

## Appendix C Anti-Poverty Strategy 2020-2023

### Action Plan

Last updated: 17 June 2020

	No.	Action	Service	Completion date	Performance measures
<b>Objective 1 - Helping people on low incomes to maximise their income and minimise their costs</b>					
<b>Direct Council service delivery</b>	1.1	Pay all Council staff at least the Real Living Wage and require our contractors to pay staff the Real Living Wage (where contracts meet the requirements of the Living Wage Foundation)	Corporate Strategy, Human Resources and Strategic Procurement	Accreditation to be renewed annually to 2023	<ul style="list-style-type: none"> <li>100% of City Council direct employees paid a minimum of the Real Living Wage rate, with a supplement to bring this up to at least £10 per hour</li> <li>100% of agency workers paid a minimum of the Real Living Wage rate after 4 weeks of their engagement with the City Council.</li> <li>100% of City Council contracts let on a Real Living Wage basis, where this is legally possible</li> </ul>
	1.2	Support Housing Benefit claimants to receive their full entitlement	Revenues and Benefits	Ongoing to March 2023	<ul style="list-style-type: none"> <li>Number of households receiving Housing Benefit in Cambridge</li> <li>Total value of Housing Benefit paid by the Council to Cambridge households</li> <li>Average number of days taken to process benefit claims</li> </ul>
	1.3	Operate a Council Tax reduction scheme which supports as many vulnerable residents as possible and support claimants to receive their full entitlement	Revenues and Benefits	Ongoing to March 2023	<ul style="list-style-type: none"> <li>Number of households receiving Council Tax support</li> <li>Total value of Council Tax support paid by the Council to Cambridge households</li> <li>Average number of days taken to process benefit claims</li> </ul>
	1.4	Support Council tenants and other low income residents to access financial support, and provide advice on benefits, budgeting and debt issues	Revenues and Benefits, Housing Services	March 2022	<ul style="list-style-type: none"> <li>Number of residents supported to access financial support</li> <li>Number of residents provided with advice on benefits, budgeting and debt</li> </ul>

	No.	Action	Service	Completion date	Performance measures
	1.5	Provide a dedicated Advice Hub in the Council's Customer Service Centre to provide space for organisations offering debt, benefits and financial advice to low income residents, including credit unions, the CAB and Council services	Community Services	March 2023	<ul style="list-style-type: none"> <li>Numbers of residents provided with debt, benefits and financial advice at the Advice Hub</li> </ul>
	1.6	Support digital inclusion sessions for City Council tenants and leaseholders, and older residents in sheltered housing schemes and more widely	Housing Services	March 2023	<ul style="list-style-type: none"> <li>Numbers of digital inclusion sessions held (initially in community rooms at Hanover and Princess Court, Bermuda and Kingsway flats)</li> <li>Numbers of digital inclusion sessions held for older residents in sheltered housing schemes and more widely</li> </ul>
Partnership working	1.7	Work with partner organisations and local communities to develop measures to support residents experiencing economic hardship and poverty as a result of the economic impact of the coronavirus pandemic.	All services	March 2023	<ul style="list-style-type: none"> <li></li> </ul>
	1.8	Work in partnership with Jobcentre Plus, housing providers and the voluntary sector to support vulnerable benefit claimants in the transition to Universal Credit following the full roll-out to all claimants in Cambridge	Revenues and Benefits	Ongoing to March 2023	<ul style="list-style-type: none"> <li>Number of referrals</li> <li>Percentage of appointments kept</li> </ul>
	1.9	Provide funding to voluntary and community groups for activity focussed on reducing social or economic inequality, including funding for debt advice services and other activities that will help reduce poverty	Community Services	March each year  June each year	<ul style="list-style-type: none"> <li>Main Community Grants budget is fully allocated each year to voluntary sector activities that meet Council's grants priorities</li> <li>Grant awards are monitored to ensure they deliver the outcomes set out in funding agreements - Summary report produced in July each year</li> </ul>
	1.10	Work in partnership with local voluntary and community groups to address food poverty, including working with Cambridge Food Poverty Alliance and Cambridge Sustainable Food to develop a food re-distribution hub	Community Services	December 2020	<ul style="list-style-type: none"> <li>Budget agreed</li> <li>Premises secured</li> <li>Business Plan agreed</li> </ul>

	No.	Action	Service	Completion date	Performance measures
	1.11	Work with partner agencies and community groups to develop sustainable networks to support residents in fuel or water poverty to reduce their energy and water costs	Environmental Services	March 2023	<ul style="list-style-type: none"> <li>• Networks in place and operational by March 2021.</li> <li>• Additional performance measures and targets to be set once scale of network has been established and is in place</li> </ul>
	1.12	Support partner organisations and community groups to develop sustainable activities to support low income residents to access the internet and develop digital skills	Corporate Strategy	March 2023	<ul style="list-style-type: none"> <li>• Numbers of digital champions providing support to residents</li> <li>• Numbers of residents receiving support from digital champions</li> </ul>
Influencing and lobbying	1.13	Promote Living Wage accreditation to employers in Cambridge, including businesses, public bodies and voluntary and community sector organisations	Corporate Strategy	March 2023	<ul style="list-style-type: none"> <li>• Increase the number of Cambridge employers that have achieved Living Wage accreditation to 100, of which at least 55 will have received direct support from the Council</li> <li>• Increase in the number of Cambridge University College accredited by the Living Wage Foundation</li> <li>• Number of employees working for employers that have achieved Living Wage accreditation</li> </ul>
	1.14	Work with local businesses to identify ways in which they might use their skills, capacity and resources to support achievement of shared objectives around tackling poverty and disadvantage	Corporate Strategy	March 2023	<ul style="list-style-type: none"> <li>• Number of businesses and employers engaged</li> <li>• Number and type of new corporate social responsibility activity undertaken by businesses and employers following engagement with the City Council</li> </ul>
	1.15	Lobbying and influencing Government on welfare benefits policy issues	Council services	Ongoing	
<b>Objective 2 - Strengthening families and communities, including supporting groups of people that are more likely to experience poverty</b>					
Direct Council	2.1	Review the needs of the community and voluntary sector in building stronger communities, and identify where the Council can best support	Community Services	March 2021	
	2.2	Review, develop and implement the	Community	March 2021	<ul style="list-style-type: none"> <li>• Review, develop and implement the 'Volunteer for Cambridge'</li> </ul>

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		'Volunteer for Cambridge' programme of activities, including holding an event to increase the number of people volunteering for local community and voluntary groups in Cambridge	Services		<p>programme of activities with the voluntary and community sector according to identified need</p> <ul style="list-style-type: none"> <li>• Number of organisations/ residents participating in activities</li> </ul>
	2.3	Fund and support events which increase community pride and cohesion, such as the Big Weekend, Arbury Carnival, Chesterton Festival, Cherry Hinton Festival and the Big Weekend	Community Services	Ongoing to March 2020	<ul style="list-style-type: none"> <li>• Number of people attending the Big Weekend event from low income groups (through postcode data from surveys of attendees)</li> </ul>
	2.4	Provide a programme of 'community days' and 'skip days' in low income areas of the city to: save residents money from disposing of bulky waste; encourage residents to have a sense of pride in their neighbourhood; and encourage community engagement to help create sustainable communities.	Housing Services	March 2021	<ul style="list-style-type: none"> <li>• Number of community days held in low incomes areas of the city (target 6 in 2020/21)</li> <li>• Number of skip days held in low income areas of the city</li> <li>• Tonnage of bulky waste collected at community days</li> </ul>
	2.5	Ensure that the proposed development and regeneration of the North East Cambridge area benefits neighbouring disadvantaged communities by improving physical and social and psychological linkages between the existing and new developments.	Strategic Director	NEC Area Action Plan completed in 2020. Development on site programmed to start in 2026/27.	<ul style="list-style-type: none"> <li>• The number of new physical and social linkages will be determined through the formal planning process, including the adoption of the NEC Area Action Plan, but also through other Council initiatives. These performance measures will be firmed up as the project develops</li> </ul>
	2.6	Using planning policy to ensure that new developments promote permeability, connectivity and accessibility	Greater Cambridge Shared Planning Service	Ongoing	<ul style="list-style-type: none"> <li>• Planning policies promote safe, legible, permeable, and accessible public realm</li> </ul>
	2.7	Ensure that the Council's Environmental Improvement programme includes schemes in more	Environmental Services	Ongoing to March 2023	<ul style="list-style-type: none"> <li>• Raise awareness of the EIP scheme amongst residents</li> <li>• Seek and consider EIP scheme proposals from local communities</li> </ul>

	No.	Action	Service	Completion date	Performance measures
		deprived wards in Cambridge			<ul style="list-style-type: none"> <li>Develop and delivery priority schemes identified by local communities</li> </ul>
Partnership working	2.8	Develop a collaborative, area-based approach to support communities with high levels of deprivation in partnership with a range of organisations	Strategic Director	Ongoing to March 2023	<ul style="list-style-type: none"> <li>Performance measures to be developed as area-based approach and initiatives are explored</li> </ul>
	2.9	Support an annual programme of events which celebrate diversity and promote community cohesion, in partnership with local equality and diversity organisations	Community Services	Annually to March 2023	Successful programme of events delivered linked to each national or international event, including free events and events with free spaces for people on low incomes
<b>Objective 3 - Promoting an inclusive economy, by raising skills and improving access to a range of employment opportunities for people on low incomes</b>					
Direct Council service delivery	3.1	Explore opportunities to spread the benefits of economic growth through the development of the new Greater Cambridge Local Plan	Greater Cambridge Shared Planning Service	Ongoing	<ul style="list-style-type: none"> <li>Local Plan evidence base considers the needs of deprived communities and opportunities to promote a range of different employment types as part of the evidence base</li> <li>Planning policies considered that ensure local people are considered for jobs and integrate upskilling and training opportunities as part of developer requirements.</li> <li>Opportunities explored for anti-poverty considerations to be include in viability assessments for new developments</li> <li>Opportunities explored to support “meanwhile uses” for land that is earmarked for development</li> </ul>
	3.2	Ensure that the proposed development and regeneration of the North East Cambridge area benefits neighbouring disadvantaged communities by maximising local employment, skills and training opportunities	Strategic Director	NEC Area Action Plan completed in 2020. Development on site programmed to start in 2026/27.	<ul style="list-style-type: none"> <li>Performance measures will be firmed up as the North East Cambridge project develops. They could include a requirement for developers to submit an employment and skills plan with planning proposals, setting out how they will seek to employ a skilled local workforce and provide training and apprenticeships throughout the delivery of the development..</li> </ul>

	No.	Action	Service	Completion date	Performance measures
Partnership working	3.3	Continue to jointly fund the Signpost2Skills service and the Greater Cambridge Apprentices service with partners in the Greater Cambridge Partnership	Corporate Strategy	March 2023	<ul style="list-style-type: none"> <li>Number of additional apprenticeships created across the Greater Cambridge area</li> <li>Qualifications and courses provided by further education colleges and other training providers better meet the needs of local businesses and the Greater Cambridge economy</li> <li>Increased awareness amongst young people of employment opportunities available in the Greater Cambridge economy</li> </ul>
	3.4	Work with partners in the Greater Cambridge Partnership and Cambridgeshire & Peterborough Combined Authority to ensure delivery of planned investment in transport infrastructure that improves connectivity between key employment locations and more deprived areas of the city	Corporate Strategy	Ongoing to March 2023	<ul style="list-style-type: none"> <li>Completion of the cycling and walking bridge element of the Chisholm Trail</li> <li>Completion of other relevant GCP and CPCA transport schemes</li> </ul>
	3.5	Seek funds to continue the Activate project, working with local arts and cultural organisations to deliver a programme of cultural activities for a cohort of young people on free school meals, who will benefit from a programme of different activities to develop self-awareness, resilience and leadership skills.	Community Services	March 2021	<ul style="list-style-type: none"> <li>Number of young people taking part in the programme who are eligible for free school meals and have been identified by the college as being at significant risk of not reaching their potential</li> <li>Educational attainment of participants, as measured by the school, compared to expected educational attainment without the programme.</li> <li>Aspiration levels of participants, including number of participants aspiring and planning for further or higher education</li> </ul>
	3.6	Fund Tempo to continue the 'time-credit' scheme, working with local community groups to support residents on low incomes to volunteer and engage in community activities	Community Services	March 2021	<ul style="list-style-type: none"> <li>Number of additional time credits issued to volunteers</li> <li>Number of volunteers engaged in the target wards</li> <li>Number of community groups supported in the target wards</li> </ul>
	3.7	Work with organisations in the MyCambridge Partnership and beyond to develop and implement a fundraising	Community Services	March 2021	<ul style="list-style-type: none"> <li>Develop and scale-up the digital infrastructure of the scheme</li> <li>Repurpose the existing library card as a 'smart' universal passport to learning</li> </ul>

	No.	Action	Service	Completion date	Performance measures
		strategy for the next stage of the Culture Card project, and explore options for expanding the project into a 'Region of Learning' by working with the Cambridgeshire and Peterborough Combined Authority, to promote learning pathways, evidence formal, informal and non-formal learning and skills, and link to live labour market opportunities.			<ul style="list-style-type: none"> <li>Deliver phase one rollout with up to 10,000 children and young people</li> <li>Deliver phase two rollout with all children and young people across the county</li> </ul>
Influencing and lobbying	3.8	Lobby Government on relevant economic and skills policy issues	Council Services	Ongoing	
	3.9	Seek to influence the strategic approach to the local economy taken by the Greater Cambridge Partnership and the Cambridgeshire and Peterborough Combined Authority	Council Services	Ongoing	
<b>Objective 4 - Addressing the high cost of housing, improve housing conditions, and reduce homelessness</b>					
Direct Council service delivery	4.1	Develop new Council homes for rent, and ensure that rent levels are as affordable as possible	Housing Development Agency	Annually March 2022	<ul style="list-style-type: none"> <li>Number of new homes for rent provided annually on Council-owned sites</li> <li>Number of new Council homes started in Cambridge through £70 million funding secured as part of the Cambridgeshire and Peterborough Devolution Deal with Government (target 500)</li> </ul>
	4.2	Develop a new business plan/strategy for a further City Council affordable housing programme	Housing Development Agency	2020	<ul style="list-style-type: none"> <li>Business Plan approved by the Council's Housing Scrutiny Committee</li> </ul>
	4.3	Identify opportunities to reduce energy consumption as part of the development of new City Council affordable housing schemes and consider the cost impact of alternative energy sources on Council tenants	Housing Development Agency	2020	<ul style="list-style-type: none"> <li>Measures identified for schemes at Campkin Road and Colville Road</li> <li>Approach developed for new programme</li> </ul>
	4.4	Identify opportunities for regeneration of	Housing	2021	<ul style="list-style-type: none"> <li>East Barnwell masterplan in place and public consultation</li> </ul>

No.	Action	Service	Completion date	Performance measures
	the East Barnwell area of Cambridge through the One Public Estate project	Development Agency		completed
4.5	Ensure that existing council homes are well maintained and implement a programme of energy efficiency improvements to lower-rated council homes	Estates and Facilities	Ongoing March 2023	<ul style="list-style-type: none"> <li>Percentage of reactive repairs completed within target timescales</li> <li>£2.5 million programme of energy efficiency improvements delivered in Council properties, predominantly in properties with Energy Performance Certificate (EPC) ratings of D, E, F or G</li> </ul>
4.6	Support private tenants in their homes, taking enforcement action against landlords / property managers whose properties do not meet the required energy efficiency standards.	Environmental Services	Ongoing	<p>Measurable once Government enforcement toolkit has been trailed and released. Expected from April 2021 onwards.</p> <ul style="list-style-type: none"> <li>Numbers of cases/investigations that have resulted in enforcements action taken.</li> </ul>
4.7	Ensure Houses in Multiple Occupation (HMOs) are licensed where required and proactively take enforcement against landlords or property managers that are not complying	Environmental Services	Ongoing	<ul style="list-style-type: none"> <li>Number of HMO licences issued.</li> <li>Number of cases / investigations that have resulted in enforcement action for failure to licence</li> <li>Breakdown of enforcement action taken: <ul style="list-style-type: none"> <li>Warning letter</li> <li>Simple Caution</li> <li>Civil Penalty</li> <li>Prosecution</li> </ul> </li> </ul>
4.8	Complete the Council's Homelessness and Rough Sleepers Strategy and embed within it a range of measures to significantly improve access to the private rented sector and retention of a private sector tenancy for homeless people.	Housing Services	June 2020	<ul style="list-style-type: none"> <li>Increase the number of households assisted into the private rented sector to 110 in 2020-21</li> </ul>
4.9	Review, rebrand and promote the Housing Benefit Plus scheme to enable	Housing Services	March 2021	<ul style="list-style-type: none"> <li>Increase in the number of households taking up the Housing Benefit Plus scheme</li> </ul>



	No.	Action	Service	Completion date	Performance measures
		more people to find a private rented sector solution to their homelessness			<ul style="list-style-type: none"> <li>Number of households supported into private rented accommodation (target: 40 households supported into PRS accommodation per annum)</li> </ul>
	4.10	Introduce a Housing First pilot programme to provide self-contained accommodation and support for 22 rough sleepers	Housing Services	Ongoing	<ul style="list-style-type: none"> <li>10 'Housing First 1' units to be tenanted by June 2020</li> <li>12 'Housing First 2' social housing units (with an onsite caretaker for every 2 tenants) provided</li> <li>4 'Housing First 2' units to be tenanted by March 2021</li> </ul>
	4.11	Embed improvements identified in the Council's Domestic Abuse Housing Alliance (DAHA) accreditation improvements into service delivery	Housing Services	Ongoing	<ul style="list-style-type: none"> <li>Analysis of customer and partner feedback</li> <li>Case audits results</li> <li>DASH completions/MARAC/Safeguarding referrals by service and individual</li> <li>Evidence of target-hardening budget usage</li> </ul>
Partnership working	4.12	Work with developers through the planning process to enable the delivery of new high quality, energy efficient affordable homes	Greater Cambridge Planning Service	Ongoing	<ul style="list-style-type: none"> <li>Number of affordable homes delivered on strategic growth sites and on other sites</li> <li>Planning policies ensure that affordable housing is well integrated on sites and indistinguishable from market homes</li> <li>Number of affordable homes delivered to BREEAM standards or equivalent (PassivHaus, LEED, etc)</li> <li>Number of affordable homes delivered close to transport infrastructure</li> </ul>
	4.13	Work with registered providers to ensure homes are genuinely affordable to those that need them	Housing Services	Ongoing	
	4.14	Ensure that the proposed development and regeneration of the North East Cambridge area benefits neighbouring disadvantaged communities by helping to meet local demand for housing,	Strategic Director	Area Action Plan - 2020. Development on site	The number of affordable homes will be determined through the formal planning process, including the adoption of the NEC Area Action Plan. These performance measures will be firmed up as the project develops

	No.	Action	Service	Completion date	Performance measures
		including affordable housing (subject to the outcome of a bid for funding from the Housing Infrastructure Fund)		programmed to start in 2026/27.	
Influencing and Lobbying	4.15	Lobby government at every opportunity to seek alignment of the Cambridge Broad Rental Market Area (BRMA) with actual private rents in the city, to reduce the gap between housing benefits and private rent levels.	Housing Services	Ongoing	•
<b>Objective 5 - Improving health outcomes for people on low incomes</b>					
Direct Council service delivery	5.1	Provide a 50% reduction in entry prices at Council-owned sports and swimming facilities for people receiving Means Tested Benefits	Community Services	Ongoing to March 2023	<ul style="list-style-type: none"> <li>Number of people holding concessionary cards</li> <li>Number of entries to Council-owned leisure facilities by people holding concession memberships</li> </ul> <p><i>(N.B. Attendance numbers during 2020/21 will be affected by pool closures as a result of Covid-19)</i></p>
	5.2	Provide free swimming sessions for low income families with children, and free and discounted swimming sessions for young people	Community Services	March 2021	<ul style="list-style-type: none"> <li>Number of Surestart sessions for families with young children run and number of attendances</li> <li>Number of attendances at free swim sessions for juniors between 4-6pm on weekdays</li> <li>Number of attendances at discounted (£1) sessions for young people</li> </ul> <p><i>(N.B. Attendance numbers during 2020/21 will be affected by pool closures as a result of Covid-19)</i></p>
	5.3	Provide additional swimming teachers to support school swimming lessons for pupils from low income households at Abbey Pool, Kings Hedges Learner Pool and Parkside Pool	Community Services	March 2021	<ul style="list-style-type: none"> <li>Number of children receiving free swimming lessons</li> <li>Number of schools taking up support available</li> </ul> <p><i>(N.B. Attendance numbers during 2020/21 will be affected by pool closures as a result of Covid-19)</i></p>
	5.4	Provide monthly free health sessions for women, including BAME women	Community Services	March 2021	<ul style="list-style-type: none"> <li>Number of free health sessions held</li> <li>Number of women attending free health sessions</li> </ul>

	No.	Action	Service	Completion date	Performance measures
	5.5	Use planning policy to help ensure new developments help create a good living environment which supports good mental and physical health outcomes, through provision of open space and the design of the built environment	Greater Cambridge Planning Service	Ongoing	<ul style="list-style-type: none"> <li>• Planning policies that emphasise design quality of new homes and enhance and increase open space provision and public access to it</li> <li>• Planning policies ensure that developments with mixed tenures provide the same access to shared amenities for all residents of the development</li> </ul>
<b>Partnership working</b>	5.6	Support free exercise referrals by GPs for low income residents in Cambridge	Community Services	March 2021	<ul style="list-style-type: none"> <li>• Total number of free exercise referrals made by GPs for residents on low incomes</li> <li>• % of participants on low incomes completing the 12 week programme</li> </ul>
	5.7	Support healthy eating programmes targeted at low income residents and delivered by local voluntary and community organisations	Community Services	March 2021	<ul style="list-style-type: none"> <li>• Number of cookery skills workshops delivered in low incomes areas of Cambridge</li> <li>• Number of people participating in cookery workshops</li> </ul>
	5.8	Provide a programme of free lunches with local partners for low income families during school holidays in areas of highest need in Cambridge	Community Services	March 2021	<ul style="list-style-type: none"> <li>• Number of free lunches served to low income families (baseline of 3,865 in 2019/20)</li> <li>• Number of venues providing lunches around the city</li> </ul>
	5.9	Support outreach advice and support for residents experiencing stress and anxiety due to low income and debt	Community Services	March 2021	<ul style="list-style-type: none"> <li>• Number of clients seen by the outreach advisor in total</li> <li>• Total value of additional income for clients identified by the outreach advisor</li> </ul>
<b>Influencing and Lobbying</b>	5.10	Influence key health strategies, including the Cambridgeshire and Peterborough Health and Wellbeing Strategy and the Integrated Neighbourhood models being developed by Primary Care networks	Community Services, Environmental Services, Corporate Strategy	Ongoing	<ul style="list-style-type: none"> <li>• Partner health strategies take account of key issues identified by Council services</li> </ul>