – it is important that there is not duplication of effort across these Boards and that responsibilities are clearly delineated.

Implementation timeline (the 'when')[18]

The implementation of this mission is dependent upon the successful establishment and running of the Technical Design Authority (mission 2.1). With the TDA in place, it is anticipated that the Council will experience of the benefits of this mission from 2025 onwards.

Responsible parties (the 'who')

It is important that the ownership of this mission sit within the CCC organisation. Procurement needs to align completely with the technical and product requirements of CCC, and as such must sit in the organisation with those roles. There should be close coordination with SCDC and HDC to understand how the technical and product requirements of CCC interrelate with the technical and product requirements of the other councils.

Cost-benefit analysis[19]

Mission 2.2 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
–	Financial	£175,000	£614,000

- There is potential financial benefit of £614,000 over 5 years
- Expected benefits based on 10% reduction to total cost of ICT contracts per year.
- 10% multiplier based on a case study from the UK Multi-Academy Trust

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[18] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

[19] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Mission 2.3: Transform how outsourced IT is managed

Objective and scope (the 'what')

To transform the management of IT services that are shared with other groups, such as 3C ICT, Huntingdonshire District Council and South Cambridgeshire District Council, and ensuring they align with CCC's strategic digital goals. This will ensure that as part of the next upcoming review/renewal of the shared services agreement (and in line with the DTOM), that effective partnerships with external vendors are established, including a revision of the current 3C ICT outsourcing model.

Reasons for change (the 'why')

Upon the realisation of this mission, CCC will be empowered to foster more collaborative and mutually beneficial relationships with IT service providers. This will open potential avenues for co-developing products and driving cost reductions while ensuring that the processes of requirements setting, and product management remain under CCC's control.

By maintaining ownership of requirements setting and product management, CCC will ensure that all digital services and infrastructure are built upon a deep understanding of the user experience, whether they are staff or residents. Additionally, with the Technical Design Authority (TDA) providing clear governance, CCC will be able to maintain oversight of outsourced IT functions, ensuring that external partners are held accountable and that services are delivered efficiently and in alignment with the Council's strategic objectives.

Overall, reviewing and revamping how outsourced IT services are managed is crucial for maintaining an efficient and current IT estate. By improving oversight and management of these services, the Council can ensure that outsourced IT solutions are not only effective but also align with the Council's broader technology strategy. This mission aligns with the strand's focus on efficiency and user-friendliness, ensuring outsourced IT services contribute positively to the Council's digital transformation journey.

Priority actions to get there (the 'how')

Strengthen contract management capabilities

- Implement a contract management system to oversee the entire lifecycle of IT service contracts, from initiation and performance monitoring to renewal or termination.
- Train staff in contract management best practices to ensure they can effectively manage and negotiate IT service contracts, ensuring value for money and service quality.

Define and communicate requirements with external providers

- Inform 3CICT and Huntingdonshire District Council and South Cambridgeshire District Council about the adoption of the new DTOM. Specify precisely what the DTOM roles will do.
- Assign specific counterparts at the individual level for them to interface with in each other organisation; describe how they will work together; and set a cadence and structure for

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Mission 2.3: Transform how outsourced IT is managed

meeting that allows the partnership to be unambiguous and clear from the beginning

- Develop a formal process for defining, communicating, and updating business and technical requirements to external IT service providers and partners.
- On an ongoing basis, ensure that the requirements reflect CCC's strategic objectives and are clearly understood by all external partners, including 3C ICT, Huntingdonshire District Council, and South Cambridgeshire District Council.

Enhance partnership and collaboration

- Launch a stakeholder engagement campaign to foster stronger partnerships with key technology stakeholders such as Greater Cambridge Partnership and Smart Cambridge, ensuring that technology initiatives are aligned, and synergies are maximised. One immediate example is exploring how technology developed in the Smart Cambridge traffic and transport projects can be used in adjacent use cases across the Council, like asset management and sustainability.
- Establish regular communication channels and joint working groups to facilitate collaboration and knowledge sharing across different technology projects.

Establish a monitoring and review mechanism

- Implement a robust monitoring and review mechanism to regularly assess the performance of outsourced IT services against agreed-upon KPIs and service level agreements.
- Conduct regular review meetings with IT service providers to discuss performance, address issues, and identify opportunities for service improvement.

Implementation timeline (the 'when')[20]

This mission is dependent upon the outcome of the work currently being done on the Digital Target Operating Model, and the 3C ICT Service Review. The current agreement ends in September 2025, and it is anticipated that the enhanced ways of working with partners will commence from 2026 onwards.

Responsible parties (the 'who')

The accountable person for the implementation of the DTOM is the Strategic Digital Lead. There should not be the expectation that the TDA or CCC can technically execute everything it needs. Once business and product requirements are set, technical requirements can then be set by partners such as vendors or 3C ICT, who must be regularly engaged with by the TDA to ensure

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[20] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

Mission 2.3: Transform how outsourced IT is managed

that all requirements are being adhered to. The key capabilities that need to be involved include:

- Digital Service management
- Strategy Delivery
- ICT contract Management
- ICT Finance
- Enterprise Architecture
- Solution Architecture
- Data Architecture
- Change Management
- Service Design
- Product Management
- Business Analysis
- Learning and Development

- There is potential financial benefit of £390,000 over 5 years
- Financial benefits of £130,000 per year are aligned to those identified in the DTOM hybrid model.

Cost-benefit analysis[21]

Mission 2.3 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
–	Financial	£130,000	£390,000

[21] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Mission 2.4: Rationalise our IT estate

Objective and scope (the 'what')
To ensure that CCC has oversight of the entirety of its IT contracts, including those within 3CICT, to verify efficiency, security, and cost-effectiveness, and support for the overall DDaT strategy. In short, to make sure CCC gets what it pays for, and that it pays for what it needs.

Reasons for change (the 'why')
Overall, rationalising the IT estate involves streamlining and modernising the Council's technology infrastructure. This mission is critical in ensuring that the Council's IT systems are adaptable, interoperable, and user centric. By focusing on creating a more coherent and integrated IT environment, this mission directly supports the strand's objective of enhancing IT service delivery in line with current best practices and preparing the foundation for future technology applications, including AI and advanced digital services.

Priority actions to get there (the 'how')
Below are near-term, specific IT systems changes that we recommend based on our work over the past months:

IEG4 replacement evaluation
- Conduct thorough research on the existing IEG4 system to decide how to remove elements of products or integrations that CCC does not require/use.
  - This decision should be based on cost-effectiveness, system performance, and alignment with the Council's broader digital strategy. Discuss this with IEG4 in contract negotiations in January 2024.
  - During the contract extension with IEG4, the council should consider the integration capabilities and cost implications of renewing versus procuring a new service.

Strategic priorities for improvement of CCC's IT estate
- IT systems assessment and decision framework:
  - Conduct a comprehensive review of all current IT systems to assess their efficiency, security, and alignment with CCC's strategic goals.
  - Develop a decision framework based on the assessment to determine which systems to retain, upgrade, or decommission.
- Assessment of cloud migration feasibility:
  - Review each system to determine if it can be moved to the cloud.
  - Given that on-premises solutions carry higher risks, focus on identifying opportunities for secure and cost-effective cloud migration.
- Personal data protection analysis:
  - Examine each system to identify if any Personally Identifiable Information (PII) is held.
  - Ensure all systems comply with data protection regulations and the Council's data privacy standards.

Mission 2.4: Rationalise our IT estate

- o Understand if Data Protection Impact Assessments (DPIA) and Records of Processing Activities (RoPA) have been completed.
- Function duplication review:
  - o Scrutinise the functionality of all systems to identify any overlaps.
  - o Look for systems capable of performing multiple functions to consolidate the number of systems in use.
- Ownership and expertise evaluation:
  - o Review the ownership structure of each system.
  - o Ensure owners have the necessary experience in drafting business and product requirements, as well as success criteria.
  - o Consider further consolidation of ownership where feasible.
- Supplier consolidation:
  - o Investigate the possibility of reducing the number of suppliers. This will streamline procurement processes and potentially lead to cost savings.
- Elimination of redundant systems:
  - o Actively seek to eliminate any systems that are no longer in use. Work towards exiting these contracts to free up resources for more critical IT needs.
- Strategic IT systems roadmap development:

- o Create a strategic IT systems roadmap that outlines the timeline and process for implementing IT recommendations.
- o Align the roadmap with the broader goals of the DDaT strategy to ensure coherence and synergy across all missions.
- Stakeholder engagement and feedback mechanism:
  - o Establish a regular feedback mechanism involving all relevant stakeholders within CCC to ensure the IT rationalisation process is in line with the practical needs of the organisation.
  - o Use feedback to continuously refine the IT systems roadmap and make informed decisions about IT investments.

Responsible parties (the 'who')

Overall accountability for this mission is the Strategic Digital Lead. Functions and capabilities that will likely be responsible for supporting the delivery of this mission include:

- Digital Service Manager
- Digital Strategy Delivery
- ICT Contract Management
- ICT Finance

Mission 2.4: Rationalise our IT estate

- Enterprise Architecture
- Solution Architecture
- Data Architecture
- Change Management
- Product management
- Business Analysis
- Information Governance

Implementation timeline (the 'when')[22]

Rationalising the Council's IT estate is dependent upon the success of other missions within this strand, particularly regarding requirements setting. A review of existing systems needs to be conducted to establish an up-to-date technology roadmap and the direction of travel. As existing contracts come to an end, it is estimated that the reduction in systems could begin to be realised from 2025.

Cost-benefit analysis[23]

Mission 2.4 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
–	Financial	£77,000	£115,000

- There is potential financial benefit of £115,000 over 5 years
- The financial benefit over 5 years is only likely to be realizable in towards the end of the 5-year strategy
- Benefits calculated at 25% of the cost of on-prem contracts
- 25% multiplier based on research by Analysis Mason for Nokia regarding the benefits of moving to SaaS services.

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[22] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

[23] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Our Cambridge

STRAND 3:

DIGITAL CUSTOMER JOURNEY

STRAND 3: DIGITAL CUSTOMER JOURNEY

Purpose

The Digital Customer Journey strand means reorienting the Council's approach to be more user centric. This extends to ensuring comprehensive accessibility for all users across digital and online services in line with CCCs accessibility guidance as well as the latest national accessibility standard (WCAG)[24]. This transformation aligns the Council's services closely with the needs and preferences of its citizens.

The overarching objective of the Digital Customer Journey Strand is to streamline resident interactions with the Council through a unified user experience across all services. The mission and priority actions set out under this strand are designed to (1) simplify and enhance the way that resident's access and use Council services, making every interaction more intuitive and efficient and (2) ensure universal accessibility.

Defining the target state of the Council

Theory of change

The creation of a unified user experience across all digital platforms is central to this transformation, aiming to simplify and streamline resident access to these services. This unified approach will facilitate a more intuitive and efficient interaction, reducing complexity and saving time for citizens. By prioritising accessible and user-friendly customer journeys, the strand aims to revolutionise the digital interface between the Council and its residents, ensuring that high-usage services and feedback-driven enhancements lead to a more satisfying and effective user experience.

In addition to simplifying access, the strand places a strong emphasis on universal accessibility. This means that digital services will be designed to be navigable and usable by everyone, adhering to the highest standards of Web Content Accessibility Guidelines (WCAG) and Government Digital Service (GDS) best practices. Such inclusivity ensures that all members of the community, regardless of their abilities or tech-savviness, have equal access to Council services. This user-centric service design, underpinned by ongoing resident engagement, ensures that services evolve based on real-time feedback, aligning closely with the needs and expectations of the community. This responsive approach will make Council services more relevant, personalised, and effective, markedly improving the digital experience for all CCC residents.

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[24] Legally we must comply with WCAG 2.1 AA but from October 2024, GDS will start testing against WCAG 2.2 AA. Web Content Accessibility Guidelines (WCAG) 2.2 (w3.org)

STRAND 3: DIGITAL CUSTOMER JOURNEY

Simplifying and enhancing the way resident access and use of Council services

This strategy has been developed to enable the Council to create a unified user experience across its web estate, that the Council's services are universally accessible, and our digital services are comprehensive, simple, well-structured, and easy to navigate and used by everyone, irrespective of their individual capabilities.

Case studies

The 'case studies' (Appendix I) has an example that highlights successful examples of change in local government (including PCC) related to this strand:

- Using service design to improve the user journey of housing repairs across the country (London Borough of Southwark, City of Lincoln, Gravesham Borough Council).

Mission 3.1: Create a unified user experience across all digital services to ensure universal accessibility

Objective and scope (the 'what')
To ensure that all residents can effectively use Council services by creating a unified user experience across digital services; and ensuring that those services are accessible for everyone, aligning with Web Content Accessibility Guidelines (WCAG) and Government Digital Service (GDS) best practices, in addition to CCC's online content principles.

Reasons for change (the 'why')
Upon the successful completion of this mission, CCC will significantly advance in providing equitable and efficient digital services. The mission will lead to a coherent and harmonious user experience across all digital touchpoints, ensuring that services are not only accessible to all residents but also intuitively designed to meet their diverse needs. This alignment with Web Content Accessibility Guidelines (WCAG) and Government Digital Service (GDS) best practices will ensure that digital services are not only compliant but also set a standard for inclusivity.

Moreover, creating a unified user experience across all digital services will promote digital channel shift by promoting automated and streamlined service delivery, reducing burdens on CCC's workforce whilst maintaining and improving quality of service provision for those with the most need.

To clarify, we do not recommend the implementation of single sign-on at CCC. Rather, we recommend that all digital services be moved toward a common user experience. Based on our understanding of the current state of the Council, single sign-on is not a realistic goal at this stage. We also understand from engaging with CCC that this was tried in the past and failed due to the sheer scale of investment this would require.

Overall, this mission is pivotal in realising the Digital Customer Journey Strand's objective of streamlining resident interactions with CCC that is user-centric, intuitive, and efficient, to significantly enhance how residents' access and utilise its services. This approach not only simplifies the interaction process but also guarantees that these digital services are universally accessible. Adhering to high standards of accessibility and user-friendliness ensures that all community members, regardless of their abilities or tech-savviness, can effortlessly navigate and benefit from the Council's services. This mission underpins the strand's commitment to providing a seamless, inclusive digital customer journey, aligning closely with the needs and expectations of the community, and fostering a more satisfying and effective user experience.

Priority actions to get there (the 'how')
This should build on the work done by 6bythree for CCC on the Website & Customer Journey Strategy Paper of 2022. Based on this work, where possible, implement straightforward self-service digital journeys for most services, allowing customer service teams to concentrate on high-priority or complex cases (note dependency on mission 1.2).

Mission 3.1: Create a unified user experience across all digital services to ensure universal accessibility

Comprehensive accessibility audit and inclusive redesign, building on the 2023 work by Zesty

- Alongside use of the Silktide, an online tool that highlights accessibility issues, to conduct an exhaustive audit of digital platforms with citizens via user testing and monitoring tools to identify and remove accessibility barriers.
- Make sure that self-service digital journeys are accessible to users with diverse needs by implementing inclusive design principles.
- Determine and define the prioritisation rationale that will identify what aspects or criteria will be used to assess aspects of user experience.
- According to audit, rework online forms and relevant digital platforms and interfaces to enhance user-friendliness and inclusivity.
  - Ensure online forms and relevant digital platforms interface are in line with latest Web Content Accessibility Guidelines (WCAG).
- Take a portfolio approach to improving usability and accessibility by prioritising which services to work with first based on the results of the audit

Establish a seamless digital service design, integrating various service areas for a smooth user journey

- Establish a consistent design language across all service areas through an update of the CCC style guide if appropriate.
  - This should include consistent language, styling, and branding, e.g., all buttons being the same size, colour, and location so users know where to expect them. Domains should follow the same template, i.e. [service].cambridge.gov.uk, so that it is clear to users that they are on the same trusted site.
- Create detailed user journey maps for prioritised service areas, identifying touchpoints, pain points, and opportunities for improvement. Ensure that this work ties in with the work of the TDA in developing and maintaining a log of user requirements.

Development of unified service design with non-digital alternatives[25]

- Engage in user research to understand the diverse needs and preferences of residents

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[25] This action is dependent upon the Council investing in new capabilities such as service design and user experience (which are not currently within the organisation)

Mission 3.1: Create a unified user experience across all digital services to ensure universal accessibility

- Perform an accessibility assessment for all digital services to ensure they meet inclusive design standards and CCC accessibility guidance and documents.
- Strategise and plan non-digital counterparts for each digital service that consider various non-digital formats such as phone services, in-person assistance, and paper forms.

Resident feedback mechanism and maintenance
- Establish and execute on a continuous cycle of user testing and feedback loops to continually improve digital and non-digital services based on resident input.
- Regularly ensure that CCC's accessibility guidelines align with the latest surveys of users and best practices from across the UK.
- Launch communications campaigns to inform residents about the changes and improvements in digital services
- Ensure resident feedback follows and aligns with the Our Cambridge engagement strategy.

Responsible parties (the 'who')
The accountable person will be the Strategic Digital Lead who will work closely with the Customer Service Operations Manager and Web Manager. There are a high number of different functions

that will be responsible to deliver this mission, most functions required will be corporate hub roles:

- Web Management
- Digital Service Management
- Strategy Delivery
- ICT Contract Management
- Service Design and User Research
- User Analytics & Behaviours
- User Acceptance Testing
- User Journey and Outcome Mapping
- Prototyping and Usability Testing
- Product Management
- Change Management and Delivery
- Digital Communication
- Information Governance

Implementation timeline (the 'when')[26]
Creating a unified user experience has a high reliance on the Council making key data sets interoperable (mission 1.1) and how these insights support improving first contact resolution rates, as well as the Council Digital Target Operating Model, and additional

[26] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

Mission 3.1: Create a unified user experience across all digital services to ensure universal accessibility

capabilities required as part of the Corporate Hub. It is anticipated that this mission could be fully realised in 2028.

Cost-benefit analysis[27]

Mission 3.1 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
–	Non–Financial	–	–

- There is non–financial benefit of improved digital accessibility for 18,715 people
- This benefit is calculated at 15% of the population of Cambridge who are of either working or pension age.
- The 15% multiplier is based on the percentage of the population with accessibility issues shown in the Digital Nation UK 2023 report produced by the Good Things Foundation

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[27] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

STRAND 4:

DIGITAL AND DATA SKILLS AND DEVELOPMENT

STRAND 4: DIGITAL AND DATA SKILLS DEVELOPMENT

Purpose

The overarching objective of the digital and data skills development strand it to provide a training programme and further develop the Council workforce's digital and data skills, as part of becoming a data-driven organisation.

Defining the target state of the Council

Theory of change

User research has shown that CCC currently has a limited ability to use data safely and efficiently, as well as onboard new digital team members with more advanced technical capabilities. To overcome these challenges, this strategy will support current staff to adopt new methods and tools and, should there be a need and sound business case, enable the Council to meaningfully employ data scientists and data analysts as part of their staff in the future. This includes integrating new ways of working to foster a data-driven organisation, such as via the expansion of data-related roles like data analysts, who focus beyond traditional service boundaries.

Case studies

The 'case studies' (Appendix I) has an example that highlights successful examples of change in local government (including CCC) related to this strand:

- Courses on Digital and Agile for Local Government (DLUHC)

Mission 4.1: Improve DDaT skills across the organisation

Objective and scope (the 'what')

To empower all Council staff with DDaT skills through a targeted training programme, necessary to operate a modern organisation, such as the ability to confidently use digital tools, adopt agile methodologies, and make informed decisions based on data. This will form part of the People and Culture Strategy.

Reasons for change (the 'why')

Our teams of staff and managers need to have the skills, capacity, capability, and culture to consistently recognise the power of digital thinking, customer-centric process design and agile development, to achieve the vision, set out in this Strategy. We will need to recruit people with these skills, and train/develop the people already here who want to move forward on this journey, evolving our management culture and processes to enable us to adapt to new, flexible, and dynamic ways of working.

Upskilling staff on DDaT concepts will spur creativity and innovation, leading to the generation of better ideas and solutions for digital services. A deeper understanding of data ethics and governance across the organisation will foster more ethical decision-making and a culture that prioritises the responsible use of data. Moreover, with a workforce well-versed in the practical application of digital tools, adherence to policies surrounding the use of platforms like SharePoint will improve, ensuring that data is managed and shared effectively and securely.

Fostering digital and data skills among CCC staff is key to realising the vision of a data-driven organisation. By empowering employees with the necessary skills and tools to effectively use data, the Council ensures a workforce capable of making the most of its digital transformation. This aligns with enhancing the Council's internal data handling capabilities but also preparing the team for future technological advancements and data-driven decision-making processes.

Priority actions to get there (the 'how')

Discovery: mapping skills and identifying practical training needs

- What do we need to know: build on user research conducted for DDaT Strategy that established baseline staff skills and gain an even deeper understanding of the skills that people require. Establish what skills are most important for employees to know, both as a baseline and on a more role-specific level.
- What do we already know: conduct a gap analysis based on what people need to know using currently available information and where necessary new surveys. Conduct skills surveys across the Council, focusing on practical data handling skills, such as extracting relevant information for application in specific services, i.e., street cleansing. Skills surveys should seek to establish both cross-cutting and role-

or team-specific skills strengths and weaknesses, aligned to the expectations set in the People and Culture Strategy, DDaT Strategy, and DTOM.

- Utilise this information to inform how digital and data skills could be embedded into new job descriptions moving forward, and where not met by candidates, mandatory and early training is identified for new recruits.

Design: comprehensive training programme development

Assess the existing CCC training offer compared to skills requirements survey to establish gaps in the current offer.

Create a DDaT skills training programme that includes topics such as basic IT skills, MS apps (currently under utilised), agile delivery, data analysis, accessibility training (to meet WCAG standard[28]) PowerBI, digital fundamentals, user journey mapping, data ethics and governance.

- Ensure the training programme is tailored to different roles, providing specialised knowledge where needed and aligning with new and changing job descriptions.
- It is recommended to structure the development of DDaT skills into the following tiers:

  o Tier 1: Fundamental DDaT training, covering basic digital literacy and essential tools.
  o Tier 2: Create role-specific modules, incorporating external expertise and adapting practices to suit various Council roles.
  o Tier 3: Focus on leadership training to facilitate digital enablement and cultural change.

- Evaluate and engage with potential new providers of online and in-person learning programmes.
- Calculate likely time commitment required by staff at the different tier levels to ensure it is deliverable.
- Consider the best mode for delivering training, e.g., self-serve through CCC e-learning platform, external e-training offer (e.g., Open University), learning promoted and badged via the Region of Learning e-platform such as locally provided skills bootcamps[29], in-person, mentoring, train the trainer, and peer to peer learning etc.
- Implement skill recognition and digital badging (working with the Region of Learning team) to acknowledge skills development and promote learning development and/or internal career pathways, and support staff to access, progress and utilise these.

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[28] The Web Content Accessibility Guidelines (WCAG) are technical standards on web accessibility to make web content more accessible for people with disabilities, with four principles: perceivable, operable, understandable, and robust.

[29] For example, CPCA held skills bootcamps to upskill staff offering L3 Cyber Security, Level 4 Digital Accessibility Specialist, Level 5 Full Stack Coding etc, can be incorporated into digitally badged pathways by the Region of Learning.

Mission 4.1 Improve DDaT skills across the organisation

- At this stage, we recommend the following modes for each Tier:
  - Tier 1: CCC learning and development in person/e-learning courses and workshops
  - Tier 2: Combination of tier 1 courses with tailored in-person sessions
  - Tier 3: In-depth, in-person sessions
- Determine who receives what training programmes. At this stage, we recommend the following division:
  - Tier 1: Any employee of CCC (where need is identified)
  - Tier 2: Team leaders
  - Tier 3: Leadership Team and members of Corporate Management Team
- Exit strategy for how the learnings and skills levels will be maintained after the programme is finished

Delivery

- Delivery of training programmes designed in previous step.
- Development and iteration to establish a continuous learning culture:
  - Integrate digital skills development into HR processes, ensuring that training aligns with staff career development and job descriptions.
  - Utilise the skills taxonomy used by Region of Learning to accurately capture skills acquisition over the entire organisation and use this data to evidence skills growth/progress and the effects of the training programme on the organisation.
  - Incentivisation of learning to retain skills and continue to learn, through techniques such as follow-up sessions; recognition and reward schemes; digital badging; career development opportunities and pathways; flexible learning options; peer learning and mentorship; practical application and embedding of skills; and linking learning to the Council's goals.
  - Monitoring and evaluation – regular skills surveys and adaptation of learning programmes. This will be aligned to the evidence-based internal performance management as set out in the CTOM.
  - Regularly update training content accordingly to stay aligned with evolving digital trends and the specific needs of the Council's services.
- Follow up support:
  - Show and tell sessions where staff present how they have embedded learning, for example PowerBi dashboard creation
  - Establish support group/forum for trainees to ask questions

Mission 4.1: Improve DDaT skills across the organisation

- o Re-launch Digital Champions network who can support colleagues get the most out of our tools, and share new ways of working or best practice[30]

Implementation timeline (the 'when')[31]

Pending the approval of the People and Culture Strategy, we anticipate the discovery and design elements of this mission commencing during 2024/25, and delivery rollout beginning in 2025. The training will be annually assessed, dependent upon staff retention and new roles or capabilities required by the Council.

Responsible parties (the 'who')

This strategy recommends **a dedicated Officer with responsibility for design and coordinate delivery is recruited as part of the Learning and Development team**, with advice from the Digital Service to ensure it is meeting the organisation's needs. In addition to this the following functions are likely to need to be used:

- Strategy delivery
- ICT contract management
- Service Design

- User research and design
- User analytics and behaviours
- Technical analysis
- ICT consultancy
- Service delivery management

Cost-benefit analysis[32]

Mission 4.1 costs summary

DDaT related new spend	Benefit Type	Annual estimated benefit £	Total estimated benefits (5 years)
£100,000	Financial	£75,000	£225,000

- **£100,000** represents spending aligned to training delivery (e.g., is directly attributable to the DDaT strategy). This is an estimate only, and some costs may be met through the People and Culture Strategy.
- It is anticipated that resource for the dedicated Officer will be funded through Learning and Development, and this is dependency of the People and Culture Strategy.
- Indicative financial benefits are £225,000 over 5 years

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[30] This could include championing how we improve accessibility of information

[31] A detailed action plan and implementation roadmap for each mission will be made available separately, developed as part of this project

[32] Costs and benefits are assumptions based. All missions should conduct a thorough discovery phase to re-visit costs and benefits. See the appendix of supporting materials for this mission for a further breakdown of how this benefit was calculated, and cost model.

Mission 4.1: Improve DDaT skills across the organisation

- Benefits are based on a 6% uplift in productivity due to reskilling a proportion of staff who are likely to benefit[33] from tier one training according to 2023 Our Cambridge communication and digital survey data.
- The 6% multiplier Based on McKinsey analysis of economic impact of reskilling in UK organisations of on average 6–12%.

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[33] Based on the percentage of staff that said they had very low confidence in accessing and using data in their role and estimated gross salary costs.

Digital, Data and Technology Strategy 2024-2029

Appendix of supporting materials

Version control: final draft v1.1

DOCUMENT CONTROL

Version history

Version no	Author	Update/s	Approved by	Date
1.0	Michelle Lord/Dominic Burrows	Restructured contents/layout	Project sponsor	05/03/24
1.1	Dominic Burrows	Case studies added (IEG4, Region of Learning)	Project sponsor	05/04/24

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Appendix A:
Methodology for developing the Digital, Data and Technology Strategy

Our Cambridge

Appendix A: Methodology for developing the Digital, Data and Technology Strategy

The formulation of CCC's Digital, Data and Technology (DDaT) Strategy combined semi-structured, one-to-one interviews and collaborative workshops with staff members at every level of the Council; site visits to Mandela House to better understand the workflow of the customer services centre and the experience of citizens interacting directly with the Council; IT system and database reviews; and benchmarking surveys that contextualise CCC's experience with that of other councils across the country. This multifaceted methodology was designed to ensure a comprehensive understanding of the current digital landscape and to identify strategic pathways for technological advancement and digital maturity.

Data collection and stakeholder engagement

We understand that prior attempts to develop a DDaT Strategy for CCC did not engage with enough stakeholders at the Council to be able to tailor a strategy to the context of the organisation. To avoid this problem, over 40 individual individuals from across the Council were engaged with in a variety of ways to help us develop our recommendations: one-to-one interviews (29 people), workshops (4 workshops with 25 total people), site visits (4 people), and surveys (7 people); many people were engaged with in multiple formats, providing deep insights into the as-is state of CCC, and employee's desires for the future.

Interviews were conducted with a cross-section of the Council, representing a broad range of roles from the Director level to frontline customer service teams, along with key stakeholders

from 3C ICT, our outsourced IT supplier. While the participant selection began with a client-provided list, it ultimately relied on self-selection as respondents chose to engage with us.

Workshops with key Council stakeholders as well as with the Digital Board and the Transformation Board facilitated through Miro encouraged real-time, collaborative discussion and allowed participants to directly contribute to the strategic development process. Through these workshops we also conducted prioritisation exercises using the MoSCoW method, allowing the members of the Digital Board and the Transformation Board to prioritise the missions more relevant to the Council The insights gleaned from these sessions were synthesised with interview data ensuring a cohesive integration of diverse perspectives.

We also synthesised and analysed the results from the "DLUHC Survey" (see appendix B below) to benchmark CCC's maturity against other councils.

System analysis and benchmarking

To assess the current state of IT systems and data handling, we relied on the most recent information available. The benchmark DLUHC survey, with its focus on digital maturity, provided a comparative lens through which we contextualised CCC's practices against those of other local governments in the UK. This comparative understanding was instrumental in shaping tailored strategic recommendations.

Appendix A: Methodology for developing the Digital, Data and Technology Strategy

Insight integration and formulation

Utilising analytical practices such as the clustering of themes both within and across interviews; the identification of barriers, tension points, and workarounds for employees and customers of CCC, benchmarking against other councils, and participatory workshops, as well as analytical frameworks such as 'jobs to be done', we distilled our research into a set of strategic insights that directly informed our recommendations. At every stage of the development of the content in the report, from the diagnosis of the as-is and target states of the organisation through to the formulation of missions and their detail, both the project team at PUBLIC and CCC and a broad array of CCC employees and PUBLIC subject matter experts were consulted in one-on-one interviews and workshops.

As we move forward, we recommend the establishment of regular evaluation mechanisms for the Council's IT systems and data practices as part of the work of the Technical Design Authority (TDA) (please see Mission 2.1 for details including cadence of evaluation). This includes the routine execution of the DLUHC survey to monitor and measure the Council's progress against the objectives set forth in the DDaT strategy.

Appendix B:
Diagnosing the as-is state of the Council

Our Cambridge

Appendix B: Diagnosing the as-is state of the Council

Based on the methodology described in Appendix A, we learned the following about the current, or as-is, state of DDaT at CCC. The insights below are organised into the three strands of the DDaT Strategy:

Strand 1: Data and information management

CCC's data and information management landscape is characterised by limited system interoperability, varying digital skills among staff, complex and decentralised data management, and a lack of sufficient training in data usage and digital tools. Staff members often resort to manual data handling and individual initiatives for digital and data upskilling, which, while commendable, highlight the broader organisational challenges in this area.

Quotes from user research:

"We need a better understanding of what the Council can do with data across the board."

"Data across the Council is being held in too many systems that don't talk to each other."

"[Customer services] don't know if a customer they're communicating with has multiple live requests that could be resolved in the same action."

Data interoperability and management

CCC is currently grappling with considerable challenges in data interoperability and integration among its key systems like Orchard, Storm, Tascomi, Alloy, and AccuServe, despite multiple of these products being from MRI. This scenario has led to inefficient and fragmented data handling, characterised by manual interventions, data duplication, and inconsistencies. The lack of seamless integration between these systems has been a significant barrier to effective data management and is due in part to the lack of requirements setting at the procurement stage around data interoperability for these systems.

Data sharing and dashboard capabilities

The absence of efficient tools like APIs affects the swift access to vital information, which is crucial for customer service agents. The lack of detailed dashboards providing insights into customer interactions further impedes the Council's ability to improve service delivery.

Customer service enhancement

The Council's customer service team currently faces challenges in effectively utilising data, which impacts the quality and resolution of customer service requests. To address this, there's a recognised need to expand and enhance self-service platforms for Council services, enabling easier information access and self-resolution of issues by customers.

Strand 2: Technology and innovation

Procurement process and contract management challenges

CCC is currently grappling with procurement processes and contract management practices that do not optimise for flexibility, user–centricity, and interoperability, which limits CCC's ability to enact change and better respond to customer needs.

Quotes from user research:

"Every department has gone digital and bought new systems independently."

"AccuServe was implemented in Covid and has never effectively been set up."

Training and role clarity deficiencies in procurement

A significant issue within CCC's procurement framework is the fact that there is a lack of ownership over requirements setting for the IT systems used by CCC as defined by the contract with 3CICT. The fact that ownership over this critical function is not clarified means that within CCC there is no clear policy related to requirements setting and thus insufficient training of staff to address this, particularly in areas of business analysis, digital product management, and the spotting of emerging technology trends. This deficiency hinders the procurement team's ability to make informed decisions about technology purchases that

accurately reflect user needs and technical specifications. The current scenario highlights a critical need for comprehensive staff training and clearer definition of roles and responsibilities, aligned with the Council's Digital Target Operating Model (DTOM).

Outsourced IT service management shortcomings

The existing model of 3CICT outsourcing is not an adequate framework for fostering successful digital transformation. The current arrangement contains contractual ambiguities around business analysis and requirement setting for procurements. This situation underscores the need for CCC to reassume certain responsibilities, particularly those related to translating business requirements into technical solutions and ensuring robust communication of these requirements to external partners. Without this, CCC does not have the clarity it needs to define requirements from IT service providers in contracts, adversely affecting the delivery management and the quality of services provided.

Another way this manifest is the absence of a systematic approach to technology horizon scanning. Without a dedicated team or mechanism to continually assess and integrate emerging technologies and market trends, the Council lags in staying current with technological advancements.

Gaps in IT system ownership and expertise

System owners often lack the necessary experience in utilising the IT systems they oversee, and in formulating effective business

and product requirements, both for upgrades of existing systems and for altogether new systems. This gap highlights the need for more strategic and skilled management of IT resources at CCC (described below in missions).

Strand 3: Digital Customer Journey

Fragmented digital services

CCC currently offers a variety of digital services to residents. However, these services are fragmented and not integrated. While creating a single portal for all customer services is not the main focus of the missions and activities outlined in this strand, the strategy does provide a list of actionable steps that can be taken to create a more unified user experience for customers. It sets the groundwork for a future programme of work targeted at developing a system with a single, unified interface that is both citizen-facing and for internal use.

Quotes from user research:

"Digital customer services are not designed in relation to a single approach centrally defined."

Limited resident feedback mechanisms

At present, CCC does not have a robust system to gather and utilise resident feedback effectively for the continuous improvement of both digital and non-digital services. This means that services might not adequately meet user needs or expectations. Establishing effective feedback mechanisms (such as public consultations, online surveys, user testing panels, focus groups or community workshops) is vital to ensure that digital services are developed and evolved in line with resident preferences and requirements.

Simplification of digital self-service

CCC's existing digital self-service options are not as simplified or user-friendly as they could be, placing an undue burden on customer service teams who are then required to address high-priority or complex cases. Making digital self-service more intuitive and accessible will not only improve the resident experience but also alleviate the workload on customer service staff.

Digital customer journey challenges

Cambridge residents, particularly vulnerable groups such as the elderly and non-native English speakers, encounter barriers in accessing digital services. Many of the Council's digital offerings are not designed for this group. Staff often find themselves spending significant time troubleshooting Council digital services with residents, pointing to a need for improved digital service design and clearer communication strategies. This approach should focus on balancing the demands of digital transformation with the imperatives of inclusive and accessible service provision for all residents.

Appendix B: Diagnosing the as-is state of the Council

Strand 4: Skills development in DDaT

CCC employees recognise the pressing need for upskilling to meet the demands of a modern organisation. Current capabilities in using digital tools, adopting agile methodologies, and making data–informed decisions are unevenly spread and underdeveloped among staff members. The absence of continuous support and learning opportunities, such as regular workshops and accessible resources, underscores the need for a structured approach to skill development in DDaT. This structured approach needs to include an understanding that regular learning in the form of reviews and workshops is a good use of employee time which is protected and encouraged.

Appendix C:
DLUHC local government digitalisation survey results

Our Cambridge

Appendix C: DLUHC local government digitalisation survey

PUBLIC were commissioned by DLUHC to create a simple, user-friendly survey to measure the performance of councils across the UK on a number of important digital, cyber and data metrics.

The survey is intended to be short, accessible and user-friendly, so does not give a detailed appraisal of Council performance, but instead provides a snapshot that Councils can use to benchmark their maturity with other Councils across the country.

It covers self-reported performance in a number of key digital metrics, including leadership, strategy and ways of working. It gives Councils the opportunity to report quantitative metrics around the scale of investment into digital services, cloud transition and innovation projects. This will act as a useful tool for CCC to appraise its performance and measure changes over time, especially as more Councils across the country take this survey (currently c.90), supported by DLUHC.

The survey responses help us to understand how relevant this DDaT strategy is for advancing CCC's digital agenda across all 3 strands of the DDaT strategy. Below is a brief analysis of the responses received by CCC participants and how those responses compare to the more than 100 responses received from different Councils.

CCC employees perceive less of a clear digital strategy on average than employees at other councils

Compared to respondents from other councils, more than 60% of CCC respondents stated that the Council lacks an *"internally or externally published digital strategy that lays out the Council's plan for digital transformation over at least a 24-month period"*. More than 50% of respondents from other councils responded with "completely applies" or "mostly applies" statements to the same question.

Why is this important to CCC?

Cambridge City Council: My council has an internally or externally published digital strategy that lays out the council's…

- Mostly does not apply 12.5%
- Completely applies 12.5%
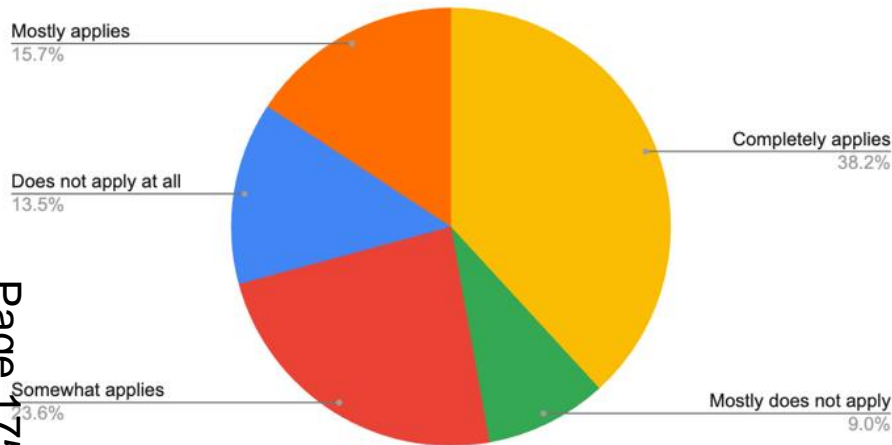- Does not apply at all 50.0%
- Somewhat applies 25.0%
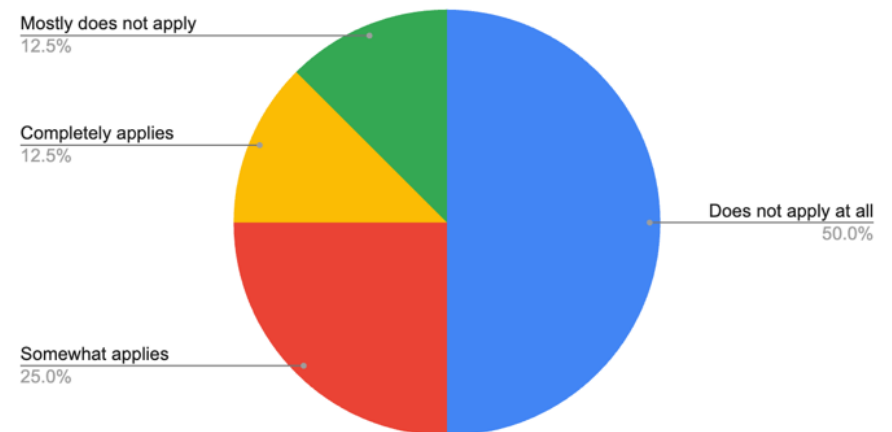
Undoubtedly, the responses to this question show that this is the right moment for CCC to catch up with the trend we see across the country of local councils developing and publishing digital

strategies to lay out the plans and roadmaps for the Council's digital transformation priorities.

Average: My council has an internally or externally published digital strategy that lays out the council's plan for digital trans…

Mostly applies
15.7%

Completely applies
38.2%

Does not apply at all
13.5%

Somewhat applies
23.6%

Mostly does not apply
9.0%

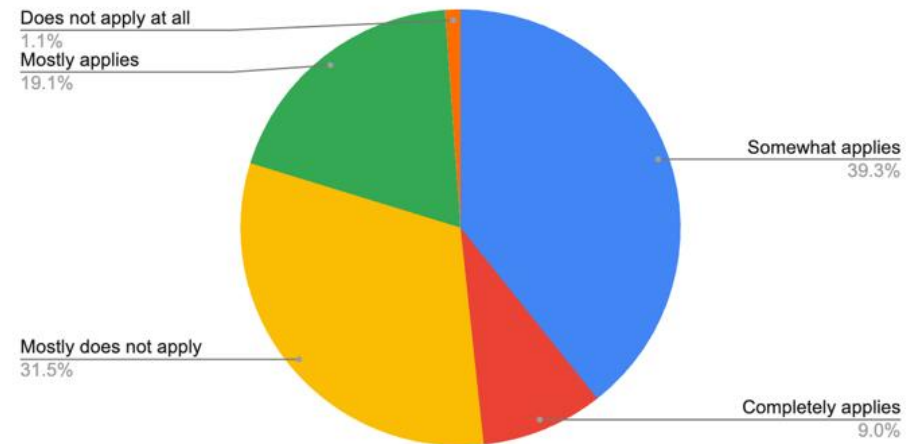## Survey reveals a need for enhanced data practices compared to UK Councils

When asked whether the Council *has a mature approach to using and managing data, including data tooling, governance and ethics,* more than 35% of respondents believe the statement "mostly does not apply" and 12.5% believe the statement "does not apply at all" compared to 31.5% and 1.1% respectively across all councils.

Why is this important to CCC?

Considering the importance of data availability, management, and ethical use of data for the provision of better services to citizens and for the more efficient use of the Council's resources, it is
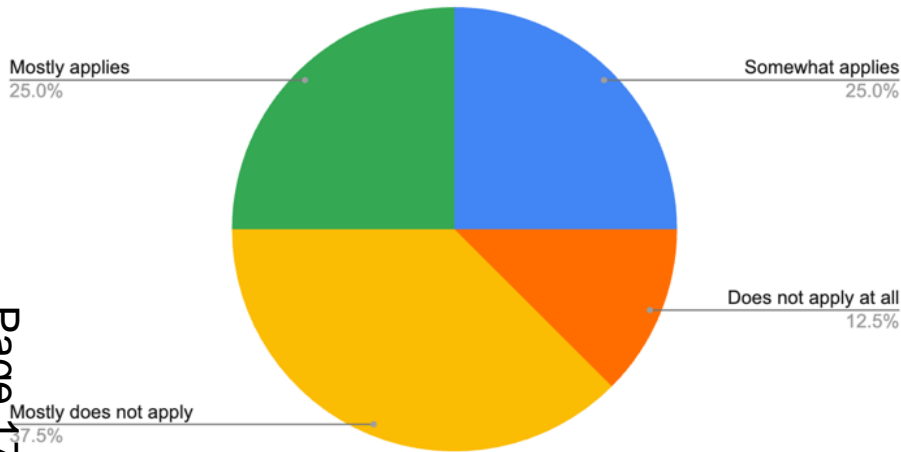
critical that CCC's DDaT strategy makes data and information management a priority for implementation. Elements of the DDaT strategy such as data integration, data governance and better use of data are key for advancing the Council's service delivery and closing the gap when it comes to data.

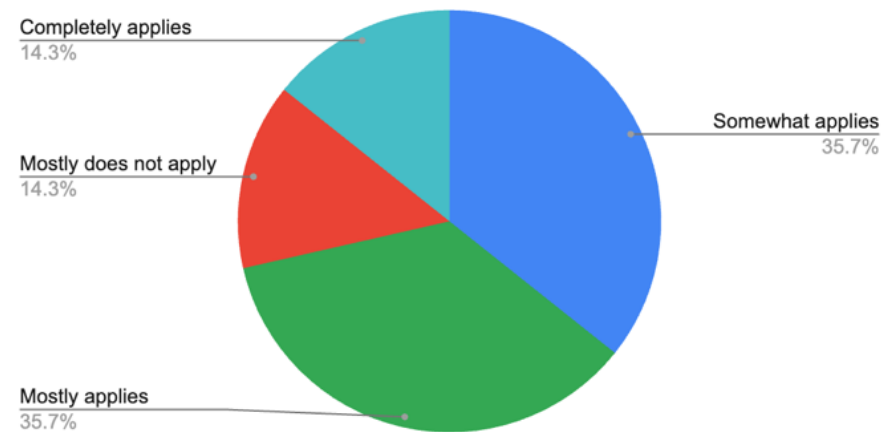Average: My council has a mature approach to using and managing data, including data tooling, governance and ethics

Does not apply at all
1.1%

Mostly applies
19.1%

Somewhat applies
39.3%

Mostly does not apply
31.5%

Completely applies
9.0%

Appendix C: DLUHC local government digitalisation survey

Cambridge City Council: My council has a mature approach to using and managing data, including data tooling, governance…

- Somewhat applies — 25.0%
- Does not apply at all — 12.5%
- Mostly does not apply — 37.5%
- Mostly applies — 25.0%

Average: My council equips staff with the digital and technical skills they require to successfully complete a…

- Completely applies — 14.3%
- Somewhat applies — 35.7%
- Mostly applies — 35.7%
- Mostly does not apply — 14.3%

CCC staff notably more likely to report a deficiency in essential digital skills compared to national council average

When asked if the Council *equips staff with the digital and technical skills, they require to successfully complete and deliver their responsibilities*, 40% of participants responded with the statements "does not apply at all" or "mostly doesn't apply", which is way above the average of 14% of similar responses across the rest of councils.

Cambridge City Council: My council equips staff with the digital and technical skills they require to successfully complete and…
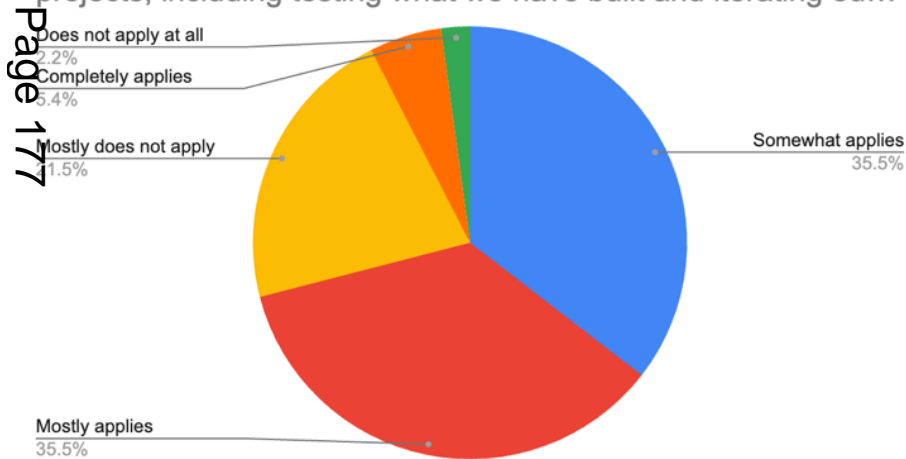
- Mostly applies — 10.0%
- Does not apply at all — 10.0%
- Somewhat applies — 50.0%
- Mostly does not apply — 30.0%

16
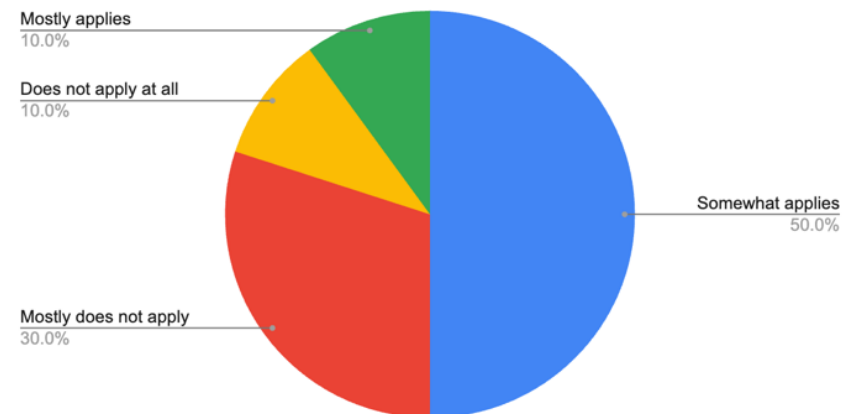
CCC staff report lower application of agile methods in digital projects than national council average

Similarly, when asked if the Council "*applied agile methods to digital projects, including testing what we have built and iterating our work based on regular feedback with users and other useful data*" 60% of respondents in CCC responded with the statements "does not apply at all" or "mostly doesn't apply", below the average of 23.7% for the rest of councils.

CCC faces greater challenges in technology procurement and partnership management compared to national councils

50% of the respondents in CCC believe that the statement "*my council has a mature approach to technology procurement and working with technology*" mostly does not apply, compared to only 14.6 percent of the average responses. When it comes to being successful in implementing a DDaT strategy, councils will have to work with partners to make sure the software and hardware used by the Council is providing the best value and that the procurement frameworks by which they are outsourced are modern, agile, and well managed.

Average: My council always applies agile methods to digital projects, including testing what we have built and iterating ou…

Does not apply at all
2.2%
Completely applies
5.4%
Mostly does not apply
1.5%
Somewhat applies
35.5%
Mostly applies
35.5%

Cambridge City Council: My council always applies agile methods to digital projects, including testing what we have bu…

Does not apply at all
10.0%
Mostly applies
10.0%
Somewhat applies
30.0%
Mostly does not apply
50.0%
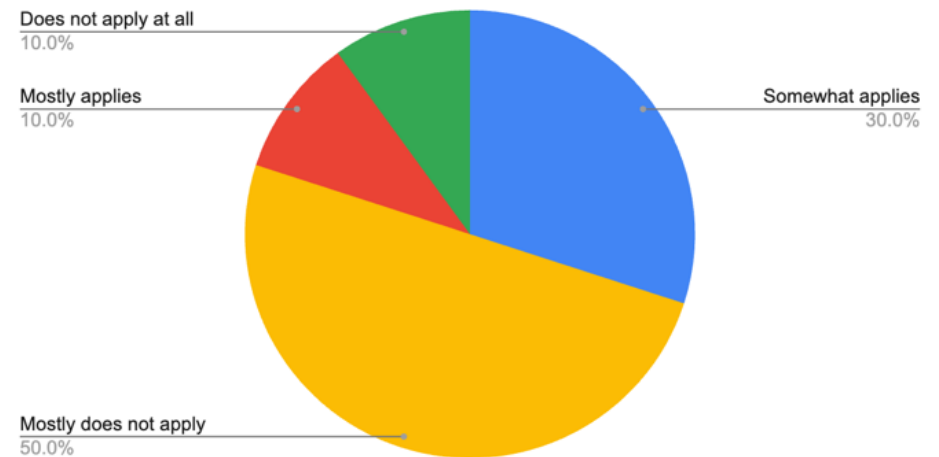
Why is this important to CCC?

For a digital strategy to be successfully implemented it is essential that the strategies are accompanied by upskilling and training of the workforce to ensure that everyone has the right tools to maximise the effectiveness of such strategies.

Appendix C: DLUHC local government digitalisation survey

Why is this important to CCC?

As part of CCC's DDaT strategy, we are ensuring that priority is given to how technology is outsourced in the Council from procurement to implementation and contract management, which will improve the overall value and process of procurement for the technology that the Council is currently using and will use in the future.

Average: My council has a mature approach to technology procurement and working with technology suppliers

Mostly does not apply
14.6%

Mostly applies
33.7%

Somewhat applies
23.6%

Does not apply at all
2.2%

Completely applies
25.8%

Cambridge City Council: My council has a mature approach to technology procurement and working with technology suppliers

Mostly does not apply
50.0%

Somewhat applies
50.0%
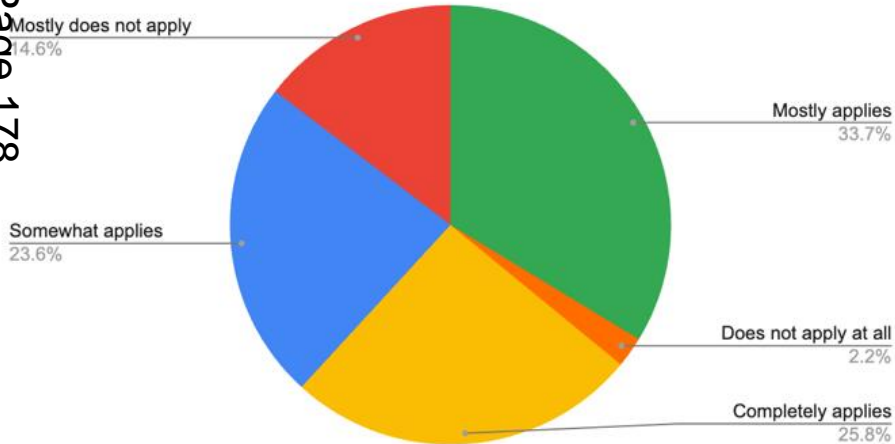
Appendix D:
Supporting materials for strand one – data and information management (alignment to DTOM, risk assessment and benefits calculation)

Our Cambridge

1.1 Enhance data interoperability

Recommendations for what to do with results of systems and data register survey.

The 'Systems and Data Register Survey' is a crucial tool for CCC to maintain a comprehensive and up-to-date inventory of its digital assets. This survey will serve as a pivotal resource in ensuring data and system governance align with the Council's strategic goals.

Upon collection, the information from this survey should be used

Enhance Data Security and Compliance: Understanding what personal and sensitive data is stored, and where, allows CCC to ensure proper data protection measures are in place. This is particularly important for compliance with GDPR and other data protection regulations. Regularly updating this information helps in identifying any potential vulnerabilities or non-compliance issues swiftly.

Optimise System Management and Procurement: By knowing the service areas each system serves, along with contract end dates and suppliers, CCC can effectively manage system lifecycles. This includes timely system upgrades, renegotiating contracts, or exploring new vendors as necessary. It also helps in avoiding redundant systems, ensuring that Council funds are utilised efficiently.

Foster Informed Decision Making: Having a clear picture of data sources, data owners, and access rights empowers decision-makers with accurate information. It aids in streamlining processes, enhancing inter-departmental collaboration, and making informed policy decisions.

Drive Data-Driven Strategies: Understanding the function of each data set or system allows for the strategic use of data in enhancing service delivery. It helps in identifying opportunities for data interoperability, leading to more integrated and user-friendly services for residents.

To keep this register relevant and effective, CCC should consider running this survey on a bi-annual basis or more frequently if major system changes or updates occur. This ensures that the register reflects the current state of systems and data, enabling CCC to respond dynamically to technological advancements and evolving data protection standards.

The Systems and Data Register can also significantly enhance various missions within the DDaT strategy in the following ways:

- Mission 1.1: The register provides an extensive overview of the current data systems. It can help identify potential opportunities for middleware solutions.
- Mission 1.4: The register aids in strengthening the Information Management policies by providing insights into what personal

and sensitive data is held, ensuring compliance with data protection regulations.

- Mission 2.1: The register supports the TDA in making informed technology management decisions and ensuring that IT contracts and technology choices align with the Council's strategic technology goals.
- Mission 2.2: The detailed data on system ownership, contract end dates, and suppliers within the register facilitates smarter technology procurement and contract management, ensuring value for money and optimal technology choices.
- Mission 2.4: The Systems and Data Register provides the necessary information for a comprehensive review of all IT systems, aiding the decision-making process regarding system retention, upgrade, or decommissioning, and ensuring alignment with the DDaT strategy.

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Responsible for managing the overall service delivery of the data interoperability project.
- Accountable for coordinating with Strategy Delivery to align the mission with corporate strategy.

Strategy Delivery:
- Informed about the progress and alignment of the interoperability mission with the broader corporate strategy.

ICT Consultancy/External Supplier Inputs:
- Consulted for the implementation of middleware solutions.

ICT Contract Management:
- Responsible for including middleware requirements in future contracts.
- Accountable for enforcing middleware requirements during contract management.

Solution Architecture:
- Responsible for assessing the technical feasibility of interoperability operations.
- Consulted for using the comprehensive data inventory to develop a thorough understanding of the data integration constraints of priority IT systems.

Change Management and Delivery:
- Responsible for managing the delivery of comprehensive inventories of all data sources and systems.
- Accountable for managing the delivery and implementation of middleware solutions across the Council, ensuring minimal disruption to services.

Product Management:

- Accountable for continuing the comprehensive inventory of all data sources and systems begun in October 2023.
- Responsible for working with the Solution Architect to assess the technical feasibility and practical need of data integration.
- Responsible for defining the product requirements for middleware solutions for CCC.
- Responsible for product managing the implementation of middleware solutions.
- Responsible for the creation of a roadmap of systems integration based on organisational priorities.

Business Analysis:

- Responsible for supporting the Product Manager in executing all product management-related tasks.

Performance indicators and success metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. **Comprehensive data inventory**
   - Performance Indicator: Completion and accuracy of a comprehensive inventory of all data sources and systems.
   - Success Metrics
     - Achieve 100% completion with detailed documentation of all data sources and systems ensuring accuracy and completeness.

2. **Migrate non-system data**
   - Performance Indicator: Non-system data (e.g., Word documents, emails, Excel sheets) migrated into interoperable IT systems.
   - Success Metrics
     - Successfully migrate at least 80% of identified critical non-system data into IT systems, focusing on data that impacts service delivery and decision-making.

3. **Middleware aggregator solutions implementation**
   - Performance Indicator: Effective implementation and integration performance of middleware aggregator solutions.
   - Success Metrics
     - Complete robust market engagement.
     - Complete integration of middleware solutions in prioritised workstreams (Orchard, Storm, Tascomi, etc.).
     - Ensure that the middleware solutions meet or exceed the established technical requirements.
     - Develop roadmap for future systems integration.

4. **Procurement and contract management**
   - Performance Indicator: Incorporation of middleware requirements in procurement practices and contracts, particularly focusing on the inclusion of RESTful APIs for new system procurements.
   - Success Metric:

Appendix D: Supporting materials – 1.1 Enhance data interoperability

- o 100% of new IT system procurements to include middleware integration requirements, specifically RESTful APIs.
- o Successful integration of newly procured systems with existing middleware solutions.

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Inadequate Integration Capacity of Legacy Systems: Legacy systems at CCC might not have the necessary features to integrate smoothly with each other. This could lead to significant challenges in achieving interoperability and efficient data flow.		System Compatibility Analysis and Gradual Integration: Conduct an extensive compatibility analysis of all legacy systems. Implement change incrementally, beginning with the most compatible systems. Consider developing or procuring bridge solutions or adapters to facilitate the integration of less compatible legacy systems.
Data Security Vulnerabilities during Migration and Integration: The process of migrating non-system data (like Word documents, emails, Excel sheets) into IT systems and integrating these with middleware solutions exposes critical data to potential security risks and data breaches.		Strengthen Security Measures and Protocol Development: Implement stringent security protocols during the data migration phase, including encryption and access controls. Provide specialised training for staff involved in the process and conduct regular security audits to identify and address vulnerabilities promptly.
Resistance to Change and Low Adoption Rates among Staff: The introduction of interoperability solutions and the shift from non-IT formats to interoperable systems could meet with resistance from staff accustomed to existing workflows and systems.		Comprehensive Engagement and Training Programs: Develop a detailed communication plan to educate and engage staff about the benefits of the new system. Offer extensive training and support to ensure staff are comfortable and proficient. Establish feedback mechanisms to address concerns and improve the system based on user input.

Appendix D: Supporting materials – 1.1 Enhance data interoperability

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Number of housing transactions	10609	Based on number of calls transferred to agents or external parties related to housing (Housing Management, Housing Needs and Options, Housing Repairs)
B	Ratio of housing transactions to hours saved when joining up data	0.08	12:1 ratio of number of transactions to hours saved after joining up data in: https://arvato.co.uk/wp-content/uploads/2022/02/Who-we-work-with-Neath-Port-Talbot-Feb2022.pdf
C	Hours of time saved related to housing calls from joining up data	884	Final benefit figure (=A*B)

1.2 Improve the customer experience of digital services through better use of data

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

1. **Digital Service Management:**
   - Responsible for overseeing the execution of the mission, ensuring digital services are customer-centric and meet the set objectives.
   - Accountable for ensuring coordination between all involved functions and monitoring overall mission progress.

2. **Strategy Delivery:**
   - Responsible for aligning the mission with the Council's overarching digital strategy and service improvement plans.
   - Informed about the strategic planning and prioritisation of customer-centric service enhancements.

3. **Data Architecture:**
   - Responsible for defining the data architecture required for an integrated view of customer interactions.

4. **Change Management and Delivery:**
   - Accountable for managing the implementation of new systems and processes to improve data utilisation in customer service.
   - Responsible for facilitating the cultural change towards a more data-driven customer service approach.

5. **Product Management:**
   - Responsible for assembling product requirements to support the overall functions and communicating those product requirements to the relevant functions to execute the delivery of this mission.
   - Consulted for coordinating work to develop more seamless user-centric workflows.

6. **Software Development:**
   - Responsible for the creation of customer service dashboards.

7. **Business Analysis:**
   - Responsible for conducting analysis to identify the most impactful customer service areas for data optimisation.
   - Consulted for providing insights into how data can be better utilised to improve customer service delivery.

8. **Information Governance:**
   - Consulted for ensuring data utilisation complies with data protection and privacy standards.

- Accountable for establishing governance around the use of customer data and the ethical implications of data sharing.

9. **Data Engineering:**
   - Responsible for developing the data pipelines and infrastructure for capturing, processing, and utilising customer data.
   - Accountable for integrating customer data from various sources to provide a holistic view for customer service agents.

10. **Data Management:**
    - Accountable for overseeing the management of data throughout the mission.
    - Consulted for ensuring data quality, relevance, and timeliness in customer service applications.

11. **Service Design:**
    - Responsible for ensuring that the service design of digital platforms is user-centric and caters to the various needs of CCC's diverse customer base.
    - Consulted for applying user research and design thinking to develop self-service platforms that are intuitive and user-friendly.

12. **User Research and Design:**
    - Responsible for gathering user insights to inform the development of self-service platforms and customer dashboards.
    - Consulted for conducting usability testing and incorporating customer feedback into the design process.

13. **User Analytics and Behaviours:**
    - Responsible for analysing customer interactions and behaviours to continuously improve the customer experience.
    - Consulted for using analytics to refine self-service options and predict customer service needs.

Performance indicators and success metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Assessing and Enhancing Data Utilisation
   - Performance Indicator: Clear understanding of data utilisation, with priority actions to improve use in customer request service resolution.
   - Success metric
     - Achieve improved customer request service resolution due to improved data utilisation.
2. Implementing Efficient Data Sharing Mechanisms

- Performance Indicator: Improved speed and accuracy of customer service agent responses to customer requests.
- Success Metric:
  - Reduction in average response time by customer service agent's post-implementation.

3. Developing self-service Platforms
   - Performance Indicator: Usage, accessibility, and satisfaction rates of self-service platforms.
   - Success metric:
     - Attain an increase in user satisfaction and usage of self-service platforms.

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Inadequate Utilisation and Integration of Customer Data: Customer data is not fully utilised or properly integrated, leading to inefficiencies in customer service. This could result in slower response times, reduced service quality, and missed opportunities for service personalisation.		Comprehensive Data Analysis and Integration Plan: Conduct a thorough evaluation of current data utilisation practices within customer service teams. Develop a strategic plan to enhance data integration, focusing on middleware solutions that facilitate effective data sharing. Regularly review and adjust the strategy based on feedback and performance metrics.
User Resistance in Self-Service Platform Adoption: The development and implementation of self-service platforms may face challenges due to inefficiency in design and resistance from customers accustomed to traditional service methods, leading to low adoption rates and failed investment in technology.		User-Centric Design and Extensive Testing: Involve customers in the design process of self-service platforms to ensure they are intuitive and meet user needs. Conduct pilot testing with different customer segments to gather feedback and make necessary adjustments. Implement an extensive awareness and training program to encourage adoption and provide support.
Data Privacy and Security Concerns in Data Sharing Mechanisms: Customer data might be exposed to security vulnerabilities, risking data breaches and loss of customer trust.		Robust Security Framework and Regular Audits: Implement strong data security policies and encryption methods to protect sensitive customer data. Conduct regular security audits and update the security framework as needed. Train staff in data privacy best practices and establish protocols for quick response to any security incidents.

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Total number of calls	77287	Answered call count by customer service
B	Calls that are not first contact resolution – type 1	10087	Calls transferred to agent by customer service
C	Calls that are not first contact resolution – type 2	7265	Calls transferred to external party by customer service
D	Sum of calls that are not first contact resolution	17352	(=B+C)
E	Total number of FCR calls – pre intervention	59935	(=A–D)
F	% calls that are not FCR of total calls answered	22%	(=D/A)
G	Increase in FCR calls from joined-up data	2%	% increase in FCRs due to joined-up data at similar councils (source)
H	% calls that are not FCR of total calls answered at CCC after joined up data	20%	(=F–G)
I	Total number of FCR calls – post intervention	61480.74	Total number of additional FCR calls based on 2% increase
J		1,545.74	(=I–E)

Appendix D: Supporting materials – 1. 3 Strengthen information management and data ethics

1.3 Strengthen information management and data ethics

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Informed about the development and updates to the Information Management Policy and the Council service catalogue.
- Accountable for overseeing the overall coordination and communication of the data governance mission.

Strategy Delivery:
- Consulted for strategic alignment of the Information Management Policy with the Council's broader strategic goals.

Information Governance:
- Accountable for reviewing and updating the Information Management Policy and ensuring it aligns with ethical standards and GDPR requirements.
- Responsible for the overall data governance framework and ensuring compliance with policies and regulations.
- Consulted on the development of the Council service catalogue to ensure it aligns with information governance policies.

- Responsible for audit and compliance monitoring.

Service Design:
- Accountable for designing the Council service catalogue to be user-friendly, accessible, and to support the application of the data governance policy.
- Consulted for ensuring that the service design aligns with ethical standards, promotes user understanding, and supports the data governance policy.

Performance indicators and success metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Opening the Council Service Catalogue
   - Performance Indicator: Creation and use of a user-friendly Council service catalogue.
   - Success Metric:
     - Launch an intuitive and comprehensive Council service catalogue.
2. Audit and Compliance Monitoring
   - Performance Indicator: Regularity and effectiveness of audits and compliance monitoring activities.
   - Success Metric:

- o Conduct bi-annual audits and achieve at least a 70% compliance rate with Information Management policies and GDPR.
3. Communicating the Benefits of Information Management
    - Performance Indicator: Level of awareness and understanding of data governance benefits among Council staff.

- Success Metric:
    - o Conduct comprehensive awareness campaigns, aiming for a 75% staff awareness rate about the importance and benefits of robust data governance.

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Insufficient Understanding and Adoption of Information Management Policy: There's a risk that the Information Management policy may not be adequately understood or adopted by all staff, especially those with limited technical expertise. This could lead to inconsistent application of data standards and ethical practices across the Council.		Comprehensive Communication and Training: Develop a multifaceted communication strategy to ensure the Information Management policy is accessible and comprehensible to all staff. Offer training sessions and workshops that explain the policy in practical terms, highlighting its relevance to different roles within the Council. Regularly review and adapt the communication approach based on feedback.
Inadequate Monitoring and Compliance with Data Governance Standards: Effective monitoring and ensuring compliance with the Information Management policy and GDPR requirements might be challenging, potentially leading to data mismanagement and legal non-compliance.		Robust Audit and Compliance Framework: Establish a robust system for regular audits and compliance monitoring. This system should include clear metrics for assessing adherence to GDPR. Ensure there are processes in place for prompt response and remediation in case of non-compliance.

Appendix D: Supporting materials – 1. 3 Strengthen information management and data ethics

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Risk reduction of risk of fine for GDPR data breach	£120,000.00	Based on fines issued by ICO to Stoke on Trent for PII violations as savings derived from data breaches, staff time taken to resolve.

Appendix E:
Supporting materials for strand two – technology and innovation (alignment to DTOM, risk assessment and benefits calculation

Our Cambridge

2.1 Empower CCC's Technological Transformation through a Technical Design Authority (TDA)

Alignment to organisational structure

We recommend that the following roles from the DTOM be part of the TDA. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Responsible for coordinating the activities of the TDA overall.

Strategy Delivery:
- Accountable for ensuring that the TDA's activities and decisions are strategically aligned with the Council's broader digital goals and objectives.
- Informed about the progression and outcomes of technology management initiatives.

ICT Contract Management:
- Responsible for incorporating TDA's directives into vendor relationships, contract negotiations, and management.
- Accountable for overseeing the adoption of procurement best practices as guided by the TDA.

Solution Architecture:
- Consulted for technical guidance and solutions architecture in alignment with TDA's directives.

ICT Finance:
- Consulted by ICT Contract Management for financial advice and budget alignment related to ICT Contract Management TDA activities.

Service Design:
- Responsible for ensuring that end-user requirements are defined and met in accordance with TDA's technology management strategy.
- Consulted for input on designing services and products that align with TDA's technology recommendations and user needs.

Product Management:
- Responsible for being the 'voice of the user' and defining and owning user stories and the definition of product requirements.
- Accountable for ensuring that the TDA's technology recommendations and strategies align with product management best practices.

Change Management and Delivery:
- Responsible for guiding the establishment and regular cadence of TDA meetings and activities.

- Accountable for ensuring that the TDA's decisions and strategies are effectively communicated and implemented across the Council.

Performance Indicators and Success Metrics

Foor this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Establishing the TDA
   - Performance Indicator: Complete establishment and alignment of the TDA with DDaT strategy.
   - Success Metric: TDA operational model established, members selected, and execution begun.
2. Defining Governance and Operating Procedures
   - Performance Indicator: Development and communication of TDA governance frameworks and operating procedures.
   - Success Metric: TDA governance frameworks and operating procedures established and communicated internally.
3. Ongoing Strategy Review and Adaptation
   - Performance Indicator: Regular and value–adding strategy reviews, reporting, and stakeholder engagement.
   - Success Metric: Conduct monthly TDA meetings, quarterly progress reports, and establish feedback mechanisms with 70% stakeholder engagement, along with biannual effectiveness reviews.

Appendix E: Supporting materials – 2.1 Empower CCC's Technological Transformation through a Technical Design Authority (TDA)

Risk assessment and mitigation strategies:

Risk	Severity level (RAG)	Mitigation strategy
Ineffective TDA Structure and Integration: There's a risk that the newly formed TDA may not be effectively integrated into the Council's existing structures, leading to confusion over roles, responsibilities, and authority. This could result in inefficiencies and a lack of clear direction for the DDaT strategy.		Clear Definition and Communication of Roles: Ensure the TDA's structure, roles, and responsibilities are clearly defined and documented. Communicate this information across the Council to establish the TDA's authority and mandate. Engage with all relevant departments to facilitate understanding and collaboration.
Misalignment with Council Goals and User Needs: The TDA might become disconnected from the evolving needs of the Council's departments and external stakeholders, leading to a strategy that does not align with user needs and organisational goals.		Regular Reviews and Feedback Mechanisms: Establish regular review sessions and feedback mechanisms involving Council departments and external stakeholders. Use these sessions to assess the effectiveness of the TDA and adapt its approach to ensure continuous alignment with user needs and strategic goals.

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Total monetisable benefits aside from TDA formation	£2,782,232.03	
B	Percentage	5%	
C	Expected benefiits gained from improved governance of overall DDaT strategy through formation of TDA	£139k	=A*B

Appendix E: Supporting materials – 2.2 Make technology buying and management smarter

2.2 Make technology buying and management smarter

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Accountable for overall ownership and coordination of the mission.
- Responsible for ensuring effective implementation of the procurement guidelines and overseeing the overall progress of the mission.

Strategy Delivery:
- Accountable for ensuring the alignment of procurement practices with the Council's digital strategy and organisational objectives.
- Consulted for strategic input on procurement practices and their integration with broader organisational goals.

ICT Contract Management:
- Responsible for managing vendor relationships, contract negotiations, and ensuring contracts are in support of digital transformation goals.

- Accountable for the overall management of contracts and ensuring that procurement practices align with the Council's strategic objectives.
- Consulted for input on contract management best practices and vendor engagement strategies.

ICT Finance:
- Responsible for budget management and financial analysis of procurement initiatives.
- Accountable for ensuring the cost-effectiveness of procurement strategies and managing the financial aspects of the mission.

Change Management and Delivery:
- Responsible for managing the transition to new procurement processes and systems.
- Accountable for driving the adoption of new procurement strategies across the organisation and ensuring smooth delivery of the mission.

Service Design:
- Consulted for ensuring that procured tools and platforms are intuitive and align with the Council's digital transformation goals.
- Informed about the design considerations and user-centricity of procured products and services.

Appendix E: Supporting materials – 2.2 Make technology buying and management smarter

Product Management:
- Responsible for overseeing the lifecycle of procurement products and platforms.
- Accountable for ensuring that product requirements are in line with digital transformation goals and user needs.
- Consulted for communicating product requirements and collaborating with other teams, such as Business Analysis, for a coherent product strategy.

Business Analysis:
- Responsible for conducting a comprehensive business needs analysis for procurement processes.

Technical Analysis:
- Consulted for providing in-depth technical evaluation of procurement systems and solutions.

Performance Indicators and Success Metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Developing Procurement Guidelines
   - Performance Indicator: Development and implementation of procurement guidelines detailing methodology for evaluating technology purchases based on clearly defined business requirements, user stories, and technical specifications, among others.
   - Success Metric: Adoption of procurement guidelines across all technology purchases.
2. Enhancing Staff Training and Role Clarification
   - Performance Indicator: Training program in business analysis, digital product management, and technology trends developed and implemented for procurement staff.
   - Success Metric: Complete training for all procurement staff.
3. Audit and Targeted Approach in Contract Management
   - Performance Indicator: Completion of contract audits and effectiveness of contract management system.
   - Success Metric: Conduct a full audit of existing contracts and establish a central contract register with effective tracking.
4. Adopt Best Practices in Technology Buying and Management
   - Performance Indicator: Establishment and routine adoption of best practice in technology buying and management, e.g., via pilot projects, robust market engagement, partnerships, and adherence to contract management processes.
   - Success Metric: Successfully implement pilot projects, establish robust vendor relationships, and achieve 100% compliance with contract management processes.

Appendix E: Supporting materials – 2.2 Make technology buying and management smarter

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Ineffective Alignment of Procurement with Business Needs: There's a risk that technology procurement may not adequately align with the actual business needs and user requirements of CCC. This misalignment can lead to the purchase of unsuitable technology solutions, resulting in wasted resources and missed opportunities.		Rigorous Requirement Analysis and User Story Development: Implement a stringent process for defining and documenting clear business requirements and user stories before any technology procurement. Involve relevant stakeholders from different departments in this process to ensure a comprehensive understanding of needs. Regularly review and update these requirements to reflect changing needs and trends.
Inadequate Contract Management and Supplier Engagement: The management of technology contracts and engagement with suppliers might be inadequate, leading to poorly managed contracts, missed renewal dates, and suboptimal vendor relationships.		Robust Contract Management System and Supplier Engagement Model: Implement a central contract register and a system for tracking contract renewals and managing contracts based on KPIs. Develop best practices in vendor engagement, including pilot projects for system readiness checks, strengthening market engagement processes, fostering partnership approaches with suppliers, and implementing mandatory contract management and review processes.

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Cost of procurement	£1,756,666	Based on value of ICT software contracts which City is listed as a partner in. Source file name: Contracts Analysis Software
B	% savings from innovation projects to streamline procurement and contract management	10%	Based on UK Multi–Academy Trust case study. To reduce costs, they turned to a procurement e–Marketplace tool to streamline the purchasing process. They were able to source price competitive goods, validate this for their purchasing requirements, and significantly reduce the time spent searching.
	£ value of 10% savings on 3CICT partnership and procurement	£175,666	(A*B)

Appendix E: Supporting materials – 2.3 Transform how outsourced IT is managed

2.3 Transform how outsourced IT is managed

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Accountable for ensuring external IT services align with the Council's digital service standards and strategic objectives.
- Responsible for managing the overall performance of outsourced IT services.

Strategy Delivery:
- Consulted for integrating outsourced IT management into the Council's broader digital strategy.
- Informed about the progress and impact of outsourced IT services on strategic goals.

ICT Contract Management:
- Responsible for implementing a contract management system
- Accountable for overseeing contract management processes and ensuring they meet the Council's needs.
- Responsible for clarifying contractual relationships with external partners.

ICT Finance:
- Responsible for managing the budgeting and financial aspects of outsourced IT contracts.
- Accountable for assessing cost implications and ensuring value for money in outsourced IT services.

ICT Consultancy/External Supplier Inputs:
- Consulted for providing expert advice on the selection and management of outsourced IT services.
- Informed about the requirements and expectations from external IT service providers.

Enterprise Architecture:
- Consulted for ensuring compatibility of externally developed technologies with the Council's systems.

Solution Architecture:
- Consulted for working closely with external suppliers to ensure solutions are robust and fit for purpose.
- Informed about the technical specifications and design of outsourced IT solutions.

Data Architecture:
- Consulted for aligning outsourced IT solutions with the Council's overall data architecture.

Change Management and Delivery:
- Accountable for implementing new processes and systems for managing outsourced IT relationships.

Service Design

- Consulted to ensure that outsourced IT solutions align with overall customer journeys for key services that the Council delivers.

Product Management:

- Responsible for ensuring robust business, product, and technical requirements are developed and communicated to all parties relevant to the procurement, implementation, adoption, and ongoing support of IT systems at the Council. Accountable for the coherence and alignment of product requirements with outsourced IT services.

Business Analysis:

- Consulted for working alongside Product Management to ensure business, product, and technical requirements are effectively communicated and aligned with Council's strategic goals and user needs.

Performance Indicators and Success Metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Strengthening Contract Management Capabilities
   - Performance Indicator: Implementation and utilisation of the contract management system.
   - Success Metric: Fully operational contract management system and training completion for all relevant staff in contract management best practices.

2. Defining and Communicating Requirements with External Providers
   - Performance Indicator: Clarity and alignment of requirements with external providers.
   - Success Metric: Establish clearly defined, communicated, and mutually understood business and technical requirements with all external partners, including 3CICT and district councils.

3. Enhancing Partnership and Collaboration
   - Performance Indicator: Effectiveness of stakeholder engagement and collaborative initiatives.
   - Success Metric: Launch a stakeholder engagement campaign and establish regular communication channels and joint working groups. Demonstrate at least two successful collaborative technology initiatives.

4. Establishing a Monitoring and Review Mechanism
   - Performance Indicator: Effectiveness of the monitoring and review mechanism for outsourced IT services.
   - Success Metric: Implement a monitoring system and conduct bi-annual review meetings, achieving at least 80% compliance with KPIs and SLAs.

Appendix E: Supporting materials – 2.3 Transform how outsourced IT is managed

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Ineffective Contract Management and Oversight: There's a risk that the new contract management system may not be effectively implemented or utilised, leading to poor oversight and management of IT service contracts. This could result in suboptimal service quality and value for money.		Comprehensive Training and System Utilisation: Ensure comprehensive training for staff in contract management best practices. Develop clear guidelines and processes for using the contract management system effectively, covering the entire lifecycle of IT service contracts. Regularly review the system's usage and effectiveness, making adjustments as needed.
Misalignment of Outsourced IT Services with CCC's Strategic Objectives: There is a potential risk of misalignment between the services provided by external IT providers and CCC's strategic objectives. This misalignment can hinder the achievement of desired outcomes and strategic goals.		Clear Communication and Regular Updates of Requirements: Develop a formal process for defining, communicating, and regularly updating business and technical requirements to external IT service providers. Ensure these requirements are aligned with CCC's strategic objectives and that they are clearly understood and agreed upon by all external partners.
Lack of Effective Collaboration and Partnership with External Stakeholders: Effective collaboration and partnership with external stakeholders such as Greater Cambridge Partnership and Smart Cambridge are crucial. There's a risk that these relationships may not be adequately nurtured, leading to missed opportunities for synergies and shared knowledge.		Structured Stakeholder Engagement and Collaboration Mechanisms: Launch a structured stakeholder engagement campaign and establish regular communication channels and joint working groups. These should facilitate collaboration, knowledge sharing, and ensure alignment of technology initiatives with the broader strategic objectives of CCC.

Appendix E: Supporting materials – 2.3 Transform how outsourced IT is managed

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Cost of 3CICT partnership	£3,007,092	2019/20 Forecast Outturn from 3CICT attributable to CCC. Source file name: 3Cs Legal and ICT Services and Greater Cambridge – Internal Audit Shared Service – 201920 Annual Re (1) (002) (1)
B	% savings from innovation projects to streamline procurement and contract management	10%	Based on case study from UK Multi-Academy Trust. In their quest to reduce costs, a major UK Multi-Academy Trust Department turned to a procurement e-Marketplace tool to streamline the purchasing process. They were able to source price competitive goods, validate this for their purchasing requirements, and significantly reduce the time spent searching.
	£ value of 10% savings on 3CICT partnership and procurement costs	£300,709.20	(A*B)

2.4 Rationalise our IT estate

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Accountable for overseeing the overall IT estate rationalisation process.
- Responsible for ensuring IT services are aligned with the Council's digital service standards.

Strategy Delivery:
- Consulted for ensuring the IT rationalisation aligns with the broader strategic objectives of the Council.

ICT Contract Management:
- Responsible for managing and reviewing IT contracts as part of the rationalisation process.
- Consulted for assessing opportunities for consolidation and renegotiation of contracts.

ICT Finance:
- Accountable for conducting financial analysis of current IT systems.
- Consulted for identifying potential cost savings through rationalisation.

ICT Consultancy/External Supplier Inputs:
- Consulted for evaluating and recommending optimal solutions for the IT estate.
- Informed about the rationalisation process and its impact on IT services.

Enterprise Architecture:
- Consulted for contributing to the IT systems roadmap development from an enterprise architecture perspective.
- Informed about the alignment of IT systems with enterprise architecture standards.

Solution Architecture:
- Accountable for ensuring that the rationalised IT solutions align with the Council's needs.

Data Architecture:
- Consulted for identifying opportunities to optimise data architecture as part of the rationalisation.
- Informed about the impact of rationalisation on data architecture and data flow.

Change Management and Delivery:
- Accountable for managing the transition to new IT systems.
- Responsible for communicating changes and providing support throughout the organisation.

Product Management:

- Responsible for evaluating specific IT systems and solutions for consolidation or replacement.
- Consulted for aligning product strategy with the rationalisation objectives.
- Informed about the changes to products and services as a result of the rationalisation process.

Business Analysis:

- Responsible for conducting in-depth analysis of business requirements for IT systems.
- Consulted for informing decisions on IT rationalisation based on business impact and requirements.

Performance Indicators and Success Metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. IT Systems Assessment and Decision Framework
   - Performance Indicator: Completion of IT systems assessment and development of a decision framework.
   - Success Metric: Complete comprehensive IT systems review and establish a decision framework.
2. Strategic IT Systems Roadmap Development
   - Performance Indicator: Creation of a strategic IT systems roadmap.
   - Success Metric: Develop and align a strategic IT systems roadmap with DDaT strategy goals.
3. Stakeholder Engagement and Feedback Mechanism
   - Performance Indicator: Establishment and effectiveness of the stakeholder feedback mechanism.
   - Success Metric: Implement a regular, structured feedback process and integrate stakeholder input into the IT roadmap.

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Appendix E: Supporting materials – 2.4 Rationalise our IT estate

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Inadequate Assessment and Misalignment of IT Systems with Strategic Goals: There's a risk that the comprehensive review of current IT systems may not accurately assess their efficiency, security, and alignment with CCC's strategic goals. This could lead to poor decision-making in terms of retaining, upgrading, or decommissioning systems.		Rigorous Review Process and Expert Involvement: Ensure the IT systems assessment is thorough and involves input from various stakeholders and IT experts. Utilise a well-defined decision framework that incorporates technical, financial, and strategic considerations to guide decisions on IT systems effectively.
Lack of Coherence and Synergy in IT Systems Roadmap: Developing a strategic IT systems roadmap presents the risk of creating plans that are not coherent with other missions in the DDaT strategy or that fail to synergise with broader organisational goals.		Integrated Planning and Regular Review: Align the IT systems roadmap closely with the overall DDaT strategy and CCC's strategic goals. Regularly review and update the roadmap to ensure it remains relevant and effectively integrated with other digital transformation initiatives.

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Value of key on-prem contracts	£307,586.31	File name: Key On-Premise Contracts and Cloud Alternatives
B	% savings of moving from on-prem to cloud	25%	Source
	£ value of 10% savings on 3CICT partnership and procurement costs	£76,896.58	(A*B)

Appendix F:

Supporting materials for strand three – digital customer journey (alignment to DTOM, risk assessment and benefits calculation

Our Cambridge

3.1 Create a unified user experience across all digital services to ensure universal accessibility

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:

- Responsible for overseeing the coordination of efforts to enhance digital accessibility across all Council services.
- Accountable for managing the integration of accessibility standards into ongoing digital service improvements.

Strategy Delivery:

- Consulted for ensuring that accessibility initiatives align with the Council's overarching digital strategy.

Service Design:

- Accountable for leading the design of user-friendly and inclusive digital interfaces and forms.
- Responsible for developing unified digital service designs that integrate seamlessly with non-digital alternatives.

User Research and Design:

- Responsible for conducting comprehensive accessibility audits of digital platforms.

- Consulted for gathering insights on user needs and preferences to inform the redesign process.

User Analytics and Behaviours:

- Consulted for analysing user interactions with digital platforms to identify accessibility barriers.

User Acceptance Testing:

- Responsible for conducting thorough testing of redesigned digital services with a diverse group of users.
- Accountable for validating that the services meet accessibility standards and are user-friendly.

User Journey and Outcome Mapping:

- Responsible for mapping out both digital and non-digital user journeys, ensuring they are intuitive, efficient, and accessible
- Accountable for continuously refining these journeys based on user feedback and evolving needs.

Prototyping and Usability Testing:

- Responsible for developing prototypes for accessible digital services for early-stage testing and feedback.
- Accountable for performing usability testing to identify any issues in accessibility and make necessary improvements.

Product Management:

- Responsible for managing the lifecycle of accessible digital services.

- Accountable for overseeing updates and enhancements to ensure ongoing compliance with accessibility standards.
- Consulted for owning the product requirements related to accessibility across all services.

Digital Communication:
- Responsible for promoting the availability of accessible digital services to the residents.
- Accountable for developing communication strategies to encourage the use of accessible digital and non-digital services.

ICT Contract Management:
- Consulted for ensuring that suppliers meet the required accessibility standards during the procurement and management of contracts.

Information Governance:
- Consulted for overseeing the ethical and compliant use of data in enhancing digital accessibility.
- Informed about ensuring privacy standards are maintained in all accessible digital services.

Change Management and Delivery:
- Responsible for helping deliver elements such as audits, user journey mapping, and other change management activities.
- Consulted for managing the overall transition to enhanced digital accessibility and unified user experience.

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Performance Indicators and Success Metrics
For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Comprehensive Accessibility Audit and Inclusive Redesign
   - Performance Indicator: Completion of the comprehensive accessibility audit and implementation of redesign changes.
   - Success Metric: Conduct the audit and complete redesign for inclusivity in all key digital platforms, ensuring adherence to CCC accessibility guidance.
2. Establishment of a Seamless Digital Service Design
   - Performance Indicator: Implementation of a consistent design language and creation of detailed user journey maps.
   - Success Metric: Develop and apply a unified design language across all digital services and complete user journey maps for each service area.
3. Development of Unified Service Design with Non-Digital Alternatives
   - Performance Indicator: Integration of user research into service design and provision of accessible non-digital service options.
   - Success Metric: Complete user research and ensure all digital services have inclusive and accessible non-digital alternatives.

4. Resident Feedback Mechanism and Maintenance
    - Performance Indicator: Establishment of ongoing resident feedback mechanisms and adaptation of services.
    - Success Metric: Set up continuous user testing and feedback loops, update services bi-annually based on feedback, and conduct annual communication campaigns to inform residents of service improvements.

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Inadequate Accessibility in Digital Service Design: There's a risk that the comprehensive accessibility audit and subsequent redesigns may not fully identify or address all accessibility barriers. This could result in digital services that are not universally accessible, especially to users with diverse needs.		In-depth Accessibility Audit and Inclusive Design Implementation: Build upon the work done by Zesty to conduct a thorough audit of digital platforms, involving users with various accessibility needs in the testing process. Implement inclusive design principles rigorously and ensure all digital services adhere to CCC's accessibility guidelines. Regularly update these guidelines to reflect current best practices.
Insufficient Provision of Non-Digital Alternatives: There's a risk that digital services might not adequately consider or provide for non-digital alternatives, alienating residents who prefer or require traditional service channels.		Comprehensive Non-Digital Service Planning: Conduct user research to understand the needs and preferences of all residents, including those who are less digitally literate. Develop and strategically plan non-digital counterparts for each digital service, ensuring that these alternatives are accessible, user-friendly, and well-integrated with digital offerings.
Lack of uptake by individual services: Individual services may be wedded to certain UX and UI solutions and be reluctant to shift to a new model.		Extensive alignment: Conduct alignment with service owners across the Council to ensure that their needs are incorporated into the future unified UX of the Council

Appendix F: Supporting materials – 3.1 Create a unified user experience across all digital services to ensure universal accessibility

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Population of Cambridge	145,700	Most recent Cambridge census
B	Assumed % of Cambridge population with accessibility requirements	20%	Based on population of Manchester with accessibility needs
	# people in Cambridge with accessibility needs	29,140	=(A*B)

Appendix G:
Supporting materials for strand four – digital and data skills and development (alignment to DTOM, risk assessment and benefits calculation

Our Cambridge

Appendix G: Supporting materials – 4.1 Improve DDaT skills across the organisation

4.1 Improve DDaT skills across the organisation

Alignment to organisational structure

DTOM roles and activities aligned to this mission. Note: The final composition of roles for delivery of this mission will be dependent on the DTOM model which is adopted by CCC.

Digital Service Management:
- Responsible for coordinating the overall approach to integrating DDaT skills into daily operations.
- Accountable for overseeing the implementation of the training programme and tracking its adoption across the Council.

Strategy Delivery:
- Consulted for ensuring the mission is strategically aligned with the Council's digital transformation goals.
- Informed about the development of the curriculum based on the Council's strategic direction and the DTOM framework.

ICT Contract Management:
- Responsible for managing contracts for any external partners or platforms required for the training programme.
- Accountable for overseeing procurement of digital tools and resources needed for skills development.

ICT Consultancy/External Supplier Inputs:
- Consulted for delivering expertise in discovery, design, delivery, and development stages of the DDaT skills programme.

Service Design:
- Responsible for designing the training programme to ensure it is user-friendly and meets the diverse needs of Council staff.

Service Delivery Management:
- Accountable for implementing the training programme across various Council departments.
- Responsible for coordinating with User Research and Design to incorporate feedback into ongoing programme improvements.

User Research and Design:
- Responsible for conducting surveys and research to identify specific training needs across the organisation.
- Consulted for designing role-specific training modules, ensuring relevance and applicability to various job functions.

User Analytics and Behaviours:
- Responsible for analysing survey results and the effectiveness of the training programme through behavioural changes and skills application in the workplace.
- Consulted for adjusting training strategies based on analytics and feedback.

Learning & Development (L&D):

- Responsible for embedding DDaT skills development into HR processes and career development plans.
- Accountable for continuously assessing and iterating the training programme based on L&D surveys and evolving staff needs.

Development Operations and Technical Analysis:

- Consulted for supporting the technical aspects of training platforms and digital learning environments.
- Informed about ensuring that the technical content in the training is accurate and reflects current best practices.

Performance Indicators and Success Metrics

For this mission could include the following, and should be aligned to the timelines outlined in the Mission Roadmap ahead of implementation:

1. Discovery: Mapping Skills and Identifying Practical Training Needs
   - Performance Indicator: Completion of skills gap analysis and needs assessment.
   - Success Metric
     - o Conduct comprehensive skills surveys and complete gap analysis for all Council staff, clearly identifying training needs.
2. Design: Comprehensive Training Programme Development

   - Performance Indicator: Creation and readiness of a tiered DDaT skills training program.
   - Success Metric
     - o Develop and validate the training program for all three tiers, ensuring alignment with job roles and Council needs.

3. Delivery of Training Programmes
   - Effective delivery of tiered training programs to appropriate staff segments.
   - A significant increase in the number of Council staff completing digital and data training modules within a set timeframe.
   - Observable improvements in service delivery and operational efficiency as a direct result of applied new digital skills.
   - Success Metric:
     - o Tier 1: Ensure 100% of all employees undergo Tier 1 training.
     - o Tier 2: Complete role-specific training for team leaders.
     - o Tier 3: Deliver leadership training to C-suite and senior management.
4. Development and Iteration to Establish a Continuous Learning Culture
   - Performance Indicator: Integration of digital skills training into HR processes and the establishment of a continuous learning environment.

Appendix G: Supporting materials – 4.1 Improve DDaT skills across the organisation

- Success Metric:
  - Update HR processes to include digital skills development.
  - Achieve an annual increase in staff participation in advanced training modules (Tiers 2 and 3).

Risk assessment and mitigation strategies

Risk	Severity level (RAG)	Mitigation strategy
Inadequate Engagement and Participation in Training Programs: There's a risk that employees may not fully engage with or participate in the new DDaT training programs. This could be due to a lack of awareness, perceived irrelevance, or resistance to change, resulting in ineffective skill development across the organisation.		Tailored Communication and Incentives: Develop a comprehensive communication strategy to highlight the importance and benefits of the training programs. Offer incentives for participation and completion, such as recognition, career advancement opportunities, and linking learning to organisational goals. Ensure the training is relevant to each role, making it more appealing for staff to participate.
Mismatch Between Training Content and Actual Skill Needs: The training content might not align perfectly with the actual skills needed in different roles across the Council. This mismatch can lead to a waste of resources and leave critical skill gaps unaddressed.		Regular Skills Analysis and Content Updates: Conduct thorough research upfront to ensure that the gap between what people need to know and what they already know is well defined. Continuously monitor and evaluate the effectiveness of the training programs. Regularly update the training content to align with evolving digital trends and the specific needs of the Council's services. Incorporate feedback from employees to ensure that the training remains relevant and practical.
Lack of Integration of New Skills into Daily Operations: Post-training, there is a risk that newly acquired skills may not be effectively applied in daily operations due to a lack of support, opportunity, or organisational alignment.		Continuous Learning Culture and Practical Application: Foster a continuous learning culture within the organisation where new skills are consistently applied to relevant tasks. Link training to practical, real-world applications within the Council. Work closely with leadership to ensure that learnings from the training programs are embedded and utilised in daily operations.

Appendix G: Supporting materials – 4.1 Improve DDaT skills across the organisation

Additional detail on benefits calculation

	Cost	Figure	Notes
A	Est 2024/25 CCC gross salary costs	£608,222.00	Source file name: DTOM To-Be Report – Revised_sept
B	Possible CCC gross salary costs under new DTOM	£2,148,588.00	Recommended model from 6bythree. Source file name: DTOM To-Be Report – Revised_sept
C	Productivity uplift from reskilling	9%	Based on McKinsey analysis of economic impact of reskilling in UK organisations of on average 6–12% Source: https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-economic-case-for-reskilling-in-the-uk-how-employers-can-thrive-by-boosting-workers-skills
D	No. years reskilling remains relevant before requiring major reinvestment beyond regular iterative change	8.50	
E	Productivity uplift from reskilling based on current CCC gross salary costs	£465,289.83	=(C*A)*D
F	Productivity uplift from reskilling based on possible CCC gross salary costs	£1,643,669.82	=(C*B)*D

Appendix H:
Strategy execution, maintenance, and ownership

Our
Cambridge

Appendix H: Strategy execution, maintenance, and ownership

How to read the strategy

This document is divided into three core sections, one for each of the strategy's strands:

> Strand 1: Data and information management
> Strand 2: Technology and innovation
> Strand 3: Digital customer journey
> Strand 5: Digital and data skills and development

For each strand, there are further sub-sections:

- Description – this section provides an overview of the Strand, and its core objectives.
- Definition of the target state – this section provides an overview of the target state that the Council will work to achieve in undertaking the missions set out under the Strand.
- Case studies – this section details examples of successful interventions in adjacent areas, such as other local governments or DLUHC, that CCC can learn from with relation to the Strand.
- Missions – this section sets out the missions that the Council will need to implement to achieve the Target State. Missions are composed of the following:
  - Objective – this section outlines the overarching objective that the mission is designed to achieve.
  - Description – this section details additional information relevant to completion of the mission based on the research conducted to inform this report.
  - Cost-benefit analysis – this section sets out the costs and benefits associated with undertaking the mission.
  - Priority actions – this section sets out the high-level priority actions the Council will need to undertake to achieve the mission

Ownership and maintenance of the DDaT Strategy

The Digital Strategic Lead is the owner of the DDaT Strategy. Their role aligns with the Digital Service Management function of the DTOM. As such, they are responsible for the authoring, execution, maintenance, and revision of the DDaT Strategy over the next five years. To maintain the effectiveness and relevance of our Digital, Data, and Technology (DDaT) strategy, it is essential

to have a structured approach for regular reviews and assessments. This approach will enable us to align our efforts with our objectives and respond to new developments efficiently. The Digital Service Management and Strategy Delivery functions within the Digital Target Operating Model (DTOM) will play pivotal roles in this process, focusing on how the outcomes of the DDaT strategy align with the broader corporate objectives and target operating model (TOM) of CCC. They will provide strategic insights and ensure that the strategy's evolution is in line with the Council's long-term goals.

Appendix H: Strategy execution, maintenance, and ownership

The Digital Strategic Lead will organise bi-annual reviews of the DDaT strategy. The Digital Board will review first, before passing on a progress report to the Transformation Board. They will coordinate the gathering and analysis of performance data related to each mission of the Strategy. They will own the compilation and presentation of detailed reports on the progress of the strategy during the bi-annual reviews.

How to ensure that this strategy remains up to date during execution

As CCC embarks on the journey to transform its digital services, it is crucial to recognise the importance of beginning each mission with a structured, insightful 'discovery' project. We recommend this approach to ensure that the Council's Digital, Data and Technology (DDaT) strategy remains aligned with evolving organisational priorities, realistic about staffing and resources, and responsive to the ever-changing technological landscape.

Why a discovery project is essential

- Alignment with organisational priorities: the discovery project reassesses the alignment of each mission with the Council's overarching goals and the DDaT strategy. This helps in ensuring that the initiatives stay relevant and cater to the current needs of the Council and its residents
- Realistic staffing and resource planning: it offers an opportunity to critically evaluate the staffing requirements. Are the necessary roles filled, or is there a need to bring in external expertise? This aspect ensures that the missions are grounded in reality, and are achievable with the available resources.
- Cost and technology evaluation: the discovery project scrutinises the estimated costs and explores if there are additional expenses to consider. It also opens avenues to consider new technologies or suppliers that could offer enhanced value to the Council's digital services.

Structuring discovery projects

- Ensure that costs and benefits are well calculated so that CCC understands the financial rationale behind pursuing these ideas.
- Think slow, act fast: embrace a deliberate, reflective approach in the planning stages. Allocate ample time for research, reflection, and consultation. Once the plan is set, shift to rapid and decisive action.
- Question every requirement: foster a culture where every project requirement is critically examined. Encourage team members to question the necessity and efficiency of each
- requirement, promoting a culture of innovation and meticulous planning.
- Balance analysis with timely decision-making: set clear deadlines for the planning phase to prevent analysis paralysis. Ensure that planning is thorough yet remains on schedule.
- Adaptability in execution: remain flexible and ready to adjust plans as needed during execution. Develop mechanisms to

address unforeseen challenges or opportunities swiftly, borrowing from agile delivery methodologies.

- Post-action reflection: after execution, reflect on the outcomes. Conduct post-project reviews to evaluate the effectiveness of planning and execution phases, and integrate lessons learned into future strategies.

By recommending the initiation of each mission with a discovery project, we aim to provide CCC with a robust, structured, and thoughtful approach to implementing its DDaT strategy. This recommendation underlines the Council's commitment to delivering well-planned, effective, and adaptable digital services, ensuring that each step taken is in the best interest of the Council and the community it serves.

Appendix I:
Case studies

Our Cambridge

Family Context - Empowering Social Workers to Safeguard Vulnerable Children in Leeds (Leeds City Council and Stockport Council)

Challenge

Social workers often struggle to access relevant information on individuals connected to a child, hindering their ability to provide timely and effective support. Poor information sharing between multi-agency partnerships can lead to serious harm, abuse, or even death.

Solution

Family Context, a digital tool developed in collaboration between Leeds City Council and Stockport Council and funded by the Local Digital Fund, addresses this challenge by developing a user-centric, ethically driven approach to enhance information sharing and child welfare services. Some key characteristics of how the tool has been developed are:

User-Centric Design: the tool was designed with social workers at its core. Extensive research and user testing across the country informed every decision about the product's features, ensuring that it meets the real needs of those who use it.

Ethical Data Handling: data ethics were a central consideration during the tool's development. Family Context incorporates data from four different services while adhering to GDPR regulations. The tool only uses the minimum necessary data for its purpose, and sources of data are transparently presented to users, allowing them to assess the limitations of the shared information.

Open-Source Commitment: Family Context has always strived to be open source, making all its work publicly available. This transparency includes user research insights, the business case, a video demo of the tool, and the reference application with open code for the API and user interface. An Implementation Guide assists new local authorities in adopting Family Context.

Benefits

- It saved time for social workers, prioritising more time to spend with families
- It empowered social workers to make informed decisions more easily
- Services around a family can be better connected

Relevance

Collaborative Development: Family Context is the result of collaboration between 12 local authorities who recognised the need for improved data standardisation and sharing.

Data and information sharing: they aimed to tackle the common problem of poor multi-agency partnership information sharing, which can have severe consequences for children's safety. The tool gives a more extensive range of data sources right at the

Appendix I: Family Context - Empowering Social Workers (strand one)

beginning of the assessment and helps services to coordinate support.

Saving time for workforce: Family Context gives social workers a snapshot of agencies working with a family and their contact details, significantly reducing the time it takes to gather this information from 2-3 hours per assessment to around 20 minutes, freeing up more time to spend face-to-face with families.

Source
https://www.localdigital.gov.uk/funded-project/building-family-context-in-childrens-services/
https://www.stockport.gov.uk/news/stockport-council-to-showcase-award-winning-family-context-tool

Appendix I: Shared Planning Service AI powered platform (strand one)

Shared Planning Service AI powered platform (Cambridge City Council)

Challenge

The system for collecting comments on planning applications needed to be brought up to date to make sure we are able to connect with our customers effectively and meet our legal obligations in the future.

Solution

CCC piloted innovative digital citizen engagement tools through the Department for Levelling Up, Housing and Communities' (DLUHC) PropTech Innovation Fund. The Council received £388K jointly with South Cambridgeshire District Council through the Greater Cambridge Shared Planning Service. In Round 1 (2021), the Council worked with the Future Fox to launch an online, AI-powered, cloud-hosted platform. to capture public comments about its Local Plan across social media like Twitter.

Benefits

This change has enabled future Regulation 18 public consultations to be more robust by to capturing public comments about its Local Plan across social media like Twitter.

Relevance

The creation of this innovative tool and platform is an exemplar of how AI can improve customer engagement.

Appendix I: Covid data management lessons learned (strand one)

Covid data management lessons learned (Cambridge City Council)

Challenge
At the point of the first Covid lockdown in March 2020, a data 'working group' was established to identify and target Cambridge City residents who were not shielded but would likely be considered 'vulnerable' to the virus and to offer appropriate support through the community resilience. The challenge was that the Council had a data asset inventory with over 300 individual datasets listed, no standardisation of the data held, and no central view of our residents to easily identify and communicate with them.

Solution
The Council needed to quickly establish how it would gather the data together, match datasets, categorise different vulnerable characteristics, prioritise the most valuable datasets (both internal and external) and establish how data can be shared in a compliant way with appropriate organisations who can respond.

Without any dedicated data analyst, the Council had to draw upon skills within the organisation to meet the capability required to complete this work. An officer was tasked with defining the methodology, determining, and obtaining relevant data from colleagues, producing workflows, cleaning, and matching data, and producing a master data sheet by ward, with personal, sensitive and direct contact data (under the Vulnerable People's Protocol). This majority of this work was carried out using spreadsheets and manual data handling, with no automation or integration between data.

Benefits
The methodology produced to identify at risk vulnerable residents according to a range of different factors/characteristics provided a template that was adopted by the surrounding Councils. It was the first time that the Council had a holistic view of all vulnerable residents, for example by the likelihood of a chronic health condition, age, accessing social care, limited mobility, disability, care and support packages, families under stress, single parent or houses with multiple occupants, at risk of abuse, or in/at risk of economic hardship.

Relevance
Even with the introduction of a Data Analyst and PowerBi; four years on, if another lockdown were to happen, the Council would still need to obtain data individually from key line of business systems, does not have any data sharing agreements in place with other local authorities (or partners) would still need to introduce data standards and clean the data before any matching would be possible.

Sources
Cambridge City Council needs assessment approach V1.2.pdf

Appendix I: Procuring technology for Housing Services (strand two)

Procuring technology for Housing Services across the country (Redbridge, Woking, Greenwich, Kingston, Sutton, Adur, and Worthing Councils)

Challenge

Many Council housing services acknowledge that the technology currently in use falls short of meeting their requirements. This outdated technology lacks essential functionalities for residents and offers limited reporting capabilities for staff. Consequently, housing services struggle to fulfil regulatory obligations due, in part, to these technological shortcomings.

The challenges in technology procurement stem from a lack of strategic planning and expertise in the process. Successful procurement demands specialised knowledge in technology, service delivery, and procurement. Often, procurement is reactive and disconnected from organisational strategy, without a clear understanding of the problems that technology should address.

Solution

The DLUHC Local Digital Fund allocated £100,000 in Round 6 to Hackney, Redbridge, Woking, Greenwich, Kingston and Sutton, and Adur and Worthing for a discovery project. This project aimed to re-evaluate technology systems' procurement for housing services and identify opportunities to align technology with the needs of local authorities and residents.

Benefits

- Strategic Approach: Empower local authorities to strategically plan their procurement processes and anticipate legislative changes.
- User Empowerment: Involve end-users, both staff and residents, in the procurement process to ensure that chosen systems meet their needs effectively.
- Transparency and Efficiency: Provide staff with a clear view of the procurement journey, allowing them to better prepare and plan for each step, thereby increasing process efficiency.
- Risk Management: Proactively identify and mitigate risks in procurement, increasing the possibility of selecting smaller or new suppliers with innovative solutions.
- Collaboration: Enable local authorities to collaborate and amplify their influence over suppliers as a collective voice.
- Improved Supplier Relations: Foster better understanding and alignment between housing services and technology suppliers to ensure that supplier solutions meet the organisation's needs.

Relevance

The new DDaT strategy presents an opportunity for CCC to reshape its technology procurement process proactively. This aligns technology acquisition with the Council's overall strategy and the needs of residents and staff. However, without careful

Appendix I: Procuring technology for Housing Services (strand two)

planning, there are potential risks that could exacerbate existing challenges.

To make the DDaT strategy's recommendations achievable, we have outlined key actions that CCC can take. These actions ensure that the strategy's benefits are valuable and align with the objectives sought in this case study

Sources
https://dluhcdigital.blog.gov.uk/2023/03/07/round-6-projects-announced/
https://www.localdigital.gov.uk/funded-project/better-value-technology-for-housing-services/

Appendix I: IEG4 procurement lessons learned (strand two)

IEG4 procurement lessons learned (Cambridge City Council)

Challenge
The proposed renewal of Cambridge City Council's contract to use the IEG4 system would have seen the cost of access to this system rise from £100,00 per year to £160,000 per year even though it was clear to City Council staff that the system was not being used to its full capacity. The challenges stemmed from non-essential product usage, unpursued integrations (due to high cost and complex customer journeys), and a lack of effective account management from IEG4. The pricing structure used in the contract was unclear, yet the integration costs and products listed in the contracts were considered when determining the pricing. Nevertheless, the reduced usage of these products and minimal use of integrations led to an overall increased cost per form produced.

Solution
CCC conducted research and analysis of its IEG4 system usage to identify products and integrations aligned with its digital roadmap, emphasizing the importance of active engagement between both parties. The agreement for a new contract included only relevant products and integrations, fostering a collaborative approach to support CCC's goals and uncover opportunities for growth.

Benefits
IEG4 initially proposed a contract renewal price of £160,000 per annum for a two-year period. However, using the outputs of our research and benchmarking exercises, CCC proposed a contract restructure, which was agreed to, resulting in a significant cost saving. The informed decision-making process led to approximately £60,000 in annual savings for a three-year contract. Additionally, discussions uncovered a product offering from IEG4 that could enhance the customer journey, emphasizing the importance of ongoing collaboration and mutual benefits.

Relevance
The experience with IEG4 provides valuable lessons for CCC's contract management practices and highlights the importance of uncovering opportunities within its ICT domain. By understanding product functionalities and ensuring value for money, CCC will be better able to make informed decisions leading to more effective contract management and aligning ICT solutions with core business requirements to meet organisational needs. This experience can be extrapolated to improve ICT procurement practices across the Council, fostering a forward-thinking and digitally sound organization that prioritizes and supports the needs of residents and staff.

The strategic approach taken by CCC in renewing its contract with IEG4 demonstrates a commitment to enhancing efficiency and obtaining value for money. By actively engaging with the supplier,

conducting thorough research, and re-evaluating terms, CCC successfully navigated the challenges presented by the existing contract. This experience serves as a blueprint for future ICT procurement endeavours, positioning CCC as a digitally savvy and forward-thinking Council dedicated to optimizing its technological investments for the benefit of all stakeholders.

Appendix I: Using service design to improve the user journey of housing repairs (strand three)

Using service design to improve the user journey of housing repairs across the country (London Borough of Southwark, City of Lincoln, Gravesham Borough Council)

Challenge

There are 1.6 million socially rented properties in England. Councils are responsible for providing repairs to those properties. For most organisations, this is a high-volume service which generates large numbers of phone calls to the Council. Digitising the housing repairs reporting service could provide tangible savings from channel shift, however, even where online channels exist take up with users tends to be relatively low.

Solution

The discovery project led by London Borough of Southwark, Lewisham Homes, City of Lincoln and Gravesham Borough Council, funded by MHCLG sought to answer the question: *Is a common service pattern for end-to-end delivery of repairs possible?*

Benefits

Through this discovery, London Borough of Southwark, Lewisham Homes, City of Lincoln and Gravesham Borough Council, funded by MHCLG that a common service pattern for online repairs is possible. We carried out extensive user research to identify users, their needs and their barriers to going online. Our research has

helped us estimate that a range of between 40% and 75% digital uptake could be achieved for different councils, depending on the characteristics of the council's organisation.

Relevance

Enhanced User-Centricity: Extensive user research, including call listening and customer interviews, provides valuable insights into user behaviours and preferences, which enables the development of more user-centric services and solutions.

Informed Decision-Making: The research across various authorities and IT systems providers helped identify best practices, lessons learned, and known issues.

Efficient Service Delivery: The design of a common service pattern for end-to-end repair delivery, validated by authorities with prior online repair experience.

User-Friendly Online Journey: The creation of a user-focused online journey, tested with both individual users and organisations which ensures that residents have a more intuitive and user-friendly experience when reporting repairs online.

Standardised Data Framework: The evaluation of the Housing Associations' Charitable Trust (HACT) data standard and its alignment with the common service pattern provides a standardised framework for data management.

Appendix I: Supporting materials – Using service design to improve the user journey of housing repairs (strand three)

Sources
https://www.localdigital.gov.uk/funded-project/housing-repairs-online-discovery/

Appendix I: Courses on digital and agile for local government (strand four)

Courses on digital and agile for local government (DLUHC)

Challenge
Lack of digital and agile skills in local government workforce which limits their capacity to use them effectively in digital delivery.

Solution
DLUHC launched the Digital and Agile for Local Government course designed to equip local government officers with a deeper understanding of agile and digital. The two-day online course is offered at no cost and consists of live presentations, interactive sessions and exercises from experienced trainers. During the 2 days the course covers topics like value delivery via agile, what is digital, user centred design and tools for successful delivery.

Benefits
From 2023 to date, the Digital and Agile training has been provided to over 200 local authority staff, helping them to grow confidence and knowledge in digital delivery. Through that knowledge, it supports local authorities to become better equipped with the skills, knowledge and tools they need to design and deliver modern digital public services.

DLUHC have also provided training to senior local government staff through the Executive Education Programme in Digital Transformation, in collaboration with AWS and Socitm. This two-day training programme was delivered to 150 directors and senior managers from councils nationwide.

Relevance
Agile and digital training not only address the pressing challenges that councils in the UK face when it comes to adoption of digital but also capitalises on the opportunities that digitalisation offers to local government bodies. These initiatives are highly relevant to CCC's mission to enhance service delivery, adapt to changing citizen expectations, and usher in a more digitally savvy era of governance. By participating in these training programs, the Council can position itself as a forward-thinking and digitally competent authority, ready to meet the evolving needs of its residents effectively and implement the missions set out in the DDaT strategy.

Source
https://www.localdigital.gov.uk/digital-and-agile-for-local-government-course/
https://www.localdigital.gov.uk/digital-training/

Appendix I: Region of Learning and digital badging (strand four)

Region of Learning and digital badging (Cambridge City Council)

Challenge
Challenge 1: Cambridge City Council's approach to addressing digital inclusion needs for the residents of Cambridge and surrounding areas has been identified as not fully effective.

Challenge 2: Cambridge City Council employees are not currently connected to the wider skills eco-system which can negatively impact professional development.

Solution
Solution 1: To utilise the role of the library service as a central community learning hub to support community cohesion and lifelong learning. To repurpose the use of library cards through technical innovation, to address digital inclusion and improve digital literacy.

Solution 2: To create an eco-system where a shared skills currency in the form of digital badges, connects and progresses engagement with skills-based opportunities. Through Region of Learning, Council employees will have the benefit of building their in-house skills portfolio with digital badges, as well as accessing regional opportunities such as badged skills bootcamps and adult learning courses. Region of Learning is an interoperable service,

championing the use of e-skills wallets as a tool to manage and share achievements.

Benefits
Benefits to Solution 1: Mass engagement through the library service membership would see more residents skilled in digital literacy, including those from marginalised communities or who are deemed less advantaged. This technical innovation would also allow further development, acting as a gateway to other local authority services, customer relationship management systems, and the data dashboard from the connected badge issuing platform, Navigatr.

Benefits to solution 2: Council employees would build a comprehensive portfolio of skills based on the requirements of new digital services and software. Council managers can monitor performance through dashboard data.

Relevance
Access to improved digital skills for both residents are essential strands within this strategy.

Sources
[Region of Learning](#)
[Region of Learning — Navigatr](#)

Appendix J:
Proposed changes to DTOM dependent capabilities

Our Cambridge

Appendix J: Proposed changes to DTOM dependent capabilities

In our pursuit to refine and enhance the Digital, Data, and Technology (DDaT) strategy at CCC, we recommend a strategic expansion and renaming of the User-Centred Design area of the DTOM. This area, pivotal in our strategy, will be aptly renamed as 'Product.' This change not only reflects a broader scope but also aligns more closely with the delivery needs of our strategy.

This consists of three core changes:

1. Renaming to 'Product': The transition from 'User-Centred Design' to 'Product' is more than a mere change of name; it signifies a shift in focus and approach. The term 'Product' encompasses the end-to-end lifecycle of service and product development. It includes design, functionality, delivery, and ongoing maintenance, reflecting a comprehensive view of our services from the users' perspective. This renaming encapsulates our commitment to not only design services that are user-focused but also to manage and deliver them as holistic products that meet the evolving needs of our community.

2. Expansion to Include Business Analysis: We propose to include Business Analysis within the newly defined Product area. The integration of Business Analysis into this area is a strategic move to align business requirements more closely with user needs and experiences. Business analysts, by being part of this area, will have a more direct role in understanding,

articulating, and incorporating user requirements into the design and development of our services. This integration ensures that our services are designed with a holistic view, keeping user needs central from inception to delivery.

3. Incorporating Change management and Delivery: Change Management and Delivery will also form part of the Product area. This inclusion is crucial for ensuring that all changes in services and processes are deeply rooted in user-centric principles. By situating Change Management and Delivery within the Product area, we emphasise the importance of implementing changes that are not just technically sound but also resonate with and are easily adopted by our users. This approach leads to more effective transitions, higher adoption rates, and services that truly reflect the needs of our community.

These proposed changes, while diverging from the standard government DDaT framework, are specifically tailored to meet the unique challenges and opportunities at CCC. Our aim is to enhance the effectiveness of our DDaT strategy, ensuring it is robust, user-focused, and adaptable to the dynamic digital landscape.

Appendix K:
Design and delivery principles

Our Cambridge

Appendix K: Design and delivery principles - Technical Design Authority rules

Rules for Technical Design Authority (TDA)

Alignment with Organisational Goals:

- All proposed solutions must align with the strategic objectives and priorities of the organisation, as well as aligning with the Target Operating Model (TOM).
- When purchasing new systems, consideration should be given to how the proposed solution contributes to improving efficiency, enhancing customer experience, and achieving the desired outcomes for our residents.

2. **Comprehensive Evaluation:**

- Conduct a thorough evaluation of alternative solutions, considering factors such as functionality, scalability, security, cost-effectiveness, and compatibility with existing systems. This includes consideration of how solutions need to exchange data with existing systems.
- Solutions should be assessed based on their ability to meet current requirements, while also accommodating future needs and technological advancements (such as AI).

3. **Risk Assessment and Mitigation:**

- Identify and assess potential risks associated with each proposed solution, including security vulnerabilities, compliance issues, and operational disruptions.
- Develop mitigation strategies to address identified risks and ensure that proposed solutions comply with relevant regulatory requirements and industry standards. This includes our Data Standards Policy and our Information Management Policy.

4. **Technology Standards Compliance:**

- Ensure that proposed solutions adhere to established technology standards, architecture principles, and best practices. This includes assessing proposed solutions against the Government Digital Service's Technology Code of Practice.
- Evaluate the compatibility of proposed solutions with existing technology infrastructure and the feasibility of integration with other systems and applications. Make reference to our Data Standards Policy when conducting this evaluation.
- Assess the accessibility of proposed solutions, including identifying potential risks or usability issues for service users. Make reference to the Government Digital Service's Digital Inclusion Toolkit when conducting this assessment. Assess how well proposed solutions meet WCAG accessibility standards.

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5. **Cost–Benefit Analysis:**
   - Conduct a comprehensive cost–benefit analysis to evaluate the financial implications of implementing each proposed solution.
   - Consider not only the initial investment but also ongoing maintenance costs, licensing fees, and potential savings or revenue generation opportunities.
   - Consider benefits that are monetisable, such as direct cost savings and time savings, as well as non-monetisable benefits, such as social, environmental or well-being benefits.

6. **Stakeholder Engagement:**
   - Engage with key stakeholders, including service areas, ICT teams, and end-users, throughout the solution research, selection and implementation process.
   - Solicit feedback and input from stakeholders to ensure that proposed solutions adequately address their needs and requirements.
   - Engage widely with the market when researching or assessing proposed technology solutions. Ensure that you are aware of the breadth of technology solutions available before making selection or procurement decisions.

7. **Scalability and Flexibility:**
   - Prioritise solutions that are scalable and flexible enough to accommodate future growth and evolving resident needs.
   - Consider the ease of customisation and adaptation to changing market conditions or organisational priorities.
   - Agree scope for flexibility, testing and iteration in contracts with solution providers, including clear provision for innovation and continuous improvement through the contract lifecycle.

8. **Performance and Reliability:**
   - Evaluate the performance and reliability of proposed solutions under different operating conditions and usage scenarios.
   - Consider factors such as uptime, response times, and fault tolerance to ensure that solutions can deliver consistent and reliable service to customers.
   - Consider setting performance targets for suppliers to meet when providing solutions, and clear mitigation strategies where performance targets are not met.

9. **Documentation and Knowledge Transfer:**
   - Document the rationale behind solution selection, including the evaluation criteria, decision-making process, and key considerations.
   - Ensure knowledge transfer and training so that relevant stakeholders understand the selected solution and its implications for the organisation and for residents.
   - Share information and intelligence captured about technology solutions widely across the organisation, especially where there may be cross-cutting applications across service areas (such as AI).

10. **Continuous Improvement:**
    - Ensure that there is a mechanism to monitor the performance and impact of the implemented solutions over time, gathering feedback from stakeholders and measuring against success criteria.
    - Continuously assess emerging technologies and industry trends to identify opportunities for innovation and improvement in existing solutions. Ensure that partner solution providers also commit to assessing and implementing new technology capabilities.

By adhering to these rules, the Technical Design Authority can ensure that solutions are selected and implemented in a manner that maximises overall benefit to the organisation and its customers, while also mitigating risks and promoting long-term sustainability.

Data Standards

1. **Data Handling:**
   - All data must be handled in compliance with relevant data protection regulations (e.g., GDPR, CCPA). This includes our Information Management Policy.
   - Encryption protocols must be implemented for sensitive data during transmission and storage.
   - Access controls and authentication mechanisms must be enforced to restrict unauthorised access to data.
   - Regular data backups must be conducted to ensure data integrity and availability.
   - Data handling procedures should prioritise confidentiality, integrity, and availability (CIA triad).

2. **Data Optimisation:**
   - Data storage solutions should be optimised for performance, scalability, and cost-effectiveness.
   - Periodic data audits and cleanup processes should be conducted to remove redundant or obsolete data.

- Data compression techniques should be employed where feasible to reduce storage requirements.
- Data caching mechanisms should be utilised to improve data retrieval speed and system performance.

3. **Data Purpose:**
   - Data collection and processing must be aligned with specific and lawful purposes.
   - Data usage must be limited to purposes specified during collection, and any additional uses must be approved.
   - Transparent communication with stakeholders regarding the purposes of data collection and usage must be maintained.

4. **Data Standardisation:**
   - Standard data formats and conventions must be adopted where possible, especially for units or identifiers that span multiple systems or council service areas. An example of this is the Scalable Approach to Vulnerability Via Interoperability (SAVVI) data standards, which have been developed to share information relating to vulnerable adults across different databases and case management systems. Work with colleagues across service areas to explore where common data standards can be developed.
   - Metadata standards should be established to provide consistent information about the structure, context, and quality of the data.
   - Data dictionaries should be maintained to document definitions and usage guidelines for various data elements.
   - Consistent naming conventions and coding schemes must be enforced across datasets to facilitate data aggregation and analysis.

5. **Data Quality:**
   - Data quality assessments should be conducted regularly to ensure accuracy, completeness, and reliability.
   - Data validation procedures must be implemented to detect and correct errors or inconsistencies.
   - Data cleansing techniques should be applied to improve data quality by removing duplicates, correcting inaccuracies, and standardising formats.
   - Metrics for assessing data quality, such as accuracy, completeness, and timeliness, should be defined and monitored.

Appendix K: Design and delivery principles – Data standards and guidance

6. **Data Ownership:**

   - Data ownership and stewardship responsibilities must be clearly defined and assigned to individuals or departments. Ownership should clearly be transferred when individuals move roles, departments, or leave the organisation.
   - Data governance policies should outline rights, responsibilities, and accountability regarding data ownership.
   - Legal agreements and contracts should specify data ownership rights and obligations when sharing data with external parties.
   - Data ownership should be accompanied by appropriate controls to prevent unauthorized access, modification, or disclosure.

Adherence to these data standards will promote consistent approaches across operational activities, integrity and accountability in the management of data for Cambridge City Council, ultimately facilitating more effective decision-making and service delivery.

SAVVI – the Scalable Approach to Vulnerability Via Interoperability – is a set of open data standards developed by a number of councils, supported by DLUHC.

The SAVVI framework has been built by councils aiming to better use data to find vulnerable people during lock-down and potential homelessness, and information governance to access secondary use of data to find vulnerable people.

At the heart of the SAVVI project is a set of data standards that have been developed to create a common set of identifiers, concepts and processes for supporting vulnerable people. This allows councils to standardise how vulnerability outcomes are reported within the council, but also between different councils

The SAAVI data standard describes a number of concepts, with standardised ways of labelling and using these concepts, which cover the different processes and identifiers involved in finding and supporting vulnerable people. Some of these are detailed below:

Appendix K: Design and delivery principles – Data standards and guidance

SAVVI Concepts

	Concept	Label	Definition	Smart City Concept Model
1	savvi: Action	Action	An action that has been carried out as a part of responding to a NEED .	sccm: Event
2	savvi: Area	Area	A geographic area	sccm: Place
3	savvi: Attribute	Attribute	A state of a person or household.	sccm: State
4	savvi: Case	Case	A container for information recording the history of events for a person or household who may have needs.	sccm: Case
5	savvi: ContactEvent	Contact Event	A record of an event in which the situation of a person or household was sought.	sccm: Observation
6	savvi: DeliveryOrganisation	Delivery Organisation	A service provider who delivers actions that respond to a NEED .	sccm: Organisation
7	savvi: Household	Household	A collection of PERSON s who live together.	sccm: Organisation
8	savvi: LeadOrganisation	Lead Organisation	An organisation responsible for coordinating a vulnerability initiative.	sccm: Organization
9	savvi: Need	Need	The need where assistance is required to mitigate a vulnerability.	sccm: Objective
10	savvi: Outcome	Outcome	The resulting situation of a CASE , or a NEED	sccm: State

For each of those concepts, the SAVVI data standard then defines how data should be labelled, described and linked, to provide a unified framework for identifying and supporting vulnerable people. An example of two of these concepts can be found below:

Need		
Attribute	Field	Occurs
Type	Characteristic	once
Rationale	text	
Date	date	
End Date	date	
Target Date	date	

Contact Event		
Attribute	Field	Occurs
Date	date	
Contact Role	Characteristic	
Contact Person	string	
ContactMethod	lookup	
Contact Direction	lookup	

SAVVI can be used as an example of what it might look like to define data standards for different core council service areas from the ground up, working from the overall logic model of different characteristics, down to the specific data standards and labelling processes. This can enable better data collection and sharing within the council, but also with Cambridge's local partners and neighbouring councils. These approaches can be first adopted for services relating to vulnerable people, but also other service areas.

Appendix K: Design and delivery principles – Online content principles

The online content principles tell you what can go online and what cannot. Please follow this guidance when you want to publish information or services online for the public.

The principles have been created to help us streamline our online content to improve user experience. We want to reduce the need for customers to contact us with queries and provide easily findable and readable answers online so they can self-serve when it suits them.

Please also see our writing for the web guide.

Contact webteam@cambridge.gov.uk if you aren't sure whether something should go online or not.

What goes online
Online means our websites, forms, and portals that the public use. These principles do not include social media.

- See our websites and portals list.

All online content must meet a user need. Think about who you are aiming the content at and what they need to understand it. Users should not have to understand the structure of the council to find what they need. They should also be able to find what they need without prior knowledge of the task they set out to do.
Your content should be one of the following:

- service information
- service task
- engagement
- campaign to raise awareness
- partnership content
- policy, strategy, or report
- legal requirement
- response to a major event

Service information
Information about a service that only we supply.
For example:

- Cambridge car park spaces
- What goes in which bin
- Service updates
- News
- Committee meetings

The main information about our services should be on the Cambridge City Council website.
Portals and forms should be used for tasks/transactions only.

Service task
A user task for a service that only we supply. The user can check, provide or report personalised information.
For example:

- Check when your bin will be emptied
- Pay your Council Tax

Portals and forms should be used for tasks/transactions only.

- The action to the task should be linked from the website, for example, pay your Council Tax.
- The website should have clear and concise guidance of:
  - information the user needs
  - what to expect to complete the task
  - response timings
- The portal or form should include concise information at the start on:
  - how to fill out the form
  - what the user needs to have available to complete the form

Engagement

Inviting residents, businesses, or community groups to have their say on our services via online engagement.
For example:

- Consultations
- Our online engagement platform

See consultation and engagement for further details.

Campaign to raise awareness

Campaigns run or supported by the council that raise awareness about important issues.
For example:

- Cost of living help
- Black History Month
- Cambridge Street Aid Week

Don't rewrite or reinvent content when we don't need to. Consider whether third-party information would be better linked directly from the third-party website. Please keep third-party content up to date.

If we are producing a news release about a campaign, consider whether we need a content page on the website about it as well. Instead, we could link to the news release from the appropriate website section.

Partnership content

Co-ordinating information and raising awareness of programmes we are involved in with partners.
For example:

- Vaccine community champions project
- Greater Cambridge Partnership (GCP) Making Connections consultation

Appendix K: Design and delivery principles – Online content principles

Policy, strategy, or report

A policy is a set of principles or rules. A strategy is goals and objectives.

Publishing these helps us to be transparent and explain our principles, goals and objectives.

For example:

- Constitution
- Our priorities for the next 5 years

Legal requirement

Information that we must publish on our website as a legal requirement.

For example:

- expenditure exceeding £500
- salaries over £50k
- anything advised in the local government transparency code

Response to a major event

To show what we are doing about issues and incidents that have a direct impact on people's lives or significant public interest.

For example:

- the death of Her Majesty The Queen Elizabeth II
- Covid-19
- Support for Ukraine

What doesn't go online

Your content must not go online if it:

- is general advice that doesn't relate to a service, campaign, or partnership
    - For example, NHS – how to cope in hot weather. This is general advice that isn't a service we provide. This information is better supplied directly by the NHS.
    - We would not want to create our own webpage about coping in hot weather. Instead, we could link to this guidance from a website promotion (one of the three tiles that displays in the footer on every page).
- is third party information or services that can be better supplied by other organisations (you can link directly to their content instead)
- advertises or gives commercial advantage to an organisation other than our own, unless included in a campaign or partnership content– for example, Cost of Living
- is exclusively for council staff
- is professional training or qualifications other than those we provide
- is party political content
- duplicates other content or services already online

Appendix L:
Service assessment and lifecycle guidance

Our Cambridge

GDS Service Manual and Best Practices

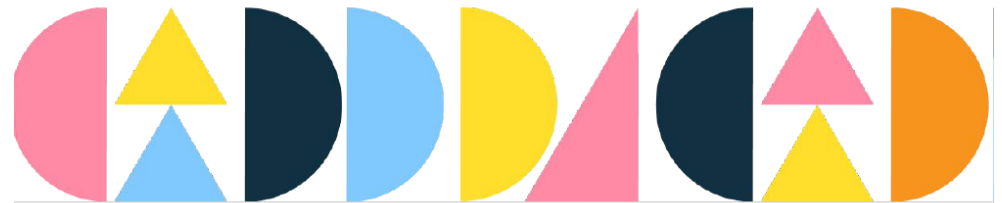Introduction and guidance for Cambridge City Council

PUBLIC

Contents

Building a digital service in Government
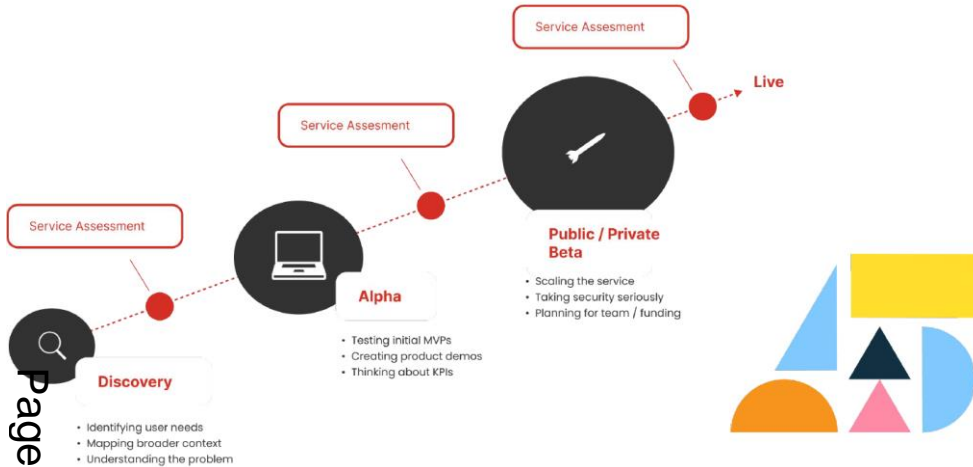
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Summary of service lifecycle

The UK Government Digital Service (GDS) outlines in its Service Manual that digital projects should be broken down into the following phases:

- **Discovery**
  'What problem are we trying to solve... and is its a problem?'

- **Alpha**
  'We have agreed to build a product or service, how can we test our riskiest assumptions efficiently and effectively?'

- **Private Beta**
  'Let's release and test a working product or service with a small subset of users'.

- **Public Beta**
  'Let's increase the number of users and functionality to test this further'.

- **Live**
  'Have we solved the problem, and how will the product or service carry on to the end of its life?'
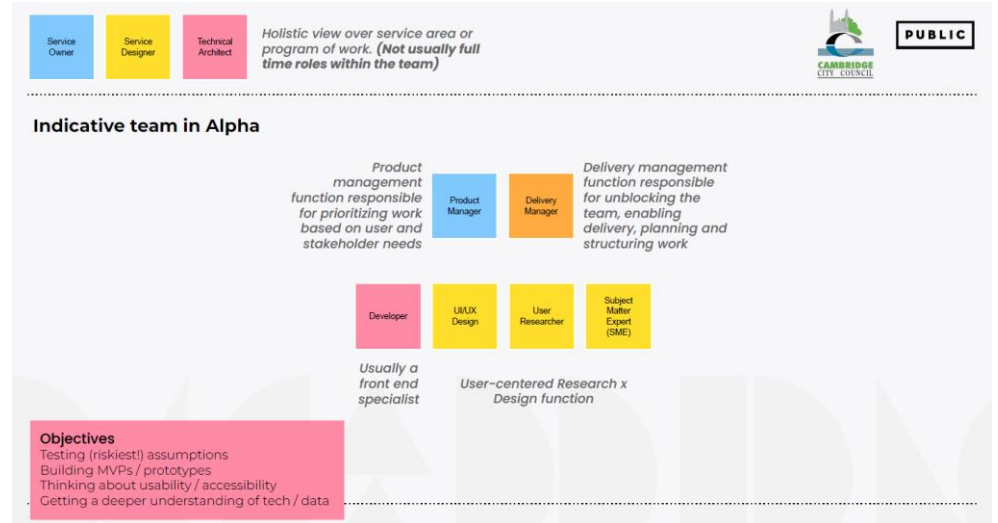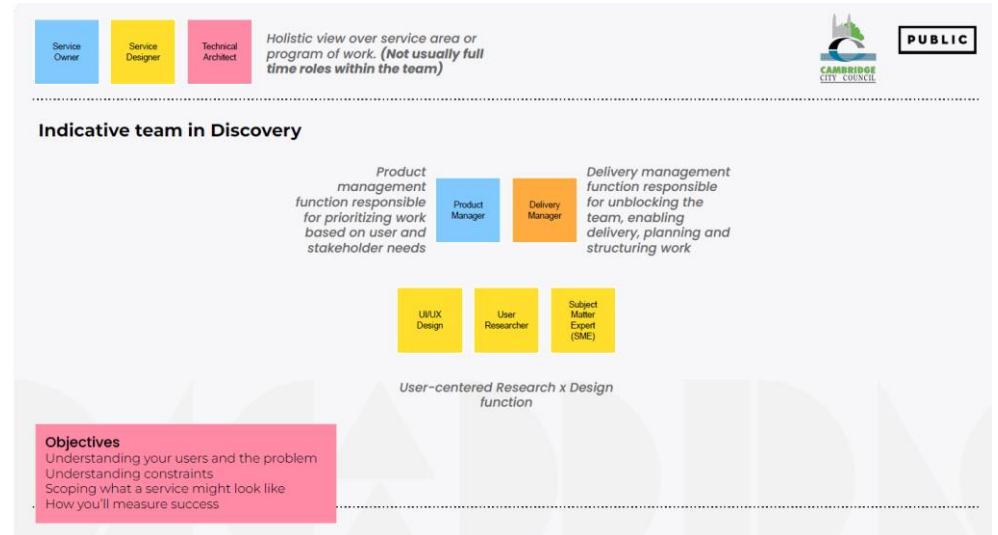
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Visualising the GDS service lifecycle

Suggested team structures and outcomes for Discovery-Alpha-Beta

Delivering a Discovery

Indicative team in Beta

Service Owner / Service Designer / Technical Architect

Holistic view over service area or program of work. (**Not usually full time roles within the team**)

Product management function responsible for prioritizing work based on user and stakeholder needs

Product Manager / Delivery Manager

Delivery management function responsible for unblocking the team, enabling delivery, planning and structuring work

UI/UX Design / User Researcher / Subject Matter Expert (SME)

Design x Research function working 2 or 3 sprints ahead of the technical function

Lead Developer / Developer / Business Analysis / DevOps Engineer

Technical function implementing feature prioritised by the product funcion

Objectives
- service that meets the TCOP
- st and iterate with users
- easure performance of the service
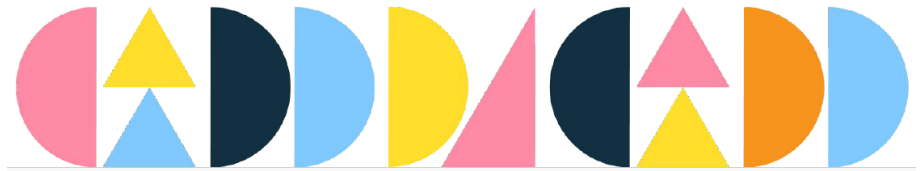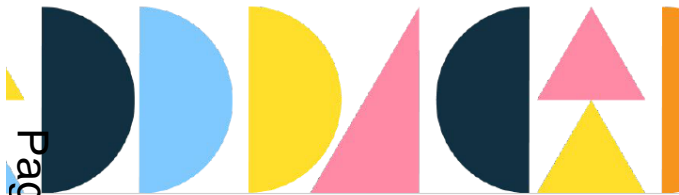- Scale the service to 'Live'

Discovery outcomes and objectives

- **Understanding users and their context**
  'Who our are users?'
  'What are their current painpoints?'
  'What do they need?'
  'What other services connect with this one?'
  'Do we understand their accessibility needs?'

- **Understanding wider constraints**
  'What legislation do we need to be aware of?'
  'Are there any contracts affecting the service?'
  'What legacy technology exists?'
  'Are there any existing processes and systems we need to be aware of?'
  'Do we need to change any processes or ways of working?'

- **Identify improvements you might be able to make**
  'What would a better service look like?'
  'What benefits would it deliver?'
  'How can we segment benefit types?'
  'Can we really deliver on these improvements?'
  'Is this the best way of delivering on our needs?'
  'Should we take this forward?'
  'Have we tested these ideas with users?'
  'How do we take the first steps in Alpha?'

- **How you'll measure success**
  'What would success look like?'
  'How can we segment benefit types?'
  'How can we collect data - and from where?'
  'What would success in Alpha look like?'

Discovery steps and key activities

Analysing and mapping our users	**Mapping current process flows**	**Making go/no-go decision for Alpha**
Identifying our key questions to answer	**Mapping painpoints onto process flows**	Identifying priority areas for Alpha
Creating a user research plan and script	Creating adjacent service and data maps	**Creating service roadmap for Alpha**
Reaching out to users	**Consolidating and prioritising user needs**	**Testing final approach with users**
Interviewing users	**Defining service requirements**	Outlining team requirements for Alpha
Understanding their current processes	**Exploring service delivery models**	Defining benefits of proposed approach
Understanding their painpoints	Investigating COTS solutions and components	**Defining metrics for success**
Understanding the wider context	Investigating existing services across Gov	**Supporting with internal next-steps**
Understanding their needs	Assessing costs and benefits of different models and approaches	Positioning for follow-on work
Testing accessibility requirements	**Testing different approaches with users**	**Handing over project deliverables**
Testing technical preferences		Providing ongoing support

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The Service Assessment

The Service Assessment

The Service Assessment is a key ongoing assurance process that runs through the service lifecycle – and needs to be tackled before moving onto the next stage.

On the right-hand side are the 14 points that are used to measure services against – which get applied differently depending on the service stage.

Service Assessments can be applied by an internal team, or by an external panel from GDS/CDDO.

Meeting users' needs		
	1	Understand users and their needs
	2	Solve a whole problem for users
	3	Provide a joined up experience across all channels
	4	Make the service simple to use
	5	Make sure everyone can use the service
Providing a good service	6	Have a multidisciplinary team
	7	Use agile ways of working
	8	Iterate and improve frequently
	9	Create a secure service which protects users' privacy
	10	Define what success looks like and publish performance data
Using the right technology	11	Choose the right tools and technology
	12	Make new source code open
	13	Use and contribute to common standards, components and patterns
	14	Operate a reliable service

Service Assessment in Disco-Alpha-Beta

Service Assessment - Discovery

Key questions assessed at Discovery:

1 / Who your users / stakeholders
1 / What problem are you solving? Is it problem? Is it right problem?

3 / Have we thought about how it crosses organisational boundaries?
3 / Do you have an understanding of the broader service context?

5 / Have you got an understanding of the accessibility / usability reqs of your user base?

8 / What are the key potential blockers in Alpha?

10 / Have you got prioritised view of key problems to be solved?
10 / Have you got clear KPIs / metrics for success?

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Service Assessment - Alpha

Key questions assessed at Alpha:

1 / User needs - how they have changed / evolved - going deeper

2 / Can you articulate the product vision and roadmap? Is the vision realistic? Are they getting ahead of themselves?

6 / Team shape, size
7 / Ways of working / tooling / agile / JIRA (definition of done - acceptance criteria)
8 / How did you test user needs?
9 / Security / assurance

  - Threat assessment (internally or externally) - different models, risks
  - DPIAs
  - High-level designs (architecture), low-level (components)

11 / How did you use the right technology in the right way?

  - Figma UI prototypes / GOV.UK Prototype kit
  - Performance roadmap

13 / Using open components

Service Assessment - Beta

Key questions assessed at Beta:

3 / Think about end-to-end journey (including non-digital)

6 / What is the long-term teaming and funding approach?

8 / How have you thought about ongoing development, while maximising up-time performance?
    Deploy quick and timely updates (build pipeline, staging, feature flagging)
    Testing environment close to live environment as far as possible

9 / Have you thought properly about security and assurance

    Independent (internal / external) pen test (can take months - usually outsourced)
    Data storage, risks mapping

10 / Are you taking service metrics seriously?
    Are you following best practice for sharing / dashboarding

14 / What is your approach to patching and updating COTS products
    How are you running support?

Key advice and insights for passing an SA

- Follow good document hygiene and management - it'll come in handy!
- Show clearly how you have addressed the SM, TCOP throughout
- Think about what you can reuse - Prototype Kit, Design System
- Show the thread of user needs throughout
- Be open about what you got wrong, and scrapped
- Show how you kept things small and lean
- Show how you identified particularly uncertain assumptions
- Show how you identified risks as early as possible
- Show how you have built skills in the Client team

Resources and further reading

Key resources and examples

- The Service Standard (of course!)
- Bank of Service Assessment reports
- Example - TRO Data Model Alpha Report (DfT)
- Example - National Travel Survey Digital Survey (DfT)
- Example - Assessment for Technology Enhanced Learning Alpha Report (NHSE)
- Example - Children Services Alpha Report (BANES)

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Appendix M:
Data access and API requirements – tender wording

Our Cambridge

Appendix M: Data access and API requirements – tender wording

This appendix is an amended version of a document created by the London Office of Technology and Innovation (LOTI) in 2020, with support from PUBLIC, and crowdsourced insights from a wide range of technology and data specialists.

One of the major challenges faced by Cambridge City Council when attempting digital change programmes in the past is restricted access to data created by, or held in, its business line systems. The council has found itself facing significant fees for extracting data that is not part of standard reports or dashboards, and costs of data integration when trying to join up services has also been a major historic barrier. While these costs are sometimes fair and proportionate, the council should have clarity, and a standardised approach, with technology vendors with respect to the costs and processes for data access and sharing.

In particular, enabling data sharing specifically via Application Programming interfaces (APIs) – which allow two applications to talk to each other – will be a key enabler of the council's ability to create seamless digital services for its local residents and users. However, APIs will not always be the optimal way to do things (e.g. where data volumes are vast, and data sharing does not have to be in real-time) and other data sharing approaches may be more appropriate. Similarly, the council does not wish to penalise suppliers who are trying to do the right thing but offer data access in a different way.

This document offers suggested wording to be included in tender documentation so that teams within the council can set clear and explicit expectations with suppliers about their data access and API requirements. This wording is intended to be used as a template, with review and oversight from the Digital team, and relevant Service team members where necessary.

Tender wording

The Supplier must provide a full description of how they meet the Data Extraction and Application Programming Interfaces requirements outlined below.

Appendix M: Data access and API requirements – tender wording

Data extraction (for use in all tenders)

Tender Clause Wording	Explanation / Caveat
1. Wherever permitted according to the General Data Protection Regulation, all other relevant data protection legislation, and where the Council has control and rightful permission to use the data:	The caveats in this statement are needed because some systems license external data to augment services. For example, weather data might be used to help predict or explain patterns, but that raw weather data can't be supplied as it's not owned by the supplier or the council.
1.1. The Council will have the right to recover, share, reuse and publish: all data that is entered into the system; any data that is augmented using the system (e.g., linked data); and any data generated through the operation of the system.	Include as template in all tenders, unless not appropriate.
1.2. The system must enable full copies of all system data to be extracted at any time. This should be in a structured, standardised (preferably open) and machine-readable format.	Include as template in all tenders, unless not appropriate.
1.3. The Supplier will surrender, delete, or return the system data to the Council at any time, at the request of the Council.	Include as template in all tenders, unless not appropriate.
2. *Either:* These features must be provided without additional charge or limitation that would prevent the Council from accessing, sharing and using system data over which it has control and rightful permission. *Or* Any and all charges that would be incurred in respect of the above functionality must be explicitly stated in the tender response.	If you require a guarantee of free access to system data, use the first clause. However, note the risk that some suppliers may simply include the cost in the overall contract charge. The first clause may still be preferred if councils are specifically hindered from using data if they have to get sign off for *additional* charges when wishing to access data.

Appendix M: Data access and API requirements – tender wording

Application programming interfaces (for use in most tenders, at the discretion of the Council)

Tender Clause Wording	Explanation / Caveat
1. Wherever permitted according to the General Data Protection Regulation, all other relevant data protection legislation, and where the Council has control and rightful permission to use the data:	The caveats in this statement are needed because some systems license external data to augment services. For example, weather data might help predict or explain patterns, but that raw weather data can't be supplied as it's not owned by the supplier or the council.
1.1. The system must have web APIs that enable the Council to give other applications full ability to send data to, or request data from it. This should cover all significant business functions.	You may wish to replace "*This should cover all significant business functions*" with a more granular list, e.g. "*This should cover, at minimum, the following business functions…*"
1.2. APIs should enable live data to be queried in real-time.	Delete / include as appropriate.
1.3. Where datasets are linked to timestamps, APIs should support "Time Based Extracts" (e.g., data changed after date "X") for both full system extracts as well as for more specific web API calls.	Delete / include as appropriate. You may wish to explicitly state specific datasets that are recorded against a timestamp for inclusion in this clause.
1.4. Any data directly relevant to the business function of the application that can be submitted by a user operating the system should also be able to be entered via API.	For complex applications with lots of areas of functionality, this clause may need to be modified / made more specific in order to be practical.
1.5. A complete register of all the system's APIs that are available to the Council must be provided. All Open APIs must be discoverable.	We recommend always including this clause, as many councils have complained that APIs promised to them during sales meetings are not present when the system is deployed. Note that not all APIs maintained by a software supplier are APIs of relevance to local authorities. This is because one must distinguish between APIs that

		suppliers host for their own systems to speak with each other internally, and APIs which speak with external systems, such as those developed by an innovative startup. Increasingly, many software suppliers use a 'microservice architecture', where instead of building their product as one monolithic software they have built many modular components that speak with each other using APIs. Therefore, a blanket tender requirement to access every API your supplier's system features, including internal ones, will demand more than you need and may risk the integrity of the internal system.
1.6.	All APIs must come with comprehensive documentation.	Include as template in all tenders, unless not appropriate.
1.7.	Where API access is restricted, a test API must be available. Ideally, test environment(s) should be provided that let developers test the API without affecting production environments.	Discuss this clause with your IT team to determine if there are specific areas where a test API and/or test environment are vital. This clause may be too onerous as a blanket statement for complex applications and for some smaller suppliers.
2.	*Either:* These features must be provided without additional charge or limitation that would prevent the Council from accessing, sharing and using the data through the API. *Or* Any and all charges that would be incurred in respect of the above functionality must be explicitly stated in the tender response.	If you require a guarantee of free access to system data via API, use the first clause. However, note the risk that some suppliers may simply include the cost in the overall contract charge. The first clause may still be preferred if councils are specifically hindered from using data if they have to get sign off for *additional* charges when wishing to access data.

Appendix N:
Digital journeys research (Dorset Council and Cambridge City Council)

Our Cambridge

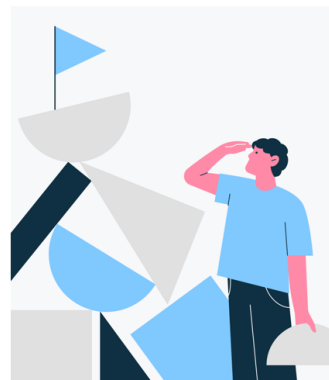# Research on digital journeys

Cambridge City Council Digital Strategy

Goals of this document

Benchmark analysis: Use Dorset website as model user journey for council digital services

## Key takeaways from Dorset Council website as a benchmark for user experience

- **Intuitive Navigation and Familiarity:** Embrace clear and intuitive navigation structures that align with widely recognized design standards, like those seen on gov.uk websites. This approach leverages user familiarity, reducing the learning curve and enhancing the overall user experience.

- **Clear and Recognizable Calls to Action:** Ensure that buttons and links are visually distinctive and clearly labelled. This practice immediately directs users to the next steps, making the user journey smoother and more straightforward.

- **Streamlined Search Functionality:** Integrate search functionalities directly within the page wherever possible. Providing immediate, on-page search tools simplifies the user journey, keeping users engaged and reducing the need for additional navigation steps.

- **Efficient User Journey to end result:** Reduce end-to-end journey time. Review and optimize the steps leading to transactional actions, such as payments. A focus on efficiency, by reducing the number of steps and ensuring that each step is clear and purposeful, can significantly enhance the user's sense of progress and satisfaction.

Home page

Dorset

CCC
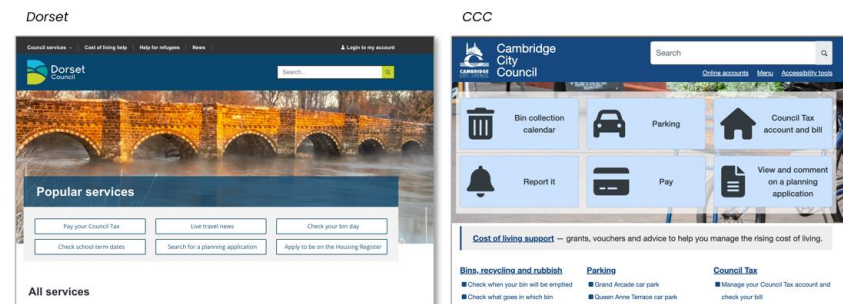
Both CCC and Dorset Council websites prominently feature frequently accessed services, ensuring immediate visibility of key offerings. This design choice aligns with user-centric principles, offering a direct and clear entry point for essential council services.

98

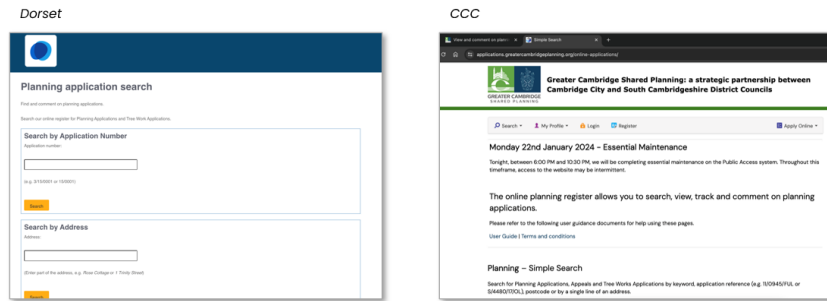# Appendix N: Digital journeys research (Dorset Council and Cambridge City Council)

Planning Applications - Initial Navigation
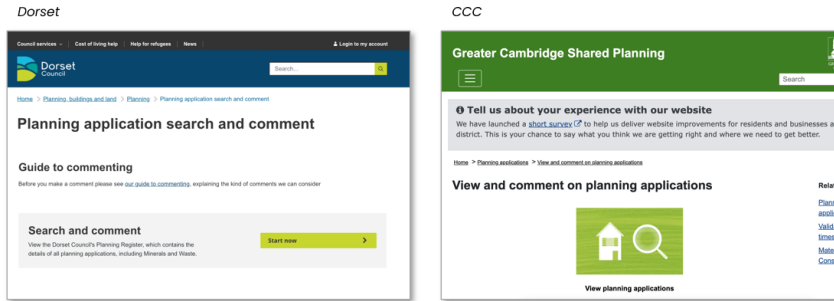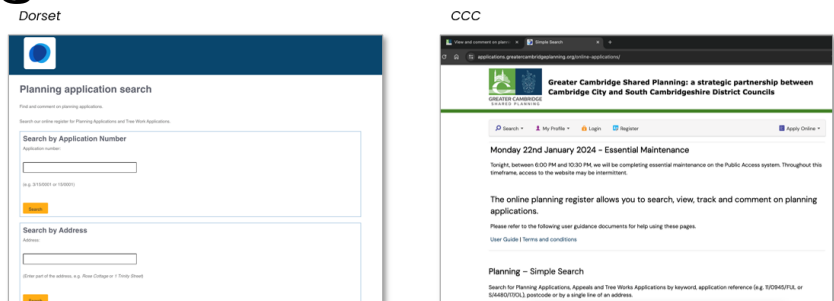
Dorset

CCC

The Dorset Council website provides clear and intuitive navigation for the initiation of planning application searches and commentary. Its design adheres to the standard gov.uk aesthetic, promoting user familiarity and navigation ease through consistent visual cues. In contrast, CCC's website could improve its visual signposting, as its call-to-action buttons are not as immediately distinguishable.

Planning Applications - Search Functionality

Dorset

CCC

Dorset's website integrates search functionality within the same webpage, reducing navigation steps and potentially enhancing user engagement. Conversely, CCC's approach redirects users to a new tab for searching, which introduces an additional step and lacks immediate, on-page search tools.

Planning Applications - Search Functionality

Dorset

CCC

Dorset's website integrates search functionality within the same webpage, reducing navigation steps and potentially enhancing user engagement. Conversely, CCC's approach redirects users to a new tab for searching, which introduces an additional step and lacks immediate, on-page search tools.

Planning Applications - Search Functionality

Dorset

CCC
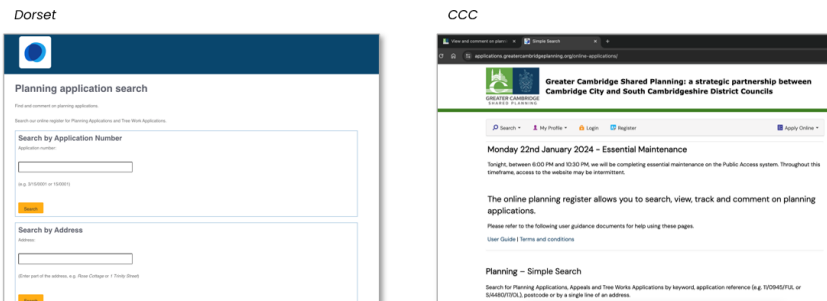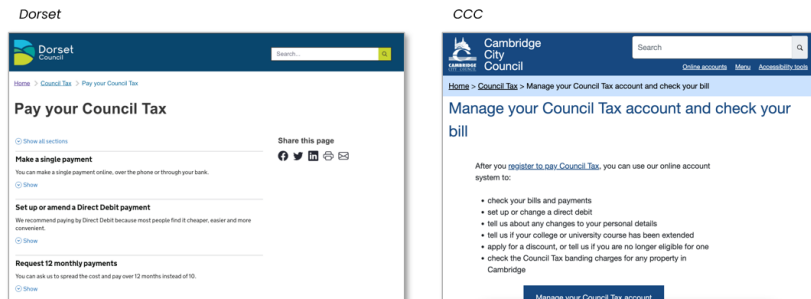

Dorset's website integrates search functionality within the same webpage, reducing navigation steps and potentially enhancing user engagement. Conversely, CCC's approach redirects users to a new tab for searching, which introduces an additional step and lacks immediate, on-page search tools.

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Council Tax - Initial Interaction:

Dorset

CCC

CCC's website offers clear progression in the user journey with well-defined action buttons. Dorset's website maintains consistency with the gov.uk interface and provides more specific calls to action early in the user journey, potentially guiding users more precisely and streamlining their navigation experience.

Council Tax - Steps to Payment

Dorset

CCC

CCC's website opts for a minimalistic approach, limiting the number of actions on each page to reduce complexity. However, this design choice results in a longer journey to the payment stage compared to Dorset's website, which manages to combine a straightforward journey with a reduced number of steps, striking a balance between simplicity and journey length. The time to completed task at Dorset will be shorter.

Council Tax - Journey to Payment

Dorset

CCC
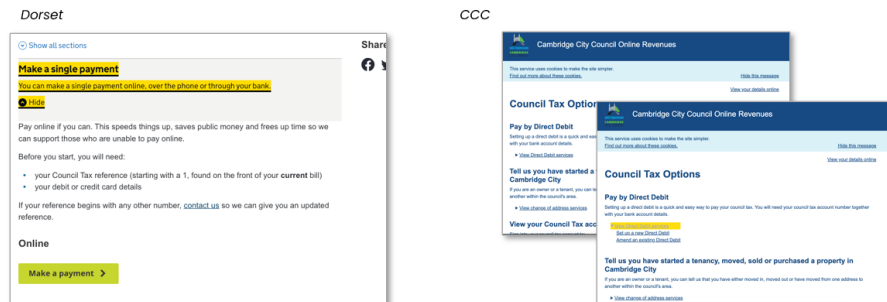
The Dorset website efficiently guides users towards the payment stage with clear and prominent progression buttons. The CCC website, while offering a structured journey, presents a longer path to payment with calls to action that could be more explicitly defined to facilitate user progression.

Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the Public Sector Equality Duty to have due regard to the need to –

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

1. Title of strategy, policy, plan, project, contract or major change to your service
Digital, Data and technology Strategy (DDAT Strategy)

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
Agenda for Strategy and Resources Scrutiny Committee on Monday, 1st July, 2024, 5.30 pm - Cambridge Council

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
To create a new five-year Digital, Data and Technology (DDAT) Strategy and implementation plan that replaces the previous (now lapsed) strategy. The new strategy has the following objectives and purpose: • Clearly set out the Council's vision and framework for a strategic approach to data, digital and technology that includes the 'why', 'what', 'how' and 'when' and takes a whole Council approach. This will be an overarching strategy and will include or reference other digital, data and technology related key strategies, programmes and projects.

- Be fully aligned to the wider Our Cambridge transformation programme and its wider ambitions, the corporate Target Operating Model (TOM), and is mapped to the Corporate Plan.
- Establish a core set of design and delivery principles to safeguard digital transformation across the organisation and develop consistent approaches across operational activities and projects including data standards, online content principles, and the technical design authority.
- Develop a Data and Information Management strand that enables the Council to realise the potential of its information assets by bringing together data held across multiple systems.
- Develop a clear vision for the longer-term plan for how the Council will interact with technology, learn from current and emerging trends, and use tech to create value and increase our organisational impact.
- Support the embedding of the new Digital Target Operating Model (DTOM) which defines the future working relationship between digital, data, technology and organisational design and strategy.
- Support learning and change within the organisation through a digital and data training and skills development programme.
- Clearly communicate and measure where we are on our digital transformation journey and where we aim to be.

The new strategy also responds to changes in post pandemic digital behaviour. For example, customers show an increased preference for digital self-service options, with 84% more inclined to do engage with organisations that offer this, but that frequently the self-service option is not as simple or user friendly that it could be.

4. Responsible Team – Transformation team

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick all that apply)	☒ Residents ☐ Visitors ☒ Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

Residents who access our services online will be impacted as we will change the current digital offering – one strand for instance is around improvements to the digital customer journey which will make the Council's approach more user friendly.

Staff will be impacted through changes in working practices to be more data driven and make better use of technology which may require some staff to upskill in these areas. It is intended that the systems that staff use will be made more efficient and user friendly and automated to work with other systems to reduce duplication of data entry and potential

errors. In addition, we hope to reduce the number of systems that some staff need to use, and automate processes where possible.

In addition, by improving our performance analysis ability through developing a data driven culture under this strategy, we can provide better information to staff on how they can improve the services they provide to residents, for example better targeting of services or benefits.

6. What type of strategy, policy, plan, project, contract or major change to your service is this?	☒ New ☐ Major change ☐ Minor change

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)	☒ Yes ☐ No

If 'Yes' please provide details below:

3C ICT
Customer Services
Web and Digital team
Procurement
Legal
Environmental Health
Waste
Finance
Housing

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

Strategy & Resources Scrutiny Committee July 1st 2024

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

- A Digital Access evidence base has been created to consider the impacts on our customers
- The state of the City Report will also be used to identify customer groups that could be disproportionately impacted
- Information from Human Resources on equalities monitoring data for Cambridge City Council

- The Council's own policies and procedures for supporting staff

In addition, the following online information sources have been used to directly inform this EqIA:
- Census Maps - Census 2021 data interactive, ONS (Cambridge profile)
- Web Content Accessibility Guidelines (WCAG) 2.2 (w3.org)
- Government Digital Service: Our strategy for 2021-2024 – Government Digital Service (blog.gov.uk)
- Exploring the UK's digital divide - Office for National Statistics (ons.gov.uk)
- https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/360/full-report.html
- [1] Exploring the UK's digital divide - Office for National Statistics (ons.gov.uk) and Internet users, UK - Office for National Statistics (ons.gov.uk)
- Managing Customer Expectations In A Changing Digital Landscape
- Over-70s are UK's most online adults after twentysomethings, survey shows
- Internet Accessibility: Internet Use by Persons with Disabilities: Moving Forwards
- Online Share of Census 2021 Responses, Cambridgeshire and Peterborough

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

The strategy is likely to create the conditions for the introduction of new digital processes which may be challenging to older members of staff. National research indicates that older people are often associated with poor digital skills. As at March 2024, 31% of staff across the organisation are aged 55 or older. To mitigate this impact, an important element of this project is to look at upskilling staff that need additional support. Further context can be found in appendix A below.

The 2021 Census shows that Cambridge has a predominantly young population, with 69% between the ages of 16-64, attributed mainly to its large student population of 36,500. Nonetheless, the over-75 age group historically struggles with digital exclusion, primarily due to lacking digital skills and confidence. However, recent evidence from Age UK states that there has been an increase in older adults using the internet to engage online from 61% to 86%, which suggests that the skills and confidence gap is narrowing.

It is evident that many older individuals remain disconnected, highlighting that while the digital divide is narrowing, it still significantly effects older people. The strategy aims to

create a user-friendly digital experience for residents, enabling those who can engage online to do so, which will unlock capacity to increase support for those who are digitally excluded, to engage via non-digital methods with the Council (eg face-to-face, telephone etc) and therefore have a positive impact on this group. Our aim is to balance technology with human interaction to provide a seamless, efficient, and personalised customer experience.

The Council also supports local organisations such as Cambridge Online and the Cambridgeshire Digital Partnership to provide digital skills support and internet access.

(b) Disability

The strategy is likely to create the conditions for the introduction of new digital processes which may be more challenging for disabled customers and staff to use. National research indicates that disabled people are more likely to be digitally excluded especially relating to difficulty of accessing technology software and websites not adapted to the needs associated with impairments relating to their disability. As at March 2024, 7% of staff have been identified as having a disability. To mitigate this impact, an important element of this project is to look at improving digital accessibility and make reasonable adjustments where appropriate, which will support disabled staff members to use the new processes. More context can be found in strand 3 of appendix A below.

The 2021 Census shows that 15% of residents in Cambridge (City & Fringe) report having a long-term health problem or disability. Although this rate is lower than in comparable areas, there has been a notable increase over the last decade. Since 2011, an additional 8,100 residents in Cambridge have reported a long-term health condition or disability, making up 12.97% of the city's population. The strategy seeks to enhance accessibility by adhering to the Web Content Accessibility Guidelines (WCAG), and Government Digital Service (GDS) best practices, around developing services that work for the user, however complex the underlying systems, thereby promoting greater independence, participation, and equality.

The digital customer journey improvements intends to create better personalisation for residents. This could have a positive impact in enabling officers to tailor support to that individual according to their needs associated with their protected characteristics under the Equality Act 2010 for instance, by identifying where people have disabilities or long-term health conditions so might require reasonable adjustments to access services.

In addition, research following the Covid pandemic has cited positive aspects of engaging digitally and online by people with disabilities. This includes benefits as reduced travel time, greater choice, and an enhanced self of self by being able to access services from home. It is also cited as providing greater inclusiveness for people with disabilities and the potential to ensure persons with disabilities the means to live on a more equitable basis within the wider community.

(c) Gender reassignment

No impact has been identified specifically for this equality group.

(d) Marriage and civil partnership

No impact has been identified specifically for this equality group.

(e) Pregnancy and maternity

No impact has been identified specifically for this equality group.

(f) Race – Note that the protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

According to the 2021 Census and labour market statistics, Cambridge is more ethnically diverse than the national average, with 25.5% non-white residents compared to 18.3% nationally. Additionally, 38% of Cambridge's population was born outside the UK, compared to a national average of 22.3%.

An important part of the strategy involves improving accessibility for our customers, the strategy gives the Council the opportunity to proactively aim to reach communities that are least likely to use its services but who might have high needs for them (such as Gypsy, Roma, and Traveller communities), people with complex needs relating to discrimination (for instance, it can be complex to support people experiencing domestic abuse that is mostly experienced by women as a result of patriarchy)

Provision for improved digital accessibility and user experience within the strategy may have a positive impact on this group of people. Further context can be found in strands 1 and 3 of Appendix A below.

(g) Religion or belief

No impact has been identified specifically for this equality group.

(h) Sex

No impact has been identified specifically for this equality group.

(i) Sexual orientation

No impact has been identified specifically for this equality group.

(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on:
  - **Low-income groups or those experiencing the impacts of poverty**
  - **Groups who have more than on protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: https://media.ed.ac.uk/media/1_l59kt25q).**

National research indicates that low-income households are disproportionately impacted in terms of their ability to access services digitally. Individuals with limited access to digital resources are four times more likely to come from low-income households compared to those with extensive access. Additionally, 85% of low-income adults consider connectivity essential in their daily lives.

However, it is yet unclear as to whether changes proposed within the strategy are likely to either positively or negatively impact this group.

(k) Care leavers

Care leavers are likely to face similar barriers to engage digitally as they have an increased likelihood of experiencing poverty, lower educational attainment and digital literacy.

An important part of the strategy involves improving accessibility for our customers, the strategy gives us the opportunity to proactively aim to reach care leavers who are also less likely to use our services, particularly digitally, but who might have high needs for them. More context can be found in strand 1 of appendix A below.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)

Once the strategy is approved, we will create new EqIA's for each project that is created to deliver the strategy. This will allow us to monitor new equalities impacts throughout the life of the strategy.

12. Do you have any additional comments?

See Appendix A for additional context on equalities impacts relating to each strand of the strategy and relating to the strategy's impact on our ability to comply with the Public Sector Equality Duty.

13. Sign off

Name and job title of lead officer for this equality impact assessment: Dominic Burrows, Project Manager

Names and job titles of other assessment team members and people consulted: Helen Crowther (Equality and Anti-Poverty Officer), Michelle Lord (Project Sponsor)

Date of EqIA sign off: 1 June 2024

Date of next review of the equalities impact assessment: 1 June 2024

Date to be published on Cambridge City Council website: 15 July 2024

All EqIAs need to be sent to the Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk

Appendix A

Equality impacts of the DDAT Strategy

As the DDAT Strategy is still relatively high-level, it is difficult to identify all of the impacts relating to specific equality groups. The main Equality Impact Assessment above considers impacts for each characteristic protected under the Equality Act 2010 in turn, as well as for people experiencing poverty/low-income and people with care experience. This appendix provides some further context on a strand-by-strand basis. Impacts for the DDAT on each of these groups will become clearer once individual projects are developed under the four strands of the strategy and individual EqIA forms will be produced for each project using the council's standard template.

The information in this document and appendix will be used by the decision-makers at the Strategy & Resources Scrutiny Committee to support them in ensuring due regard is made to the Public Sector Equality Duty in their decision on whether or not to adopt the DDAT Strategy.

Stand One – Data and Information Management

It is hoped that the data and information management strand of the strategy will support the council in ensuring it has rich, interconnected data that enables staff to make well-informed decisions, ensuring that resources are allocated effectively, and that solutions are tailored to needs of specific and diverse communities. Key to the council's decision-making process is its legal obligation to pay due regard to the Public Sector Equality Duty and work under this strand of the strategy will help improve data the council has to draw on as part of this process. If the data is held centrally, as is proposed, then it will be more easily available to use.

Moreover, if we improve our performance analysis ability through developing a data driven culture under this strand, then we can better meet our legal obligation to publish information on people affected by policies and practices (for example, service users) annually. (This is also described by government as publishing info on general duty compliance with regard to people affected by your policies and practices every year.)

Under this strand, integrating disparate data systems may mean that customers' support might be more holistic – officers may have opportunity to more easily identify key info on customers who have been in touch with other teams. This could have a positive impact in enabling officers to tailor support to that individual according to their needs associated with their protected characteristics under the Equality Act 2010 (or needs as care leavers, which Cambridge City Council also treats as a protected characteristic) – for instance, by identifying where people have disabilities or long-term health conditions so might require reasonable adjustments to access services.

It is hoped that implementing measures to foster better use of data across CCC will support digital channel shift, enabling automation of high-volume, low complexity tasks by customers, and thereby freeing up the Council workforce to spend more time on higher complexity customer interactions. The council would have more opportunity to proactively

aim to reach communities least likely to use its services but who might have high needs for them (such as Gypsy, Roma, and Traveller communities[1] and care leavers), people with complex needs relating to discrimination (for instance, it can be complex to support people experiencing domestic abuse that is mostly experienced by women as a result of patriarchy) and/or people experiencing health issues or health inequalities, or groups most likely to be digitally excluded like older people and disabled people[2].

In strengthening our information management as the strategy proposes, council staff will be better versed in ethical data usage, and how this sits alongside our legal responsibilities. This includes our legal responsibilities to publish information to demonstrate understanding of who is affected by our policies and practices, which can be obtained through equalities monitoring that must be balanced with our GDPR responsibilities.

Strand Two – Technology and Innovation

The priorities under this strand are to (1) improve systems and processes to ensure the effective technology management, procurement, and outsourcing, and (2) streamline and modernise the Council's IT estate. In streamlining the digital experience for users, the strategy mentions ensuring that systems are current and adaptable and that they will support a range of user-centric initiatives, including advanced technologies like artificial intelligence (AI). AI is scaling across industries and functions but has the potential to be riddled with unconscious biases that can cause discrimination and/or unequal opportunities to access services and entitlements (for instance, see: see: This is how AI can support diversity, equity and inclusion | World Economic Forum (weforum.org)). The strategy proposes a focus on user-centric service design in taking advantage of new technologies to help ensure that Council services are not only technically sound but also deeply resonant with community needs, which can counter this unconscious bias.

Strand 3 – Digital Customer Journey

The Digital Customer Journey strand means reorienting the Council's approach to be more user centric. This extends to ensuring comprehensive accessibility for all users across digital and online services in line with CCCs accessibility guidance as well as the latest national accessibility standard (WCAG).[3] Following these guidelines will make content more accessible to a wider range of people with disabilities, including accommodations for blindness and low vision, deafness and hearing loss, limited movement, speech disabilities, photosensitivity, and combinations of these, and some accommodation for learning disabilities and cognitive limitations; but will not address every user need for people with these disabilities. As well as complying with the WCAG, this strand of the strategy will adhere to the Government Digital Service (GDS) best practices, around developing services that work for the user, however complex the underlying systems[4].

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[1] https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/360/full-report.html
[2] Exploring the UK's digital divide - Office for National Statistics (ons.gov.uk) and Internet users, UK - Office for National Statistics (ons.gov.uk)
[3] Web Content Accessibility Guidelines (WCAG) 2.2 (w3.org)
[4] Government Digital Service: Our strategy for 2021-2024 – Government Digital Service (blog.gov.uk)

Cambridge City Council recognises that some groups are more likely to experience digital exclusion, especially older people, disabled people, people experiencing poverty/ low-income and some people from ethnic minority communities for whom English is a second language. For these groups reasons for digital exclusion relate to affordability of technology and/or the internet, low IT skills, and/or where equipment and websites cannot be adapted to meet needs caused by impairments relating to specific disabilities. An important element of the strategy is adhered to high standards of accessibility and user-friendliness to ensures that all community members, regardless of their abilities or tech-savviness, can effortlessly navigate and benefit from the Council's services. The strategy estimates improved digital accessibility for 18,715 people because of its implementation. The strategy identifies the need to engage in user research to understand the diverse needs and preferences of residents (which will provide evidence to inform an EqIA on this strand of the strategy or EqIAs on projects within it). The strand also involves strategizing and planning non-digital counterparts for each digital service that consider various non-digital formats such as phone services, in-person assistance, and paper forms. This is in recognition that there will always be a small cohort of people who will be digitally excluded.

Strand 4 – Digital and Data Skills and Development

The overarching objective of the digital and data skills development strand is to provide a training programme and further develop the Council workforce's digital and data skills, as part of becoming a data-driven organisation. As at March 2024, 31% of staff across the organisation are aged 55 or older. Whilst many will be using IT already, national research[5] indicates that the older you are the more likely you are to be digitally excluded, which relates to skills gaps between older and younger people – government research found that many older people expressed the feeling that it is simply too late in life for them to start learning digital skills.

As part of becoming a data driven organisation, this strand might lead to future employment of data-related roles like data analysts, who focus beyond traditional service boundaries. This could be helpful for monitoring the council's overall impact relating to its Public Sector Equality Duty, which applies across all council teams and can cut across different areas of work across the council.

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[5] Exploring the UK's digital divide - Office for National Statistics (ons.gov.uk)

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Our People and Culture Strategy

To:
Councillor Simon Smith, Executive Councillor for Finance and Resources Portfolio
Strategy and Resources Committee
1st July 2024

Report by:
Lynsey Fulcher, Head of People
Tel: 07592 384229 Email: Lynsey.Fulcher@cambridge.gov.uk

Wards affected:
All

Key Decision

1.   Executive Summary

1.1   The Council's Corporate Plan, Our Cambridge transformation programme and the
Target Operating Model outline an ambitious agenda for the Council for the next
three years. Our People and Culture strategy sets out how we will align our
workforce to achieve these ambitions over the same period.

1.2   The Council's last People Strategy was for the period 2007– 2011. Since the last
strategy was developed, our communities, workforce and Council have undergone
considerable change. Our communities want services delivered in different ways,
and the expectations that employees have of their employers has changed.

1.3   This People and Culture Strategy builds on the work and achievements we have
made in all aspects of people management to date and takes forward learnings
gained to outline the people and workforce priorities and considerations for the next
three years.

1.4   Once approved and launched, employee workshop sessions will be held to develop
the action plan – "the People Plan" that will accompany the people and culture
strategy. This will include new actions and projects as well as aligning people
implications of existing programmes, initiatives and activities. The people plan will
have clear accountability and will be regularly reviewed by a People Strategy
Governance Board.

2.   Recommendations

2.1   The Executive Councillor, is recommended, following scrutiny and debate at
Strategy and Resources Scrutiny Committee, to agree to the People and Culture

strategy being launched across the Council commencing with employee engagement to shape the People Plan.

3.   Background

3.1   A new people and culture strategy is needed for the Council to plan how we will best utilise our workforce to achieve the vision, ambitions and priorities for the communities of Cambridge. The strategy will outline how we develop our workforce to be resilient to change whilst taking opportunities to embrace the new ways of working that collaboration, partnership working and transformation will bring to us over the coming years.

3.2   A comprehensive workforce assessment process has been carried out across the Council and as part of this, current business priorities and challenges have been considered as well as external factors and influences. Views have been sought from existing programme and project boards to enable the validation of management information that has been considered. Colleague feedback has been sought from focus groups, interviews and workshop sessions.

3.3   Through this engagement, employees have told us about the ways they want to work, the culture of the organisation they want to work for and the expectations that they have of us as an employer. This feedback has directly shaped this People and Culture Strategy, and further engagement with our workforce will enable us to co-produce an accompanying People Plan so our employees can influence the actions and priorities that will enable us to achieve our ambitions and priorities.

3.4   The people strategy is not intended to be a standalone document with new or abstract themes. It sits alongside the Target Operating Model and Corporate Plan to outline how we can align our workforce to best achieve the ambitions and priorities outlined in these documents.

3.5   Five themes enable us to align our people and culture related actions, placing our employees at the heart of these themes to create a real sense of belonging in our workforce. These themes are:
- Being an inclusive and welcoming place
- Attracting and retaining our people
- Living our values
- Rewarding, recognising and celebrating us
- Developing excellent people, managers and leaders

3.6   Using our newly developed values and behaviours, and personal and inclusive language, the strategy describes the aspired to culture for the Council. The strategy is purposefully written differently to many traditional strategies, and rather than a list of proposed actions, the strategy describes the Council as an employer in 2027. This aims to help readers 'feel' what it will be like being an employee of Cambridge City Council in three years time and how their role and contribution fits into this.

3.7   Once a final version of the People and Culture Strategy is approved, the strategy document will be designed to mirror the style of existing corporate documentation

and will be made fully accessible, adhering to current accessibility guidelines. A PDF version of the strategy will be developed for use in external advertising and recruitment campaigns, and an interactive version of the strategy is proposed for the Councils intranet site, providing links and signposts to the people plan and programmes of work for internal staff.

4. Implications

a) Financial Implications

There are no significant implications within this category. All work proposed will be managed within approved budgets.

b) Staffing Implications

The strategy will have significant implications on our staffing, aligning all of our people related work for the next three years. However, no adverse impact on staffing levels or on individual roles are proposed through the strategy.

c) Equality and Poverty Implications

It is expected that the People Strategy will help to enable the Council to achieve the ambition to reduce poverty and health inequalities in our communities as well as an aspiration to reduce in work poverty within our own workforce.

A full equality impact assessment has been completed and attached at Appendix Two.

d) Net Zero Carbon, Climate Change and Environmental Implications

The Councils Climate Change rating tool has been completed resulting in an overall rating of "low positive" for this project. Whist not having a direct impact on our climate, the strategy outlines way of working that support a reduction in our building's energy usage, and less reliance on employee travel.

e) Procurement Implications

There are no significant implications within this category.

f) Community Safety Implications

The outcomes of the people and culture strategy will impact and benefit our communities though the achievement of the ambitions set out in the corporate plan and Council's target operating model. The strategy also aims to encourage empowerment across all levels of the workforce and encourages employees to work across and break down traditional organisational barriers to ensure that our communities receive the right support from the right people. This will help us to help our communities and residents live healthy, safe and independent lives.

5. Background papers

Other than internal corporate plans and documents that are already published, no background papers were used in the preparation of this report.

6. Appendices

Appendix One: The People and Culture Strategy

Appendix Two: Equality Impact Assessment

7. Inspection of papers

If you have a query on the report please contact Lynsey Fulcher, Head of People. Tel: 07592 384229 Email: Lynsey.Fulcher@cambridge.gov.uk

Our People and Culture Strategy 2024 - 2027

Foreword

Lynsey Fulcher, Head of People
Cambridge City Council

" **At Cambridge City Council we want to create a true culture of belonging. A place where we are all welcome, valued and listened to. A place where we belong and where we do the best job we can to benefit our communities, our citizens and our city.** "

I'm pleased to welcome you to our People and Culture Strategy for 2024 – 2027.

This strategy has been written with you – our current and future workforce placed at the heart of it. As a Council, most of what we do is delivered by our people – and we are extremely proud of the dedication and contribution you all bring to make a positive difference to our City.

Having not had a people strategy in place since 2011, we have had to think hard about what we want from this strategy, and we have listened carefully to your thoughts on what you want from us as an employer. Our lives and workspaces are in a very different place now. In a post-pandemic world, we all have different expectations from our employers and we want to work in different ways. This means we need to think differently about how we attract, retain, reward and develop you.

You have told us that wellbeing is more important than ever. We need to ensure we reduce stress levels whilst compassionately managing absence and performance to enable us to deliver our ambitious programme of change and transformation. To create the sense of belonging that we strive for, you have said our workplaces need to be truly inclusive – where you feel valued for being your unique self. Our new values and behaviours will help to shape this culture and our commitment to equality, diversity, inclusion and belonging is a golden thread throughout this strategy.

Our strategy is broader than a traditional people strategy. It provides a framework outlining our aspirations as a Council as well as our ambitions to lead on careers and employability support within our communities. The strategy describes the behaviours and expectations we have of our workforce, enabling us to support the changes that we need to see. Our new values and behaviours framework will help us to demonstrate how we live our four values of **Collaborative**, **Courageous**, **Compassionate** and **Accountable** in all that we do, and these will help us to monitor and celebrate our successes along the way.

The strategy has been written describing our Council in the future – jumping ahead to 2027 when we have achieved the ambitions outlined here. We hope this provides you with sense of what it will feel like working for Cambridge City Council - a place where we all work together to create an inclusive, compassionate and happy workplace.

The strategy is in effect the first chapter, the first step in our journey to 2027. More important now is making this a reality, and we have a great deal of flexibility to shape how we will achieve this. Starting by listening to existing colleagues, elected members and partners, we will work together to gather ideas and agree the actions and work needed.

I'm looking forward to working with you all and hearing your thoughts, ideas and plans to take us to 2027.

Lynsey

Our People Data as at April 2024

Our headcount is
859
with a full time equivalent of
748

Our average age is
47
3% of our workforce is under **25** years old

12% of our workforce is over **60** years of age

97% of our workforce have disclosed their diversity data, and of these
11% declare themselves from an **ethnic minority background**

Our average **length of service** is **10** years. We have **81** colleagues with over **25 years service** and 26 over **35 years**!

Our median pay gap is **6.81%** and our mean pay gap is **0.95%**
Our median ethnicity pay gap is **4.96%** and our mean pay gap is **-0.65%**

7% of our workforce declare they have a disability
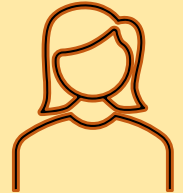
3C Shared Services   South Cambridgeshire District Council
Some of our services are delivered in collaboration with our partners, and we pride ourselves on our partnership working.

49% of our workforce is female

22% of our employees work part time
This is in addition to many other informal flexible working patterns and approaches

Our current turnover is **13%,** averaging **10** leavers per month

19 apprentices are employed within **15** different apprenticeship standards.

10% of our apprentices declare themselves from an ethnic minority background, and 53% are female

In 2023 we lost 6753 days to absence.

In 2023, we lost **2179** working days to **mental health and anxiety – 32% of our total absence days**

Our Values, Our Culture

COLLABORATIVE
We work with others to achieve better results

COURAGEOUS
We embrace change

COMPASSIONATE
We are kind and respectful to everyone

ACCOUNTABLE
We take ownership of our actions

We want to create a safe, ambitious, inclusive and welcoming environment where people want to work and importantly, want to stay. Our values are central to this and through listening to our workforce, we have already outlined the values that we want everyone in our organisation to role model.

A purposeful culture change should aim to embed these values to simply ensure that our culture is commonly described by our values, meaning that we demonstrate the values in all that we do. The embedding of our values will lead us to become a collaborative, courageous, compassionate and accountable Council.

Our values are weaved throughout each of our five strategy themes, providing rich descriptions of our aspired-to culture. Rather than a series of proposed actions, our strategy describes the Council as if these aspirations have been achieved, so each of us can visualise what it will feel like being part of Cambridge City Council in 2027.

Our Equality Pledge

Underpinning our whole culture and values is our equality pledge. Our equality pledge for Cambridge is "*to be an international city which celebrates its diversity and actively tackles intolerance and discrimination*".

This also applies to us as an employer, and this strategy links our people ambitions with our equality pledge. This ensures we consider equality and diversity in all that we do to enable us to be a truly inclusive employer – one where we are all listened to and a Council in which we all feel we belong.

Context and Drivers

"You Said"…

Feedback and insight from our current employees, leaders and trade unions has been key to shaping this new people strategy.

The feedback provided has helped us to set the vision and aspirations outlined in this strategy, including the wishes listed here.

You have told us you want to:

- understand how your role contributes to our wider organisational priorities, and how you help to make a real difference to our communities.
- help us achieve our environment and net zero aims.
- work in an organisation where your values, beliefs, identities and cultures are respected, where you feel listened to, valued for your contributions, and where you feel safe and comfortable to be yourself at work.
- help the Council to be high performing, being the best Council we can be for our communities and residents.
- continuously develop, being purposeful and deliberate in personal and professional development.
- help ensure our workforce is diverse across all levels and in all teams.

External Factors…

For many of us, our working lives have changed beyond recognition in recent years, with us having to adapt and learn new skills.

Legislation and the economy provide additional challenges that affect how we work and what our communities want from us.

We need to continually adapt to the changing needs that current and future employees of Cambridge City Council want from us as an employer.

We acknowledge and understand that:

- external economic issues challenge not just our communities, but also our people, and we need to support our workforce with these challenges.
- Cambridge is a place of high employment, meaning that we operate in a competitive employment market and often face challenges in filling roles.
- Cambridge is a fast growing city that is becoming more and more diverse. We need to better understand the diversity of the people and communities that we serve.
- we need to transform the Council so we can continue delivering our priorities and provide quality services despite reduced funding and income.
- we need to increase our digital skills to provide a faster, more personalised and accessible service for customers and to help us to adapt and thrive in an increasingly digital future.
- we need to be flexible and agile to enable us to adapt to legislative changes as well as the changing expectations and demographics of our customers and communities.
- we are an ambitious council with a significant growth plan for the next 15 – 20 years. The term of this strategy will help to position us as service provider, place maker and community facilitator to achieve these plans.

Our People Themes

Our Council Vision

The Council has a clear vision to lead a united city, 'One Cambridge — Fair for All', in which economic dynamism and prosperity are combined with social equality and environmental justice. An international, entrepreneurial, diverse and welcoming city, which is a great place to live, work and learn and which protects its most vulnerable.

Our Four Key Priorities to 2027

1. Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030.
2. Tackling poverty and inequality and helping people in the greatest need.
3. Building a new generation of council and affordable homes and reducing homelessness.
4. Modernising the council to lead a greener city that is fair for all.

Our People Themes

Our Council vision and Target Operating Model provide an overview of the type of Council we want to be. The people and culture strategy takes these a step further and specifically considers the people implications - the things that we, as existing and future employees of Cambridge City Council, can do to help make this vision and operating model a reality.

Our strategy has five interlinked themes, with our people and a sense of belonging at the heart of the strategy.

The strategy will be supported by our 'People Plan' outlining the detail on how we will, and have, achieved the aspirations outlined here.

At Cambridge City Council we are engaged, motivated and supported to balance work and life commitments to deliver positive outcomes for our residents and communities.

We are an inclusive, diverse and people-oriented Council where we all feel welcome.

Theme One:

Being an inclusive and welcoming place

We measure the success of this theme by:

- All employee surveys.
- Monitoring family friendly/flexible working requests.
- Reviewing employee relations casework.
- Monitoring our wellbeing offering.
- Our My Conversations approach.

To ensure we are an inclusive and welcoming place to be:

- We create a safe environment and culture to encourage our workforce to share their views and experiences. Our people feel comfortable in sharing how we can improve ways of working and to call out inappropriate or discriminatory behaviour, irrespective of role, grade or personal characteristic.
- We have a good understanding of how people want to be communicated with.
- We have excellent flexibility within roles across the organisation and this in turn has a positive impact on how people manage their work life balance.
- Our structures enable people to work across functions, and partners, and our people feel welcome and supported when working outside of their own teams.
- We have an excellent wellbeing offering and encourage people to take time to look after their own physical and mental wellbeing – both within their role and in their personal lives.
- Our "My Conversations" appraisal process encourages continuous conversations between individuals and their line manager, building good working relationships and creating a culture of support and compassion.
- Our leaders and managers support their teams and know where and when to sign post people to for more information and support.
- We have regular Town Hall and all staff conversations about diversity and inclusion.

This theme helps us to meet our equality pledge by:

- *Promoting a culture of allyship in the workplace – where we standup against discrimination and proactively promote equality and diversity regardless of our personal backgrounds. We understand that this helps to create a more diverse, equitable, and productive environment where we all feel valued and supported.*
- *Empowering all of our people. Our flatter structures naturally enable our people to have the confidence and power to change and challenge behaviours.*
- *Placing wellbeing at the forefront of all of our employment policies and practices. Our wellbeing offering provides support to all of our people, from those needing reasonable adjustments to those with caring responsibilities or just wanting to improve their work life balance.*

Theme Two: Attracting and retaining our people

At Cambridge City Council we attract the best people, in the most effective way possible. We are a place where people want to work, learn and grow and where we can all be our best selves.

We create an environment in which we can all develop to meet both present and future needs.

GROW YOUR CAREER WITH US

www.cambridge.gov.uk/careers

CAMBRIDGE CITY COUNCIL

We measure the success of this theme by:
- All employee surveys.
- Monitoring recruitment and retention data.
- Engagement in career pathways and work experience.
- The success of our apprenticeship and graduate programmes.

To ensure we are able to attract and retain our people:

- Equality, diversity and inclusion is at the heart of all of our recruitment and retention practice and initiatives, creating an environment in which we all feel we belong, we are welcome and we want to stay working here.
- Our recruitment brand is compelling and consistent with our values. People positively recognise us as a local employer and are attracted to our roles.
- Our resourcing processes and expertise enable the council to attract the best talent and build and retain a highly skilled, resilient workforce.
- Our managers understand their short- and long-term resourcing requirements.
- We unlock barriers for people from different communities to apply for our roles, including those disadvantaged by other systems or opportunities. We work with others to lead on careers and employability support to our communities.
- We have found new and innovative ways to attract and retain people. Our career pathways, work experience programmes and apprenticeship opportunities are aligned and have helped us to find long term solutions to particularly hard to fill operational roles, and teams with an ageing workforce.
- We have excellent links with local schools and colleges to ensure that our diverse range of roles is known and attractive to those in their early careers.

This theme helps us to meet our equality pledge by:
- *Having a workforce that is reflective of our population.*
- *Retaining employees as we feel heard, and our personal characteristics and beliefs add value to the contribution we make as a whole Council.*
- *Actively considering, reporting on and taking action to ensure diversity is fully reflected across pay bands, roles and Groups.*
- *Working with staff groups to help drive strategy and develop inclusive policies and practices and services.*
- *Working with and being visible in our diverse communities – we use our influence as a Council to work in partnership with our communities to promote the positive contribution that diversity brings to our community and promote equality of opportunity.*

Theme Three:
Living our values

At Cambridge City Council we live by our values in all that we do. This creates a collaborative environment where we are accountable for our own work and the impact this has on the communities we support.

We are courageous and compassionate in the way we work internally and with our partners, and our thriving working environment supports this.

We measure the success of this theme by:

- Employee surveys.
- Tracking patterns in employee relations cases.
- Engagement with staff networks.
- Sharing experience and learnings.
- The value and take up of volunteering opportunities within our workforce.

To ensure we are living our values:

- Our groups are designed to have flat structures and encourage empowerment. The purpose of roles drive how we write job descriptions and we have clear expectations of our work and accountability within it.
- We understand how our role impacts on climate change and we take steps to minimise this impact.
- We have developed a culture that encourages open discussions about performance, development and continuous improvement.
- Our approach to health and wellbeing upholds the ethos of early intervention and positive mental and physical wellbeing.
- We provide meaningful work aligned to the values and objectives of the Council as well as our Target Operating Model.
- We all have different lived experiences. We value the strength and positive contribution diversity brings.
- We work across traditional functional boundaries and understand that through collaboration we share knowledge and experience and achieve better results.
- We are brave to challenge and change. A courageous approach alongside a supportive environment means we seek out and embrace new ways of working that lead to positive outcomes for our communities.

This theme helps us to meet our equality pledge by:

- *Working in partnership with staff groups to collaborate on projects and work.*
- *Holding us all to account for meeting our public sector equality duty.*
- *We all play a role in challenging discrimination, regardless of whether we are the ones that have experienced it.*
- *Actively listening to each other – being kind, compassionate and non-judgemental.*
- *Encouraging us to exchange skills, insights and perspectives through successful mentoring and reverse mentoring schemes.*
- *Creating a supportive and safe space for us to share experiences of discrimination and inequality.*
- *Having visible leadership for equality, diversity and inclusion.*

Theme Four:

Rewarding, recognising and celebrating us

At Cambridge City Council we have fair and transparent pay and reward mechanisms that motivates us and drives high performance.

We recognise the achievement of our values and we encourage everyone to celebrate our successes.

We measure the success of this theme by:
- All employee surveys.
- Reducing our pay gaps.
- Reviewing working patterns.
- Monitoring recognition and reward.

To ensure we reward, recognise and celebrate us:

- We take time to celebrate and share our successes internally and externally.
- Reward is values driven - we feel valued for how we do things through the demonstration of our values and behaviours as well as what we do.
- We can all clearly see the links between what we do and the positive impact this has on our communities.
- Our comprehensive benefits package is attractive as well as aligning to our corporate priorities.
- We pay real living wage foundation rates and apply Cambridge Weighting to our lowest paid roles to support our community wealth building strategy and reduce in-work poverty within our own workforce.
- We regularly report on our pay gaps and have taken proactive actions to reduce these gaps.
- We acknowledge and understand that we cannot always be competitive in our pay, but attract, reward and recognise people in different ways.
- We proactively redress inequalities people face in order to promote equal opportunities to career advancement, reward and recognition.
- Through regular conversations, our managers understand our individual motivations and development needs, and regularly discuss and celebrate our achievements.

This theme helps us to meet our equality pledge by:
- *Having flexibility to enable us to work around our personal lives, beliefs, religious festivals and caring commitments.*
- *Proactively celebrating diversity and different experiences in all that we do.*
- *Understanding our gender, ethnicity and disability pay gaps and taking steps to reduce these.*
- *Recognising when we are proactive in promoting EDIB and rewarding this.*
- *Understanding what we want to achieve and removing the barriers we face.*

Theme Five:

Developing excellent people, managers and leaders

At Cambridge City Council we take a deliberately developmental approach to foster a culture of learning. We plan for our current and future skills requirements.

Learning and development opportunities can be accessed by all of us, and we are actively encouraged to gain new skills to personally and professionally progress.

We measure the success of this theme by:
- All employee surveys.
- Reviewing internal appointments and promotions.
- Increasing skills development, especially the success of LEAD Cambridge.
- Our wellbeing and learning and development development offerings.
- Our My Conversations approach.

To ensure we develop excellent people, managers and leaders:
- We take a long term view of resourcing and development to enable us to grow in areas where there are national skills shortages, roles which are hard to fill or those that we typically look externally to fill.
- We are encouraged to take personal ownership for our own development. Opportunities are inclusive and regular conversations take place about our learning and development.
- We consider development from the start of an individual's journey with us from welcome and induction events through to ensuring people leave us with more transferrable skills than when they joined.
- We join up all of our developmental activity, from apprenticeships, work experience, early and later careers initiatives.
- We are encouraged to take time to attend training and wellbeing events and there is time and forums for us to learn from each other.
- We consider development against our behaviours and not just skills, acknowledging that this is a different mindset.
- We work in collaboration with partners to help develop our own skills and to positively impact our communities.
- Career development is considered inside and outside of professional functions – broadening our skills and encouraging flexibility and movement across traditional functions.
- We have developed practical measures to ensure that career progression is inclusive for all.

This theme helps us to meet our equality pledge by:
- *Training our managers to lead an empowered and inclusive workforce, using skills such as facilitation and coaching.*
- *Leading in an empowered and compassionate way to foster good relations.*
- *Providing support and training on what equality, diversity, inclusion and belonging means and how to put this into practice in our work.*
- *Developing inclusive initiatives to help improve workforce diversity and support career development and representation across pay grades, groups and teams.*

The Journey to 2027

The People and Culture Strategy 2024 – 2027

The People Plan
(Detailed action plan, produced in collaboration with our workforce)

LEAD Cambridge
(Programme and approach to support management development)

All Employee Survey One (2024)

All Employee Survey Two (2026)

All Employee Survey Three (2027)

The People and Culture Governance Board

Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the Public Sector Equality Duty to have due regard to the need to –

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

1. Title of strategy, policy, plan, project, contract or major change to your service
People and Culture Strategy

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
Not yet published

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
Our workforce is one of our biggest resources and our biggest asset. Our people are the key to achieving the Council's vision and strategic priorities and therefore ensuring that our workforce is correctly aligned to deliver these priorities over the next 2-3 years is essential.   Our People and Culture Strategy will be the link between our organisational needs and our people. It will link our values and align our HR activity to the needs of the organisation.   Similar to a Target Operating Model, it is a blueprint describing organisation that we want to have evolved to by the end of the strategy term, but with a specific focus on the implications for our workforce. It should be aspirational but achievable and most importantly needs to be understandable and relatable for all colleagues.

The City Council has an ambitious transformation programme which sits alongside the Target Operating Model (TOM) and corporate priorities. The People Strategy needs to consider the TOM, our corporate priorities and the achievements already made within the Our Cambridge transformation programme. Considering the impact on our workforce and joining up these people implications will ensure that everything we do is aligned. This will not only help to transform us as a Council whilst achieving our priorities, but it will also help develop and enable the culture we aspire to.

It is proposed that Our People and Culture Strategy will align with the timescale of our current Corporate Plan and provide us with a three year strategy 2024 - 2027.

4. Responsible service: The People Team	

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? **(Please tick all that apply)**	☐ Residents ☐ Visitors ☒ Staff

6. What type of strategy, policy, plan, project, contract or major change to your service is this?	☒ New ☐ Major change ☐ Minor change

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)	☒ Yes ☐ No
City Council Leadership Team	

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?
The Strategy will be reviewed by Strategy and Resources Committee on the 1st July 2024

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?
A comprehensive research and development stage took place consisting of reviewing corporate literature, reviewing employee feedback, interviewing managers, leaders and employees and analysing workforce data to ensure that all aspects of equality were considered.

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(b) Disability

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(c) Gender reassignment

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(d) Marriage and civil partnership

No negative equality impacts have been identified specific to this protected characteristic

(e) Pregnancy and maternity

No negative equality impacts have been identified specific to this protected characteristic,

(f) Race – Note that the protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(g) Religion or belief

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(h) Sex

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(i) Sexual orientation

No negative equality impacts have been identified specific to this protected characteristic, but equality, diversity and inclusion is a golden theme throughout the whole strategy. It is therefore expected that through the successful implementation of the strategy we will create a more diverse and inclusive Council and see positive impacts in relation to this specific characteristic

(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on:
- **Low-income groups or those experiencing the impacts of poverty**
- **Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: https://media.ed.ac.uk/media/1_l59kt25q).**

In work poverty is addressed in this strategy, and our ambitions around pay and reward help to mitigate this to some extent.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)

An all-staff survey will be completed upon launch of the strategy to provide us with benchmark data. The survey will be repeated after 18 and 36 months. A full action plan will be co-produced with our workforce once the strategy has been approved.

12. Do you have any additional comments?

None

13. Sign off

Name and job title of lead officer for this equality impact assessment: Jenna Varga

Names and job titles of other assessment team members and people consulted: Lynsey Fulcher and Helen Crowther

Date of EqIA sign off: 13.06.2024

Date of next review of the equalities impact assessment: December 2024

Date to be published on Cambridge City Council website: 1 September 2024

All EqIAs need to be sent to the Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk

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

Document is Restricted

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