

Dear Councillor,

**OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) -
TUESDAY, 4TH DECEMBER 2018**

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

**Agenda Item
No.**

6. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 27 - 42)

The Overview and Scrutiny Work Programme, the draft Affordable Housing Policy Task and Finish Group Scoping Document and the draft Improving Skills Task and Finish Group Scoping Document are to be presented to the Panel.

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Overview and Scrutiny Work Programme 2018/2019

O&S (Customers and Partnerships) – Active

O&S (Customers and Partnerships)	Objective test	Advisors	Summary of Scope	Progress
<p>Health – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on its own initiative, assist with the health and well-being of residents in the District.</p>	<p>1. Encouraging aspirations and pathways to lifelong health:</p> <p>a. Reducing excess weight in adults</p> <p>b. Reducing associated health issues (NHS):</p> <ul style="list-style-type: none"> - type 2 diabetes - coronary heart disease - some types of cancer, such as breast cancer and bowel cancer - stroke - It can also affect your quality of life and lead to psychological problems, such as depression and low self-esteem. 	<p>CCG CCC Public Health Jayne Wisely Cllr J Palmer Cllr Jill Tavener</p>	<ul style="list-style-type: none"> - Engagement with Health – where can HDC help. Where can we use our assets, services and contact information to contribute to these outcomes, - Review and make recommendations on the core partnership contribution of HDC across the health system agenda and key Public Health England Huntingdonshire Health Profile and the CPSB ‘Grand Challenges’ - Links to schools and creating habits, and testing our current offer in leisure - How can we better support community health initiatives – park run, community sport clubs etc. - Investigate where we can generate more referrals to Active Lifestyles and any gaps (i.e. intervene at an earlier stage) 	<p>Review and agree scope. Plan out work of T&F. Dec 2018</p>

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Agenda Item 6

O&S (Customers and Partnerships) – Inactive

O&S (Customers and Partnerships) idea	Objective test ideas	Advisor potential	Suggested Scope	Progress
<p>Health – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on</p>	<p>1. Reducing isolation</p> <ul style="list-style-type: none"> - reducing age-specific dependency rates by 1 per cent per year would reduce public 	<p>Age UK</p>	<p>Identifying opportunities (particularly technology) to deliver key activities identified by Age UK, to address isolation:</p> <ul style="list-style-type: none"> - Creating a new social link - Developing wider social networks - Meeting like-minded people through clubs and groups 	<p>Dependent upon outcome of bid for inclusion in CCC digital services programme – Spring</p>

<p>its own initiative, assist with the health and well-being of residents in the District.</p>	<p>expenditure by £940m per year by 2031</p> <ul style="list-style-type: none"> - reducing the rate of institutionalisation by 1 per cent a year could save £3.8bn. <p>2. Improving mental health Contributes to addressing:</p> <ul style="list-style-type: none"> - Worklessness - Homelessness - Poor health outcomes - Self-reliance <p>3. Reducing hospital admissions in over 65's</p>	<p>CCG</p> <p>Sports England/Active Lifestyles/CCG</p>	<ul style="list-style-type: none"> - Meeting people with similar needs and supporting each other - Using local services and facilities - Changing social attitudes so that users become accepted and valued as full members of the community in their own right. - Quantifying the cost and impacts of isolation - Recommendations for our services to address - Designing communities for the future <p>Identifying non health interventions that can support mental health – e.g. social referral, links to community activities, volunteering activities.</p> <ul style="list-style-type: none"> - Opportunities to improve impact of DFG's? - Assisted collections. Investigate if having an assisted collection is an indicator that a resident may require a DFG. - Closer partnership working with health - Establishing greater community resilience 	<p>2018</p>
<p>Homelessness – Investigating the links between homelessness and housing supply. Finding triggers for homelessness. Discovering options and opportunities to reduce homelessness in Huntingdonshire.</p>	<p>1. Increase supply of affordable property.</p> <p>2. Reduce number of homelessness presentations.</p>	<p>Development Advisor</p> <p>Jon Collen / Helen Brown</p>	<ul style="list-style-type: none"> - Engagement with Places for People/Luminus - Working with Private Sector landlords to understand reasons behind end of AST and incentives to address - Looking to develop options to incentivise Private landlords to take social tenants. - Strategies around use of HMOs 	

	<p>3. Increase number of homelessness preventions – solutions that prevent people losing their home</p> <p>4. Increase number of empty properties brought back into use</p>	Jon Collen	<ul style="list-style-type: none"> - Testing effectiveness of Trailblazer - Testing Homelessness pilot work - Looking at opportunities for partners to signpost and intervene - Taking evidence from best practice providers elsewhere <ul style="list-style-type: none"> - Working with Registered Providers to maximise housing stock utilisation and fit 	
<p>Environment – What are the environmental (and lifestyle) quality issues facing Huntingdonshire,</p>	<p>1. Reducing air pollution</p> <p>2. Reducing long term flood issues</p> <p>3. The community role in grounds maintenance and cleansing</p> <p>4. Definition of ‘Place’ and ‘People’ vision for Huntingdonshire</p>	<p>Chris Stopford</p> <p>Environment Agency</p> <p>Neil Sloper</p>	<ul style="list-style-type: none"> - Transport options - Natural environment – exploring opportunities to enhance HDC country parks (Hinchingbrook / Paxton Pits) - Role of Great Fen as a regionally significant habitat / tourism destination - A14 and Cam Ox corridor – actively influencing Govt and key transport agencies on investment pipeline and funding options - Exploring the options and Council/communities appetite for scalable growth linked to new infrastructure and ‘healthy places’ with sustainable living choices - Role of Neighbourhood Plans and Market Town Master Plans in promoting and directing employment and housing growth - Influencing long term utility provision – water/power 	

O&S (Performance and Growth) – Active

O&S (Performance and Growth)	Objective test	Advisors	Summary of Scope	Progress
Affordable Housing	1. Increase in the number of affordable houses built in the District – positively impacting on the quality of developments	Andy Moffat Cllr Corney (a builder by trade)/Developers	<ul style="list-style-type: none"> - Review the effectiveness of rural exception sites and 60/40 policy - Explore viability assessment mechanisms to ensure proper value is created from development sites in balancing completing sustainable community needs eg, health, movement, space. 	Review and agree scope. Plan out work of T&F. Dec 2018
Wider Economic Environment	1. Increase in educational attainment, and achievement of key skills	Andy Moffat John T Hill - CPCA CA Business Board / Company CEOs – reasons for locations choices and future workforce aspiration	<ul style="list-style-type: none"> - Combined Authority strategy impacts, particularly advancing recommendations from CPIER - Alignment to future skills and sectoral demand identified through EMSI study - Role of EDGE programme and wider Combined Authority skills and business support advisory services - Relationship to CPBS ‘Grand Challenges’ outcomes 	Review and agree scope. Plan out work of T&F. Dec 2018

OS

O&S (Performance and Growth) – Inactive

O&S (Performance and Growth)	Objective test ideas	Advisor potential	Suggested Scope	Progress
Housing – Increasing quality of housing developments and increasing supply of Affordable/Social housing – specifically in the villages.	<ol style="list-style-type: none"> 1. Increase in the number of affordable houses built in the District – positively impacting on the quality of developments 2. Reduce voids of all types, inc empty homes and RP turnaround times 3. Increase the availability of social housing 	Andy Moffat Cllr Corney (a builder by trade)/Developers Homes England Registered Providers	<ul style="list-style-type: none"> - Review the effectiveness of rural exception sites and 60/40 policy - Explore viability assessment mechanisms to ensure proper value is created form development sites - Review of CIL charging regime and utilisation of funds - Relationships with RPs (Registered Providers) and options to increase pace and tenure type of supply plans - Utilisation of HDC non-operational land assets to increase supply and generate system savings (eg 	

	<p>4. Reduce Council spend on Homelessness</p> <p>5. Enhanced infrastructure and liveability on developments</p>		<p>reduction in B&B spend.</p> <ul style="list-style-type: none"> - Improving infrastructure on developments to enhance liveability, including digital, environmental – flooding etc, energy use, health land and space for wildlife. Supporting positive transport choices, and community self-reliance. 	
<p>Wider Economic Environment – How to best position Huntingdonshire as an attractive place to do business</p>	<p>1. A Local Industrial Strategy for Cambridgeshire within which Huntingdonshire is prominent</p> <p>2. GVA (Gross Value Added) net increase</p> <p>3. Increase in business rates receipts and invest to accumulate utilisation thereof (subject to Govt regs)</p> <p>4. Increase average earnings and percentage earnings derived in Huntingdonshire/Cambridgeshire</p> <p>5. Opportunities to enhance the Councils industrial portfolio and Corporate Investment Strategy in facilitating, retaining and securing new business opportunities</p> <p>A package of 'Deals':</p> <ul style="list-style-type: none"> - HDC & Govt/CA - HDC and Local Councils - HDC and communities 	<p>Andy Moffat / Clive Mason</p> <p>CA Business Board / Company CEOs – reasons for locations choices and future workforce aspirations</p>	<ul style="list-style-type: none"> - Creation of an Investment prospectus for Huntingdonshire - Input into a Local Industrial Strategy - Digital infrastructure and Connected Cambridgeshire roll-out across market towns - Better Business for All pilot initiative matching regulatory services to advice and promotion - Roads and rail infrastructure investment deal with Govt / CA - Business rates retention and utilisation of AW Enterprise Zone NNRD receipts - Role of strategic sites such as Alconbury Weald in delivering floor space and clusters - Sector analysis - what are the indicators of existing success and productivity. Sectors to nurture and attract. - Understanding locational advantages of Huntingdonshire and investment decisions of business leaders to stay/relocate here. - Scope and mechanisms for HDC interventions in infrastructure/redevelopment programmes 	

Ideas

Health – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on its own initiative, assist with the health and well-being of residents in the District.

Evidence

Local Authority Health Profile 2018 published by Public Health England. We have three key indicators where we perform significantly worse than the national average:

- Killed and seriously injured on roads
- Alcohol-specific hospital stays (under 18s)
- Excess weight in adults (aged 18+)

Not significantly worse, but underperforming national average

- Hip fractures in older people (aged 65+)

We have a number of projects already underway or receiving support which are directly contributing to these outcomes (Ramsey Think Healthy / Live Healthy project).

Support for activity through our leisure centres and for community initiatives such as Park Run. With a new run supported to start in St Neots this year. One Leisure Active Lifestyles Team creating opportunities for social engagement, particularly ageing population, through its class programmes, particularly 'Right Start'

Homelessness – Investigating the links between homelessness and housing supply.

Finding triggers for homelessness. Discovering options and opportunities to reduce homelessness in Huntingdonshire.

A large amount of work is happening in this space already, as a key corporate priority. Our own net spend on Homelessness is has more than doubled since 2015/16. This is in line with national figures. Housing affordability is an issue locally. With private rentals being very limited within the rates that national benefits pay. Huntingdonshire's average house price increased by **36%** in four years from April 2014 and the average household would now need to borrow **7.1** times its income to purchase the average house based on median values.

Environment – What are the environmental (and lifestyle) quality issues facing Huntingdonshire,

Evidence

2036 Local Plan and associated studies, particularly Infrastructure Delivery Plan

Combined Authority strategies and CPIER report

Affordable Housing – Increasing quality of housing developments and increasing supply of Affordable/Social housing – specifically in the villages.

Wider Economic Environment – How to best position Huntingdonshire as an attractive place to do business

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**OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)
TASK AND FINISH GROUP SCOPING DOCUMENT**

Task and Finish Group Title:	Affordable Housing Policy
Membership of Working Group:	<ul style="list-style-type: none"> • Cllr S Corney • Cllr D Dew • Cllr J Morris • Cllr S Wakeford • Cllr Mrs A Diaz (C&P Member) • Cllr Mrs S Smith (C&P Member)
Aim:	<ul style="list-style-type: none"> • To review the effectiveness of the Council's 40% target in delivering affordable housing provision. • Investigate the effectiveness of other methods (e.g. Neighbourhood Plans, Community Land Trusts, Rural Exception Sites) in delivering affordable housing. • Investigate any methods which could accelerate supply of affordable housing.
Key Officer Contacts: <i>(Lead and support)</i>	<ul style="list-style-type: none"> • Lead – Andy Moffat, Head of Development • Support – Adam Green, Democratic Services Officer (Scrutiny)
Scoping form completed by:	Adam Green, Democratic Services Officer (Scrutiny)
Scrutiny requested by:	Overview and Scrutiny Panel (Performance and Growth)
Criteria for inclusion in work programme:	
Customer Feedback:	N/A
Council Priority:	The Council has pledged in the Corporate Plan 2018-2022, under the Place section to 'improve the supply of new and affordable housing, jobs and community facilities to meet current and future need' . In addition, one performance indicator commits the Council to measure the number of new affordable homes delivered.
Importance to local people:	By meeting targets that improve the supply of affordable housing provision, the affordable housing needs of Huntingdonshire will be met.
Value for Money Concerns:	N/A
Contributes to tackling inequalities:	With Huntingdonshire's average house price increased by 36% since April 2014, this has made it increasingly difficult for some residents to be

	able to buy a property within the District. Delivering on affordable housing targets will enable more residents to purchase or rent their own properties and will reduce the risk of residents becoming homeless.
Improving partnership working:	Investigate what plans Housing Associations have to deliver more affordable housing.
Tackling underperformance in services:	N/A
Cross-cutting issue:	The increased supply of affordable housing, particularly affordable rent, could alleviate homelessness problems within Huntingdonshire.
Summary of overall anticipated benefits and intended outcomes:	The Task and Finish Group will have a greater understanding of how effective the 40% target is and what methods could support the delivery of affordable housing provision.
Indicators of success:	<ul style="list-style-type: none"> • Establish whether the 40% target is effective. • Discover methods which will support the delivery of affordable housing provision.
Scope:	
In Scope: <i>(Define what the scope of the review will be)</i>	<ul style="list-style-type: none"> • Review the percentage of affordable housing delivered on all sites. • Review the effectiveness of other methods (e.g. Neighbourhood Plans, Community Land Trusts, Rural Exception Sites) in delivering affordable housing.
Excluded from Scope: <i>(Define the exclusions from the scope of the review)</i>	<ul style="list-style-type: none"> • Redefining what affordable housing is. • Investigating previous decisions of the Development Management Committee / Panel.
Benefits:	By establishing the effectiveness of the 40% target and the methods which will enable more affordable housing to be delivered will mean that Huntingdonshire's residents will have access to a healthy supply of affordable housing including properties with affordable rent. In doing this the Council will also be fulfilling the pledge made within the Corporate Plan.
Council and Partner Involvement	
Who would need to be involved from the Council?	Head of Service and/or his nominated representative.
Which of our partners, stakeholders and members of the community should we discuss this with?	<ul style="list-style-type: none"> • Housing Associations • Local Developers • Combined Authority

Review Resources	
Evidence:	<ul style="list-style-type: none"> • What is affordable housing? House of Commons Library Briefing Paper, 21 September 2018 • Stats on the number of affordable housing delivered in Huntingdonshire. • Information on other methods (e.g. Neighbourhood Plans, Community Land Trusts, Rural Exception Sites). <i>Have they delivered affordable housing? If yes, then how much?</i>
Witnesses:	<ul style="list-style-type: none"> • Head of Development • Combined Authority Representative
Site visits:	N/A
Consultation:	Discussions will need to be had with the Combined Authority to exploit any opportunities to accelerate and develop additional affordable housing provision.
Expert Advice:	<ul style="list-style-type: none"> • Head of Development
Timescales:	
Anticipated Review Start Date:	November 2018
Anticipated Reporting Date:	March 2019
Frequency of Meetings:	<p>Each month with the recommended timetable:</p> <ul style="list-style-type: none"> • November 18 - Discuss and review scope • December 18 - Review evidence provided • January 19 - Interview expert witnesses • February 19 - Action any loose ends and discuss recommendations for final report • March 19 - Issue Final Report
Date to evaluate impact:	March 2020 – Review of recommendations

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**OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)
TASK AND FINISH GROUP SCOPING DOCUMENT**

Task and Finish Group Title:	Improving Skills
Membership of Working Group:	<ul style="list-style-type: none"> • Cllr S Corney • Cllr D Dew • Cllr J Morris • Cllr S Wakeford • Cllr Mrs A Diaz (C&P Member) • Cllr Mrs S Smith (C&P Member)
Aim:	<ul style="list-style-type: none"> • To develop a flexible and skilled local workforce. • Produce a workforce with a skill set that businesses require. • Reduce the 'skills gap'.
Key Officer Contacts:	<ul style="list-style-type: none"> • Lead – TBC • Support – Adam Green, Democratic Services Officer (Scrutiny)
Scoping form completed by:	Adam Green, Democratic Services Officer (Scrutiny)
Scrutiny requested by:	Overview and Scrutiny Panel (Performance and Growth)
Criteria for inclusion in work programme:	
Customer Feedback:	<p>In order to establish what skills are lacking with Huntingdonshire, it is important to engage with local businesses to establish:</p> <ul style="list-style-type: none"> • What skills do they want the workforce to have? • What is the best way of increasing the skill set?
Council Priority:	<p>The Council has pledged in the Corporate Plan 2018-2022, under the People section to 'develop a flexible and skilled local workforce'. One key action states that '<i>through business activity, promote links between training and education providers and local businesses</i>'.</p>
Importance to local people:	<p>Highly important. Providing ample job opportunities for residents will ensure that Huntingdonshire is an attractive place to live. In addition, providing a workforce with the right skill set will ensure that Huntingdonshire is an attractive place to locate a business.</p>
Value for Money Concerns:	N/A

Contributes to tackling inequalities:	N/A
Improving partnership working:	The Combined Authority currently has a remit to develop better workplace skills and Cambridgeshire County Council are responsible for education. The Huntingdonshire Chamber of Commerce will have information on what skills local businesses require. Working with all partners is important in order to develop a solution to the 'skills gap'.
Tackling underperformance in services:	N/A
Cross-cutting issue:	N/A
Summary of overall anticipated benefits and intended outcomes:	Benefits of study will be: <ul style="list-style-type: none"> • Identify what skills the workforce is lacking (according businesses). • Identify the barriers to developing those skills. • Produce recommendations to reduce/eliminate the skills gap within Huntingdonshire.
Indicators of success:	Short Term <ul style="list-style-type: none"> • Increased number of people attending EDGE 'sharper skills for enterprise' events. • Increased satisfaction amongst businesses regarding skills. <i>(Could be measured by a survey of business leaders before work beginnings and then a survey six months after the recommendations have been endorsed.)</i> Long Term <ul style="list-style-type: none"> • Increased number of EDGE customers supported into work. • Increased filling of 'hard-to-fill' vacancies. • Increased number of businesses located in Huntingdonshire compared to present. <i>(Difficult to measure if this is the result of more skilled workforce or other factors.)</i>
Scope:	
In Scope:	<ul style="list-style-type: none"> • Exploring what skills are required by businesses in Huntingdonshire. • Review what partners are currently doing to reduce the skills gap. • Investigate the effectiveness of measures to reduce the skills gap. – e.g. Upskilling

Excluded from Scope:	<ul style="list-style-type: none"> • Forensic examination of failed past initiatives (<i>The problem needs solutions which work.</i>) • Measures which encourage the ‘importing’ of skills from outside the District. (<i>Logic dictates that if more business move to the area, more people will also.</i>) • Examining the education system. (<i>Solutions need to be found using the resources and framework available.</i>)
Benefits:	Working on the skills gap will ensure that businesses located within Huntingdonshire will have access to a workforce who possess the skills required. In addition, residents of Huntingdonshire will be more employable if they possess the skills required by businesses.
Council and Partner Involvement	
Who would need to be involved from the Council?	Head of Service and/or his nominated representatives.
Which of our partners, stakeholders and members of the community should we discuss this with?	<ul style="list-style-type: none"> • Business Leaders (<i>What skills are lacking?</i>) • Colleges (<i>What are the barriers in teaching the relevant skills?</i>) • Combined Authority • Huntingdonshire Chamber of Commerce
Review Resources	
Evidence:	<ul style="list-style-type: none"> • Data analysis by various groups and institutes on the skills gap • CPIER Report, September 2018 • Previous work by the LEP (<i>now the responsibility of the Combined Authority Business Board</i>)
Witnesses:	<ul style="list-style-type: none"> • Head of Development • Economic Development Officer • Combined Authority Representative • Huntingdonshire Chamber of Commerce Representative
Site visits:	N/A
Consultation:	It is recommended that previous engagement with businesses, by partner organisations, is refreshed. If the task and finish group is to be making recommendations which will enable that businesses have the people with the required skill set to thrive in Huntingdonshire then it is important that Members have the most up to date information available to them. Members will need to know what skills do businesses require their workforce to possess.

	The Task and Finish Group could conduct (via the Council's Economic Development Officer) their own survey of businesses. Or the Group could find the information via the Combined Authority or the Huntingdonshire Chamber of Commerce.
Expert Advice:	<ul style="list-style-type: none"> • Head of Development
Timescales:	
Anticipated Review Start Date:	November 2018
Anticipated Reporting Date:	April 2019
Frequency of Meetings:	<p>Each month with the recommended timetable:</p> <ul style="list-style-type: none"> • November 18 - Discuss and review scope • December 18 - Review the research of key issues • January 19 - Interview an expert witness • February 19 - Interview a second expert witness • March 19 - Action any loose ends and discuss recommendation for final report • April 19 - Issue Final Report
Date to evaluate impact:	October 2019 – Review of recommendations