



Homes for Our Future

Greater Cambridge Housing Strategy
2024 - 2029

A Strategy for Cambridge City and
South Cambridgeshire District Councils



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Vision, Objectives & Priorities

Objectives & Priorities

OBJECTIVE:
Building the right homes
in the right places that people
need and can afford to live in

PRIORITY 1:
Increasing the supply of new homes,
including affordable housing, contributing
to healthy and sustainable communities

PRIORITY 2:
Enabling the housing market to meet a
wide range of local housing needs and to
support sustainable growth

OBJECTIVE:
High quality, low carbon,
energy and water efficient homes

PRIORITY 3:
Mitigating and adapting to climate change
through good design and quality of new homes

PRIORITY 4:
Improving housing conditions, management,
safety and environmental sustainability
of homes, and making best
use of existing homes

OBJECTIVE:
Settled lives

PRIORITY 5:
Promoting health and wellbeing,
tackling poverty, and promoting
equality and social inclusion

PRIORITY 6:
Preventing homelessness

OBJECTIVE:
Building strong
partnerships

PRIORITY 7:
Working with partners to
innovate and maximise
resources

Long-Term Vision

**Healthy, Safe, Affordable,
Sustainable: Homes &
Communities for All**

Purpose and Context



Purpose

Our Greater Cambridge Housing Strategy 2024 to 2029 is a strategy for Cambridge City and South Cambridgeshire District Councils. It is made up of:

- A main strategy document setting out our vision, objectives and priorities for both new and existing housing of all tenures.
- A set of annexes providing further detail on our policy direction in particular areas, a summary of evidence used to support the Strategy, and a glossary of terms - any of which may be updated, added to or removed during the life of the Strategy. Also a summary of achievements under our Greater Cambridge Housing Strategy 2019-2023.

The Strategy is aimed mainly at:

- Partners involved in supporting the implementation of our priorities; and
- Others with an interest, including those directly affected by housing issues.

The Strategy aims to:

- Update and replace the Greater Cambridge Housing Strategy 2019 to 2023.
- Set out our strategic direction and priorities in relation to new and existing homes and communities.
- Demonstrate the councils' shared priorities; as well as where priorities differ between the two.
- Outline what we aim to achieve going forward; this will form the basis of a more detailed annual action plan.

The relationship between the Strategy and Annexes and the councils' Local Plans is explained in the New Homes section of the Strategy



Purpose and Context

Context

The following are some of the key factors affecting our Strategy, which bring both challenges and opportunities:



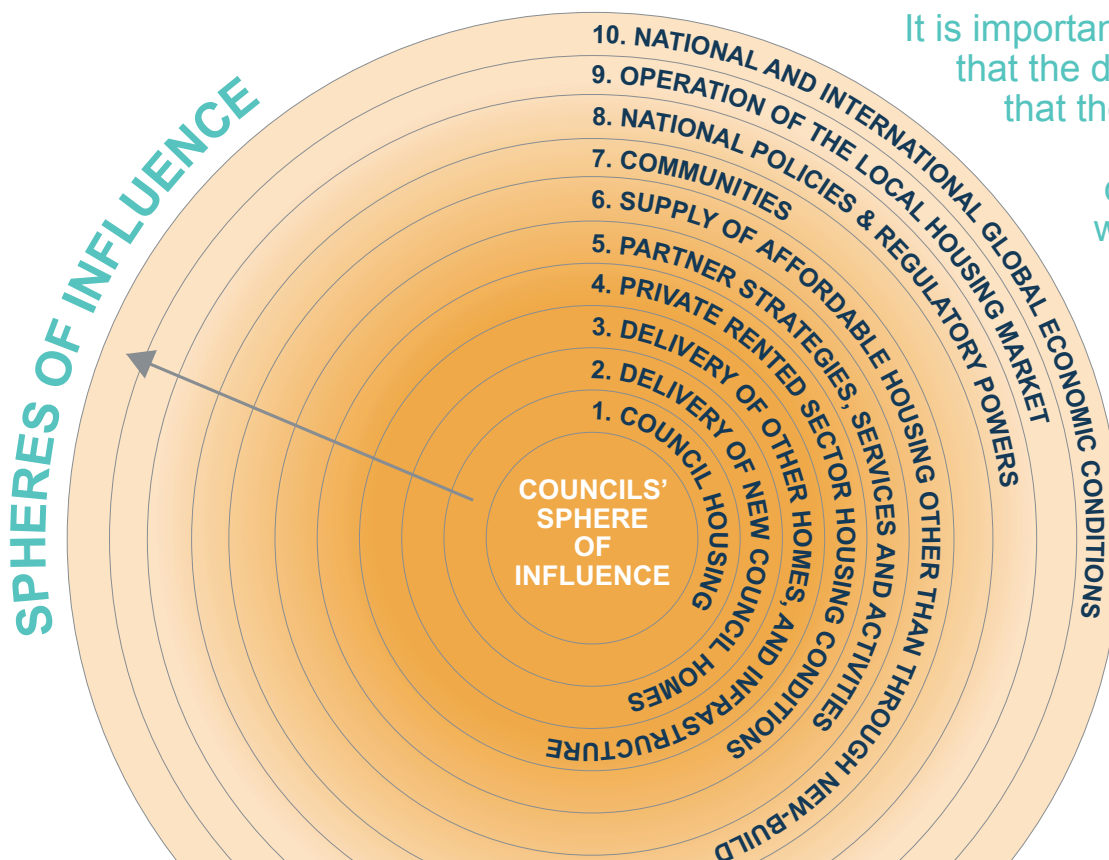
- National housing-related policies and priorities.
- Population growth and an ageing population, particularly in South Cambridgeshire.
- The economic strength of the Greater Cambridge area, which has continued despite the Covid-19 pandemic and more recent economic down-turn.
- Housing affordability: Greater Cambridge has some of the highest rental costs and house prices in the country.
- The climate change emergency and both councils' ambitions to achieve net zero carbon: by 2030 in Cambridge and by 2050 in South Cambridgeshire.
- The limited resources available to the councils, and the need to seek additional resources from elsewhere.

The Strategy is also set within the context of a number of other council strategies and plans, in particular:

- The **Cambridge Local Plan** and the **South Cambridgeshire Local Plan**, both adopted in 2018; and the proposed **Greater Cambridge Local Plan**.
- South Cambridgeshire District Council's **Business Plan**, and Cambridge City Council's **Corporate Plan**.
- South Cambridgeshire's **Zero Carbon Strategy** and **Doubling Nature Strategy**.
- Cambridge City's **Climate Change Strategy 2021-26** and **Biodiversity Strategy 2022-30**; and a **Sustainable Housing Design Guide** for its own council developments.
- South Cambridgeshire's **Cost of Living Support Programme** and Cambridge City's **Anti-Poverty Strategy**.



It is important to recognise that the direct influence that the two councils can have in different areas will vary. Some of the main spheres of influence are summarised here.



1. Council housing:

Influence on: conditions, management, maintenance, energy & water efficiency and services provided directly by the council to tenants and leaseholders. Also on affordability (rent and service charge setting). Parameters include: regulations governing rent setting and how homes should be managed and how Housing Revenue Account funds can be spent.

2. Delivery of new council homes:

Influence on: delivery of new homes directly by the council or through council owned companies, particularly affordable housing. Affordability (rent and service charge setting), quality, housing mix, sustainability standards, biodiversity etc. Parameters include: land availability, access to grant and other funding, regulations around how different funding sources can be combined; etc

3. Delivery of other homes, and infrastructure particularly affordable housing through other providers:

Influence on: location and quality of new developments, services and infrastructure, proportion of homes on new developments brought forward as affordable housing, size and tenure mix, location on site, and other requirements in the Local Plan and Housing Strategy. Parameters include: national planning policy, site restrictions, scheme viability, etc

4. Private rented sector housing conditions:

Influence on: Management, conditions and energy efficiency through advice and support, and enforcement if necessary through use of regulatory powers. Direct provision of privately rented accommodation through council owned companies. Parameters include: extent of regulatory powers allowing intervention; ability to charge for services, funding for local council initiatives.

5. Partner strategies, services and activities:

Influence on: strategic direction, policy, service commissioning and/or delivery, service standards etc. Through joint working, and in some cases, provision of grants with conditions attached. The extent of influence varies depending on the service provided and across different partners. Parameters include: Partners' own statutory requirements and resources, and/or willingness to engage.

6. Supply of affordable housing other than through new-build:

Occasional purchase of homes by the council – usually at market value. Plus some limited influence on persuading landlords to provide housing for use as affordable housing. Parameters include: landlord willingness to engage, particularly in light of high local demand; loss of council housing through national Right to Buy policy.

7. Communities:

Some limited Influence on: actions, decisions and choices of community groups and individual residents. Parameters include: willingness of communities to engage.

8. National policies & regulatory powers:

Some limited influence on: setting of new government policy, but no direct control.

9. Operation of the local housing market:

Little or no influence on supply of existing homes coming onto the private rental or sales market, or affordability of new or existing market homes. Parameters include: free market and lack of statutory powers to intervene.

10. National and international global economic conditions:

No influence or control on global conditions affecting people's incomes and/or resources available to the council.

New Homes

1

PRIORITY 1

Increasing the supply of new homes, including affordable housing, contributing to healthy and sustainable communities

2

PRIORITY 2

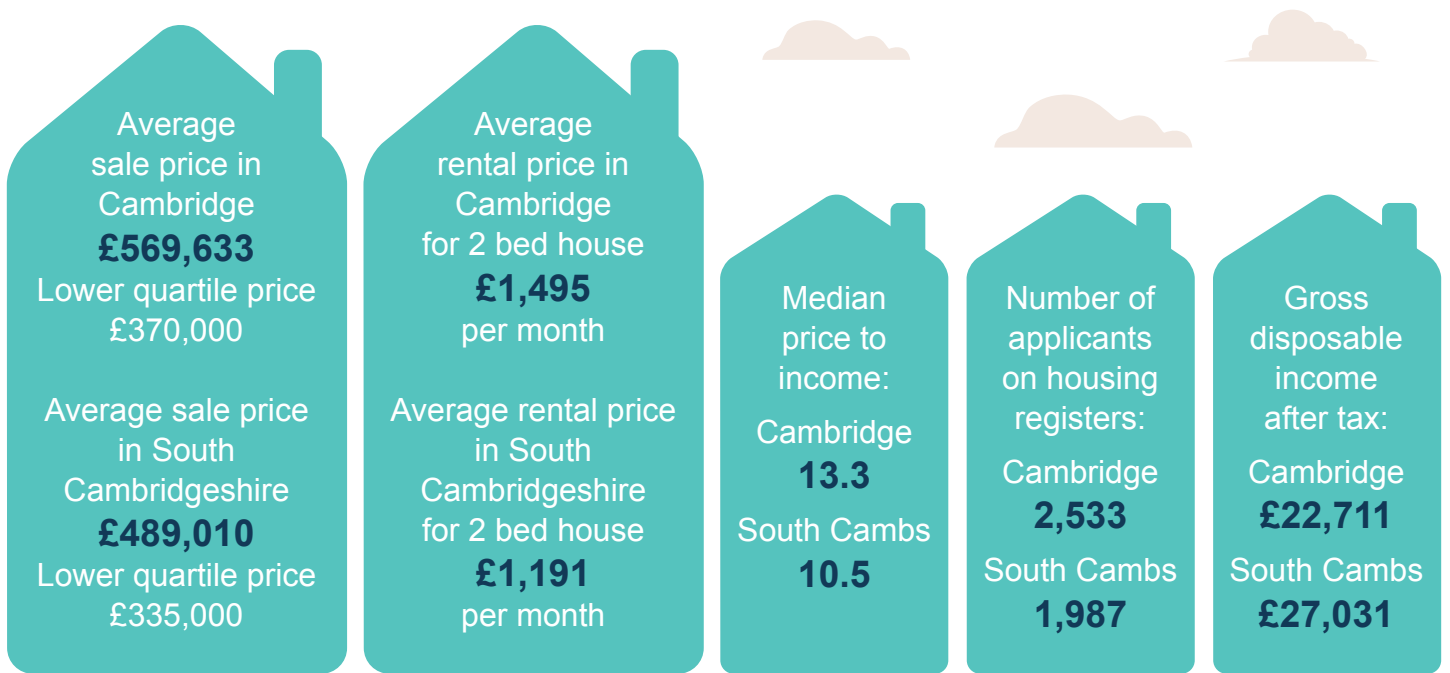
Enabling the housing market to meet a wide range of local housing needs and to support sustainable growth

3

PRIORITY 3

Mitigating and adapting to climate change through good design and quality of new homes





Introduction

Housing is at the core of our ambitions for sustainable growth, for jobs and prosperity, for the health and wellbeing of our residents and to ensure that Greater Cambridge is a great place to live.

The councils' adopted Local Plans identified the need for 33,500 new homes across Greater Cambridge (19,500 in South Cambridgeshire and 14,000 in Cambridge) between 2011 and 2031.

We are making good progress in delivering new homes, and by 31 March 2023, around 53% of these new homes have already been completed. However, it is not just about maximising delivery. We need to use the powers we have to ensure that the right homes come forward in the right places, to meet a wide range of needs, as part of high quality, healthy and sustainable communities.

This Strategy complements both councils' adopted Local Plans, and will be a material consideration in making planning decisions. The Strategy will also help to shape some of the housing-related policies in the new Greater Cambridge Local Plan. Whilst the Strategy recognises the importance of wider factors, such as water supply, appropriate location of new settlements, design, biodiversity, and transport and other infrastructure in bringing forward new communities, these issues are dealt with through the statutory Local Plan process.

This chapter should be read in conjunction with Annexes 1-5 which give more detail on our policy position regarding the provision of new homes, with Annex 6 providing a summary of evidence used to inform these policy decisions.

New Homes

The 'Affordability' Challenge

Greater Cambridge is an expensive place to buy or rent a home. High prices are fuelled by high demand, which itself is fuelled by the strength of the local economy and in-migration of highly skilled workers.

For those on low incomes, the housing options are scarce, with a reliance on social housing for rent.

There is also a growing 'affordability gap' where middle income households are being squeezed out of the market, with limited housing options for home ownership or in the private rented sector.

Delivery of affordable housing aims to provide options for those who would struggle to afford to rent or buy locally on the open market.

The councils are also acutely aware of recruitment issues within the local workforce linked to the high cost of housing in the area. Providing a range of homes at different tenures will go some way to providing homes that are affordable for those on lower to average incomes. In particular, the councils have committed through the **Cambridgeshire & Peterborough Joint Health & Wellbeing Integrated Care Strategy** to look at the housing needs of the health service and the impacts that the lack of suitable accommodation is having on the health provision for Greater Cambridge.

Shelter recommends that no more than 35% of disposable income should be spent on housing costs, although many local households are paying much more than that.

The councils aim to ensure:

- Appropriate levels of affordable housing come forward on new developments as part of the overall mix.
- Provision of a mix of sizes and types of affordable housing.
- Provision of a mix of affordable tenures. Social and Affordable Rent remains the highest priority, but other 'intermediate' affordable housing models – such as Rent to Buy or discounted market housing - may also make a positive contribution towards mixed and balanced communities.
- That new affordable housing is as affordable as possible to local people, including the factoring in of energy costs.
- That the needs of local workers who struggle to afford market housing are considered - particularly in allocating affordable housing - where this can help support the local economy and local services and help minimise travel to work.
- That decisions on affordable housing mix are based on sound and up to date evidence.



Diversifying the market and meeting a wide range of needs

In addition to a mix of sizes, types and tenures of market and affordable housing, including homes for wheelchair users, both councils are keen to support other housing options where there is clear supporting evidence of need. Examples may include:

- Specialist accommodation for those needing additional support.
- Community-led or co-operative housing.
- Self or custom build housing.
- Gypsy/Traveller provision; transit/emergency stopping and/or permanent pitches.
- Forms of housing which may be particularly attractive to young professionals.
- Less traditional, more innovative build-forms where appropriate to meet a specific need.

Diversifying the housing market can also help:

- Speed up housing delivery.
- Support the local economy, and local employment & skills development.
- Enable Small and Medium Enterprise (SME) builders to bring forward smaller sites.

Mitigating and adapting to climate change

In addition to Local Plan requirements around delivery of high quality, energy and water efficient homes, the councils and other providers have a role to play in promoting high standards in new affordable housing. This includes:

- The delivery of a new generation of high quality energy and water efficient council homes.
- The use of on-site renewable energy and low carbon technologies, and homes built to Passivhaus or similar high standards.
- Information, advice and support to enable occupants to understand how new technologies can be used and the benefits they can bring.





Supporting the economy and place-making

Building new, high quality, healthy and sustainable communities requires careful planning and learning from past experience. As well as homes being developed in the right places, with early provision of appropriate infrastructure, it is important that:

- All homes on new developments are well designed with different tenures well integrated and informed by forecast housing need and the sites location relative to jobs and existing communities.
- Where appropriate, some priority for allocation of Social and Affordable Rent homes is given to particular groups of applicants to help create mixed communities.
- Resources are put in to support new communities to become established, and to support integration between new and existing communities.
- Health and wellbeing considerations are taken into account in shaping new communities.
- House-building programmes provide wider opportunities for training, skills development and employment amongst local people, to help build community wealth.

The councils are working with government to better understand the **Cambridge 2040** ambitions to significantly increase the numbers of new homes in Greater Cambridge alongside new business parks, laboratories and science hubs.

Over the life of the Strategy...

Cambridge City Council will:

- Deliver and keep under review its **10-year affordable housing programme**, through the **Cambridge Investment Partnership (CIP)**, to help increase supply, address losses incurred through the Right to Buy, and meet a broad range of housing needs.
- Explore options for working with further development partners through our council house-building programme.
- Provide some new council homes at 80% of market rents targeted at local workers, through homes delivered over and above the 40% affordable housing requirement in the Local Plan.
- Improve its approach to early planning for the delivery of new council homes, including working with existing tenants and leaseholders to help ensure homes can be effectively managed and service charges can be set at appropriate levels.



South Cambridgeshire District Council will:

- Deliver at least 375 new council homes between 2023 to 2028.
- Explore further opportunities for direct commissioning of land through local authority investment, joint ventures, etc.
- Develop a new carbon reduction standard for properties that the council builds outright.
- Develop an exemplar scheme on one of its own land-holdings based on Passivhaus or similar design.

Both councils will:

- Work with government around their ambitions for increased housing delivery in Greater Cambridge, including how the government's "Cambridge 2040" proposals link with what is already being planned for through the Local Plan process.
- Seek out opportunities for further devolution of funding and powers from central government to support housing delivery.
- Generally prioritise delivery of social housing for rent, but also seek to expand the delivery of "intermediate" affordable housing tenures where there is clear evidence that it will meet local needs.
- Work with Registered Providers to help ensure that affordable housing is as affordable as possible to those who need it.
- Consider Local Lettings Plans for the affordable housing on specific sites to complement our broader Lettings Policies, and where appropriate share those affordable housing allocations between Cambridge and South Cambridgeshire.
- Seek to integrate health and wellbeing considerations into planning, design and provision of services, including reference to the **Cambridgeshire & Peterborough Integrated Care System Health & Wellbeing Strategy** and the **10 principles for a Healthy New Town**.
- Work with Cambridgeshire County Council to support delivery of specialist accommodation for those who need it.
- Work with partners to ensure that local house-building programmes provide wider opportunities for training, skills development and employment amongst local people.
- Work with partners to better understand and help to address the housing needs of local workers.
- Agree and implement any actions arising from the findings of a new Greater Cambridge Gypsy & Traveller Accommodation Needs Assessment.

Existing Homes

4

PRIORITY 4

Improving housing conditions, management, safety and environmental sustainability of homes, and making best use of existing homes

Introduction

Everyone has the right to live in a warm, safe and decent home; and energy and water efficiency is essential in reducing carbon emissions and helping to make homes more affordable to live in. Poor housing conditions can also have significant impact on people's physical and mental health; and on educational achievement and future life-chances.

As well as managing, maintaining and making best use of our own council housing stock, the councils also play an important role across other tenures.



Management, safety, maintenance and improvement of council homes

Details on how resources are used to manage, maintain and improve council homes and estates, including making them more energy efficient, is detailed in:

- **Cambridge City's Housing Revenue Account (HRA) Business Plan and Asset Management Strategy**
- **South Cambridgeshire's HRA Asset Management Strategy**

The councils are committed to maintaining high standards in council homes, and have a number of programmes in place to help ensure the safety and wellbeing of tenants. Mitigating damp and mould is one area where there has been a recent increase in focus.

The councils also have ambitious programmes to upgrade council homes to make them more energy efficient and fit for purpose.

As well as the work we already do, the councils will work to implement requirements arising from the new **Social Housing (Regulation) Act** and proposed new regulatory consumer standards.

The views of tenants and leaseholder themselves is essential in understanding and addressing housing management and maintenance issues, and in planning for and providing services. The councils will continue to seek ways to improve resident engagement at all levels. See our resident engagement web pages. **Resident involvement - Cambridge City Council** and **Tenant News and Involvement**

Both councils are working to improve the quality of the data we hold on the profile of tenants, to help address individuals' issues and improve targeting of services and resources.

Making best use of homes

With council housing in short supply, the councils take a number of measures to ensure that best use is made of them, including:

- **Letting them appropriately in line with Cambridge City Council's Lettings Policy & South Cambridgeshire District Council's Lettings Policy.**
- **Providing advice and support to residents in helping them to move to homes that are more suitable for their needs.**
- **Publish Local Lettings Plans relating to specific developments to help create mixed and balanced communities, and/or to address particular issues which may have arisen on existing developments.**

Cambridge City Council in particular has been seeing an increase in reports of homes being used as short-term holiday lets. As well as complaints around noise and anti-social behaviour and potential safety concerns, this growing trend may be impacting on the supply of homes available for people to live in. We need to get a better understanding of the scale of the problem and, if necessary, work with government and other partners to find solutions.

Existing Homes

14% of households in England, and 23% of private renters are living in a home that does not meet the Decent Homes Standard.
English Housing Survey 2021 to 2022

13.4% of households in England were in fuel poverty in 2022; up from 13.1% in 2021.
Government Annual fuel poverty statistics report 2023

It costs the NHS around £1.4bn per year to treat those affected by housing conditions; rising to around £18.5bn when other costs to society are factored in.
BRE, The cost of poor housing in England 2021

Almost half of all households may have been in fuel poverty by January 2023.

Child Poverty Action Group 2022

Domestic emissions make up around 30% of all greenhouse gas emissions in Cambridge, and 18% in South Cambridgeshire.

DESNZ, Local authority greenhouse gas emissions national statistics

Quality, safety and management of private rented homes

Housing conditions, including Category 1 hazards under the **Housing Health & Safety Rating System (HHSRS)** tend to be worse in the private rented sector than in other tenures.

It is important that the councils:

- Work with landlords, letting agents and private tenants in helping them understand their rights and responsibilities.
- Ensure that rented homes meet statutory Minimum Energy Efficiency Standards, for the benefit of tenants and to help meet council objectives around reducing carbon emissions.
- Prioritise the proactive identification of Houses in Multiple Occupation (HMOs) which require licensing, particularly in Cambridge where they form a major part of the housing market.

Safety and energy efficiency in other tenures

Both councils continue to fund:

- Work to make homes of owners-occupiers on low incomes safer and warmer, through the **Cambridgeshire Home Improvement Agency (CambshIA)**
- The **Cambridgeshire Handyperson** service providing home safety assessments, minor adaptations and DIY jobs for older and disabled people.

Empty Homes

Whilst the number of long-term empty homes across all tenures is low compared to many other parts of the country at less than 1% of the total Greater Cambridge housing stock, it is important that we work with owners to try and bring homes back into use.

The councils' approaches to empty homes are detailed in:

- **South Cambridgeshire District Council's Empty Homes Strategy**
- **Cambridge City Council's Empty Homes Policy**



Over the life of the Strategy...

Both councils will:

- Implement the statutory and regulatory requirements arising from the Social Housing (Regulation) Act and the proposed new Consumer Standards; and work towards any additional requirements following the government's proposed review of the Decent Homes Standard.
- Implement requirements arising from the Renters (Reform) Bill once it is enacted.

Cambridge City Council will:

- Implement its new **net zero retrofit pilot project** to retrofit 50 council homes to net zero carbon standards.
- Look for any opportunities which may arise through our housing development programme, to improve the physical appearance of existing estates within the vicinity of new developments.
- Continue to improve how we engage with and use feedback from council tenants and leaseholders to improve services.
- Support retrofitting in private sector homes through practical guidance, access to funding, and routes to installers.
- Monitor changes in numbers of Houses in Multiple Occupation over time, and use other available data, to help assess any changes in availability of private rented housing in the City.
- Establish ways of monitoring the impact of private sector short-term holiday lets on housing supply and assess whether action is needed to address the issue within the context of the new Levelling Up & Regeneration Act.
- Consider how to make better use of cultural activity to improve engagement with residents.

South Cambridgeshire District Council will:

- Undertake a full stock condition survey in order to produce a costed 15 year plan for the improved energy efficiency of all its council properties.
- Work with resident reps to review its Resident Involvement Framework and develop a Communications Standard for council housing residents.
- Run a Minimum Energy Efficiency Standards (MEES) project to identify private rented sector properties which fall below standards and actions required.
- Run a communications campaign during 2023/24 promoting the reporting of concerns about private rental housing conditions.

Settled Lives

5

PRIORITY 5

Promoting health and wellbeing, tackling poverty, and promoting equality and social inclusion

6

PRIORITY 6

Preventing Homelessness

Introduction

The councils' role in tackling housing conditions, affordability and ensuring high quality homes and neighbourhoods is mainly dealt with elsewhere in this Strategy. However, other interventions can also help to support health & wellbeing, prevent poverty & inequality, and promote social inclusion, through services to people within their homes and communities, and linking with other strategic agendas.



More detail on the councils' approaches to preventing homelessness are in:

- **Cambridge City Council's Homelessness & Rough Sleeping Strategy 2021-2026** and
- **South Cambridgeshire District Council's Homelessness Strategy 2023** (currently out to consultation)

Additional support for those who need it

The councils work with a range of partners to enable people to live independently, either in their own homes or in more specialist accommodation. This includes **mobile warden schemes** operating in the villages of South Cambridgeshire that support older people to help combat loneliness and social isolation.

With ongoing budget cuts, an ageing population, and Cambridgeshire County Council's direction of travel moving away from residential care towards supporting more people to remain at home for as long as possible, demand for home-based services in particular is likely to continue to increase.

The councils have been working with Cambridgeshire County Council and other partners in the setting up and delivery of a new **Changing Futures** service, to deliver a multi-agency approach and improved outcomes for those experiencing multiple disadvantage.

The new **Supported Housing Regulatory Oversight Act** will bring new responsibilities to both councils for licensing and enforcement of supported housing in our areas, identifying needs, and the development of local supported housing strategies.

Mental health issues appear to be on the rise. In response, both councils have adjusted their council housing management services, including introducing tenancy sustainment services to people who may be at risk of losing their tenancies.

More information on the councils' approaches to housing for specific groups, including older and disabled people and refugees, is highlighted in the Housing for Specific Groups Annex to the Strategy.

Preventing and tackling poverty & inequality, and building community wealth

Not everyone is experiencing the benefits that the strength of the Greater Cambridge economy can bring; and the cost of living crisis has led to increased numbers of people struggling to make ends meet. Poverty, as well as other factors such as high housing and energy costs, poor housing conditions and overcrowding can also severely affect people's future life chances.

Both councils have a range of measures in place to help tackle poverty, including:

- Enabling residents to access debt and other financial advice, as well as providing specialist support such as for those with mental health issues or who are struggling financially.
- Support to increase access to digital services; and
- Grant funding to help minimise fuel and water costs.

6.6% of UK adults reported finding it quite or very difficult to manage financially in 2020 to 2021. (Likely to have increased since then)
ONS: UK measures of national wellbeing dashboard



Settled Lives

However, it is not just about providing support services. We need to strengthen work with partners to encourage education and skills development and improve access to employment opportunities for those on low incomes, to help to improve the wealth of individuals and communities.

For example:

- A pilot is under way with the Integrated Care System, through the **Cambridgeshire & Peterborough Health and Wellbeing Integrated Care Strategy** on integrating work skills and health advice.
- Cambridge City Council has been exploring the role that social impact funding can play in building community wealth. **Coming Together: the role that social impact investing can play in Cambridge**

The councils take a wider approach to tackling inequality through a number of separate policies and plans. See:

- **Equality and diversity - South Cambs District Council ([scambs.gov.uk](https://www.scambs.gov.uk)) and**
- **Our equality and diversity policies and plans - Cambridge City Council**

Combating loneliness and isolation and promoting social inclusion

Loneliness is a major issue nationally and locally, with implications for people's physical and mental health.

Both councils offer community grants to voluntary and community groups which help bring people together, and there are plans for warm spaces, which were provided in partnership for people to meet to help with the cost of living crisis, to evolve into longer term Community Hubs.

Our priorities around place-making for new developments and communities include a focus on preventing social isolation, and supporting residents to make a positive contribution to their communities through our community development work.

23.7% of UK adults reported some evidence of depression or anxiety in 2020 to 2021; up 3.9% over two years
ONS: UK measures of national wellbeing dashboard

7% of adults in Great Britain reported feeling lonely often or always in July 2023
ONS: UK measures of national wellbeing dashboard





Over the life of the Strategy...

Both councils will:

- Support the Integrated Care System in delivering outcomes for local people through their Health & Wellbeing Integrated Care Strategy.
- Support implementation of the Changing Futures Cambridgeshire & Peterborough programme to support people who are multiply disadvantaged.
- Implement the requirements of the Supported Housing (Regulatory Oversight) Act 2023.
- Implement their Homelessness and Rough Sleeping Strategies, including regular reviews of their action plans and monitoring of outcomes.

Cambridge City Council will:

- Continue to implement the council's **Our Cambridge Transformation Programme**, including defining our future role and making it easier for people to have their say.
- Develop a new Community Wealth Building Strategy.
- Use opportunities emerging from the council's house-building and retrofit programmes to engage residents and promote community wealth.
- Use the results of council tenancy audits, improved information on assets, and the Low Income Family Tracker pilot to help inform where resources should be targeted.
- Consider the role that social investment can play in improving outcomes.

South Cambridgeshire District Council will:

- Continue to deliver its Cost-of-Living Support Programme.
- Review its **Health & Wellbeing Strategy** to reflect how the council works in partnership as part of the Integrated Care System.
- Improve its housing management system to update council tenant profiles, including identifying those requiring additional support.
- Increase money advice support to those in financial hardship, including those in privately rented accommodation.
- Work with partners to promote skills development opportunities to businesses.

Building Strong Partnerships

7

PRIORITY 7

Working with key partners to innovate and maximise resources



Introduction

With most of the work to achieve our Strategy being done in partnership, the councils have positive and proactive relationships with many organisations, communities and individuals.

Joint working on the response to Covid-19 brought many partners closer together, and we will continue to strengthen and build further relationships to help achieve positive outcomes and improvements to people's lives.

Maximising resources and improving outcomes

How the councils will use the financial resources available to them is laid out in: both councils' Medium Term Financial Strategies; South Cambridgeshire's Housing Revenue Account; and Cambridge City's Housing Revenue Account (HRA) Business Plan and Budget Setting reports. (See our websites for latest versions). Both councils face severe financial challenges, and it is essential that we take every opportunity to seek out and harness additional sources of funding.

Examples of outcomes which can be better achieved in partnership:

- Understanding housing and service needs.
- Delivering new homes and communities.
- Securing and sharing of resources.
- Commissioning, delivery and monitoring of services.
- Evidence-based decision-making.
- Community engagement.
- Statutory and regulatory enforcement.
- Innovation.
- Lobbying and influencing government and other agencies.

The councils' Transformation Programmes are aimed at improving efficiency, achieving better outcomes, and making the authorities economically sustainable in the long term. Increasing the role that residents play in decision-making needs to be central to this.

Over the life of the Strategy...

Both councils will:

- Continue to strengthen existing relationships, and seek out new partnership and entrepreneurial opportunities to access funding, support innovation and deliver shared outcomes.
- Continue to improve opportunities for residents and communities to have a more central role in decision-making.

Examples of our key existing partnerships, many of which we work with on a multi-agency approach:

