

NCL 4649 Change to contribution to Greater Cambridge Partnership from NHB

Q: This should provide detail of the proposed ongoing financial contribution to the GCP if this item is approved, and how its impact on the GCP's financing and capacity is foreseen.

Background

The percentage level of contributions from each partner Local Authority has varied across the years since the GCP's budget in 2015.

28 January 2015 – The Executive Board agreed to contribute 40% of their NHB receipts for the financial year 2015/16 and 50% for 'future financial years'.

8 March 2017 – The Executive Board agreed to reduce NHB contributions to 40%.

20 March 2019 – The Executive Board agreed to reduce NHB contributions to 30%.

The saving proposed in the BSR reflects the impact of government reductions in NHB that the council will receive but assumes that 30% of what is received will still go to GCP

The Table below shows the amount of NHB that has been allocated towards the GCP programme to date.

Greater Cambridge Partnership New Homes Bonus contributions to date

Year	2015/16	2016/17	2017/18	2018/19	2019/20	Total from Local Authority (£m)
Percentage of Contribution	40%	50%	40%	40%	30%	
Cambridge City Council	£1,986	£3,166	£2,385	£2,238	£1,651	£11,426

South Cambridgeshire District Council	£1,683	£2,633	£1,570	£1,204	£742k	£7,832
Cambridgeshire County Council	£917k	£1,485	£1,023	£860k	£599k	£4,884
Total	£4,586	£7,284	£4,978	£4,302	£2,992	£24,142

The budget saving in the BSR means that the GCP can expect £6.2m less from the city council between 2020/21 and 2024/25, than if government funding of NHB continued at the same level (assuming that all partners agreed to continue funding at 30%).

The GCP is currently going through its first gateway review which if successful will see GCP receiving the second phase of city deal money worth £200m, doubling the amount available to them in the first five years.

The GCP board will need to set future budgets in the context.

Further information

For further information please contact Antoinette Jackson, Chief Executive antoinette.jackson@cambridge.gov.uk or tel. 01223 457001

General Fund Housing

B4663 and II4671 - Selective Landlord Licencing and Fees receivable for selective landlord licensing scheme

Q: This should provide a clear description of the statutory opportunity which exists for such schemes and of the basis on which officers believe a part or all of Cambridge could qualify to exercise the powers involved.

Statutory opportunity

1. Part three of the Housing Act 2004 sets out general conditions that should be satisfied for a local authority to designate an area for selective licensing. The legislation was introduced, in order to improve standards of management in the Private Rented Sector (PRS) and reduce anti-social behaviour. A selective licensing scheme could enable the Council to impose a legal requirement in a designated area, requiring some landlords to apply for a licence for each property they rent, that is situated within such an area.
2. A selective licencing scheme can be introduced, provided the local authority has the evidence to back up the necessity to do so. Currently, the City Council exercises existing powers to take PRS housing enforcement action, but only where an occupant of the premises makes a complaint about their housing conditions; or where a property falls within mandatory licensing criteria¹. Where evidence can be provided licencing could be implemented on any type of rented property within a designated area (excluding those exempted by legislation see appendix A). In implementing this type of scheme, the Council must be able to set clear objectives of the scheme goals. The scheme cannot be introduced if evidence shows that the existing use of part one of the Housing Act 2004, or any other appropriate course of action², is adequate to tackle the problems with PRS housing within Cambridge city.

¹ A property occupied by five or more people forming two or more separate households, or a purpose-built flat in a block of up to two flats and occupied as an HMO by five or more people.

² It should only be used where existing measures alone are not sufficient to tackle the underlying housing problems of a specific area.

Demonstrating the need for selective licencing through a feasibility study

1. Local authorities are required to obtain confirmation from the Department for Communities and Local Government for any selective licensing scheme, which would cover more than 20% of their geographical area; or would affect more than 20% of privately rented homes in the local authority area. The Secretary of State's role in confirmation will be exercised by officials in the Private Sector Property Division and the final decision whether to confirm or refuse to confirm the designation will be made by a senior official of the division. In order to do this for Cambridge city, it will be necessary for an external contractor to carry out an independent feasibility study due to time and overall resource involved in terms of doing this work as well as the need to draw on knowledge and experience of a consultant with specialist knowledge in relation to discretionary licensing schemes.
2. The study will need to demonstrate the introduction of licensing is necessary, under at least one of the following criteria:
 - Low housing demand
 - Anti-social behaviour
 - Poor property conditions
 - An influx of migration
 - A high level of deprivation
 - High levels of crime
3. As stated above, selective licensing is not a tool that can be used in isolation. The local authority will also have to show how such a designation will be part of the overall strategic borough/ district wide approach, and how it fits with existing policies on:
 - Homelessness
 - Empty homes
 - Regeneration
 - Anti-social behaviour associated with privately renting tenants

Further information

4. For further information, please contact Yvonne O'Donnell, Environmental Health Manager – yvonne.odonnell@cambridge.gov.uk or tel. 01223 457951.

Appendix A

A full list of exemptions can be found in [the Selective Licensing of Houses \(Specified Exemptions\) \(England\) Order](#)

- A prohibition order under the Housing Act 2004 in force.
- It is being used for business premises.
- It requires another type of licence, for example a HMO.
- It has a tenancy for agricultural land and/or holdings.

- It is managed or controlled by a local housing authority, a police authority, a fire and rescue authority or a health service body.
- It is owned by registered social landlords, such as a housing association.
- It is a holiday home.
- It is a property occupied solely by students undertaking a full-time further or higher education course and where the person managing or in control of the property is the educational establishment.
- The tenancy agreement has been granted for more than 21 years and where the agreement does not include a clause which allows the landlord to end the tenancy (other than forfeiture) earlier than the term of the lease. (The house or dwelling must be occupied by the original person who was granted the tenancy or any members of their family.)
- Houses occupied by members of the owner's family*.
- The house is occupied by the tenant and landlord or his family*.
- Certain student halls of residence.
- If the property is not tenanted at the start of designation and remains unoccupied throughout the period of the licence. (As soon as the property is rented out, an application for a licence must be made).

*A person is a member of the same family, if:

- They live as a couple who are married to each other or live together as husband or wife (or equivalent relationship in the case of persons of the same sex).
- One is a relative of the other (parent, grandparent, child, grandchild, brother, sister, uncle, aunt, nephew, niece or cousin or half-blood of any of those listed, stepchild). Proof of relationships, for example birth and/or marriage certificates may be required.

Climate Change, Environment and City Centre

S4544 - Dog Warden service review

Q: This should provide the evidence base supporting this anticipated 50% reduction in the council's dog warden service.

Introduction

1. The dog warden service is responsible for stray dog collection and temporary kennelling (including managing an 'out of hours' external service contract). The council only has a statutory duty to provide a stray dog kennelling and care service, as set out in the Environmental Protection Act 1990. At weekends this stray dog kennelling is provided by an external supplier. In 2019, the service was re-procured to provide a 3 year kennelling and care service only (i.e. no longer including collection/ transport service); and will deliver an associated annual revenue saving (ref. BSR proposal: S4545).
2. The purpose of the dog warden service is to increase people's awareness of the requirement to clear up after their dogs, and to deal with associated enforcement and education. The service also works alongside local animal charities to deliver educational roadshows.
3. The current dog warden service is delivered by a dedicated part time dog warden post (0.5 FTE) and 0.5 FTE of a public realm enforcement officer (PREO) post. To cover for sickness and holiday absence, the current service is supported by the wider public realm enforcement team (6.5 FTE).

Dog control issue

4. In 2017, the Council approved the introduction of a Public Space Protection Order (PSPO) to address the following dog control issues in 60+ open space sites across the city:
 - Failure to remove dog faeces immediately;
 - Not keeping a dog on a lead in a designated area;
 - Not putting, and keeping, a dog on a lead when directed to do so by an authorised officer; and
 - Permitting a dog to enter land from which dogs are excluded.

5. The PSPO gives authorised Council officers the ability to issue fixed penalty notices (FPN) for dog control offences that were previously not enforced. The penalty for committing an offence contained in the Order is a maximum fine of level 3 on the standard scale (currently £1000) which can be made by the Magistrates Court, following successful prosecution of an offence. Alternatively the opportunity to pay an 'on the spot' FPN (currently £75) is offered in place of prosecution.
6. In January, 2020, the Council approved going out to public consultation on a proposal to extend the PSPO for a further 3 year period, with some minor site modifications, based on evidence of the aforementioned dog control issues continuing.

Service review

7. The current dog warden service (2 x 0.5 FTE) lacks the necessary staff capacity to be able to undertake programmed enforcement patrols of the city's 60+ PSPO sites at the key peak times of demand, ie. when majority of dogs are walked.
8. The current PREO team is trained to deal with dog related enquiries and reports, including stray dogs; and already provides dog warden service cover. The PREO team of officers' work on a geographical area basis, with each officer covering c3-4 wards. The service review proposal is to end the dedicated dog warden service (delete 2 x 0.5 FTE) and integrate the dog warden function duties with the existing public realm enforcement officer duties and so create a single local point of contact for all public realm enviro-crime issues. To provide the necessary capacity, the current PREO team will be increased from 6.5 FTE to 7 FTE. The service review proposal will also address the issue of single person dependency, operational resilience and service efficiency, associated with the current dog warden service structure.

Further information

9. For further information please contact Wendy Johnston, Community Engagement and Enforcement Manager at wendy.johnston@cambridge.gov.uk or tel. 01223 458578

Planning Policy and Open Spaces

URP 4506 Rebasing of Shared Planning Service expenditure budgets

The original baseline budget for the Service was based on the relative workloads and revenue streams in each Council at the time the Shared Service was agreed. Through this year the Shared Service Agreement has been finalised and this provides a more precise approach to cost allocation. The Shared Planning Service budget for 20/21 has been brought in line with this allocations methodology. This assigns relative shares of costs based on the expected workloads attributable to each authority. This results in a number of offsetting increases and decreases across the various areas of the planning service (for example Planning Policy costs have increased for CCC to reflect the 45% share of total expected Service Wide workload in this area attributable to the City, but Development Management costs have decreased in CCC reflecting expected workload of around 38% of the Service wide total) with this bid reflecting the remaining balance once all adjustments taken into account.

B 4625 Improve visibility & accessibility of planning applications

The proposal seeks to provide some consultancy costs towards the development of an “open” data feed. This is because the Council has been approached by local third parties who are developing an app based means of displaying information (see <https://www.streetfocus.uk/blog/>) and links to planning information across the Country. The funding provision sought is a contingency cost to enable IDOX and 3C support service consultancy costs to be deployed if required to configure the new shared planning service software to allow for automatic data sharing - with appropriate controls. This would build upon the functionality provided by the public access module of the new software and would be facilitate an mobile phone based interaction around new planning applications as well as providing opportunities for other third parties to develop information and app based products utilising planning related information held by the planning service on its register.

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Planning Policy and Open Spaces

B4609 – 2 Seas - Nature Smart Cities – partnership project to enhance green infrastructure

Q: This should explain the procedure by which the council has entered into this partnership and the benefits that it provides; what the proposed budgeted amounts are actually for (given that the item only appears to enable the council to self-finance investments which this presumably does not cover)

Background

1. Nature Smart Cities across the Two Seas (NSCiti2s) is a European Union (EU) funded climate change adaptation project involving 7 other EU cities, 1 province and 3 academic institutions. For further details on NSCiti2s see: <https://www.cambridge.gov.uk/nature-smart-cities-across-the-2-seas-programme>.
2. Under the approved project, each of the city partners is required to develop and test a local green infrastructure (GI) investment business model pilot. Cambridge City Council's proposed pilot is the Cambridge Canopy Project, which aims to help the city adapt to climate change by increasing tree canopy cover and contributing to the sustainable management of the city's urban forest. Further details on the Cambridge Canopy Project pilot see: <https://www.cambridge.gov.uk/cambridge-canopy-project>

Partnership procedure

3. The initial NSCiti2s Stage 1 expression of interest was submitted to the EU by the lead project partner, Southend on Sea District Council on the 2nd May, 2018. The City Council's inclusion, as a partner, in the submission was supported by the then Executive Councillor for Streets and Open Spaces.
4. The Stage 1 submission was successful and notification was given on the 13th July, 2018. The project partners, including the City Council, entered into a formal commitment to the project in January, 2019. The proposed Cambridge pilot was 'signed off' by the partnership in April, 2019, with the approval of the Executive Councillor for Planning and Open Spaces.

Project benefits

5. At a strategic level, the NSCiti2s aims and objectives and those of the proposed Cambridge Canopy Project GI investment pilot support:
 - The Council's corporate vision and strategic objectives in terms of its greening and environmental justice target outcomes
 - The Council's recent declarations on climate and biodiversity emergencies
 - The Council's existing policy commitment to increase the volume of tree cover throughout the city

6. More specifically, the proposed Cambridge Canopy Project will deliver the following benefits:
 - Levering in c60% (£365,000) external funding from a c40% (£243,000) Council investment, over the 4 year life of the project
 - Securing a 40% annual increase to the Council's existing tree planting budget over 3 years
 - Planting c2000 trees over 4 year life of the project. This equates to a 100% increase in tree planting activities and will result in a 2-3% rise in Council owned and managed tree canopy by the 2050s
 - Providing a platform to undertake a number of citizen science projects¹ to provide accessible and manageable opportunities for public engagement and learning. The outcomes of such projects will have real value information that supports the management of both the Council's and wider city's tree stock. The platform will be able to be extended beyond the life of the project.
 - Providing an evidence base for future GI investment that will be publically accessible, inform policy and support action plans, as well facilitate a more collaborative and community approach to urban forest management in the city, beyond the life of the project.

¹ These include: Ash population survey – to collect data on the distribution of ash across the city to inform an Ash dieback Action Plan; i-Tree Eco project to collect tree data to inform the valuation of ecosystem services provided by the City's urban forest; Ash dieback sample survey to inform on the on-going spread and impact of this disease in the city; Young tree establishment survey – to inform on the establishment success of our young trees.

Project budget

7. The following table sets out the proposed budget requirements for each of the four years of the pilot and the associated project activities delivered. The EU funding accounts for 60% of the total project costs, with the remaining 40% match funding balance, including in kind contributions, to be secured by the City Council.

Year (calendar)	Activity (incl. staff costs²)	Council/ £k	EU grant/ £k	Total budget/ £k	% of sum total
2019	Data collection and analysis	41.2	61.8	103	17%
2020	Software, digital platform licence and tree planting	81.6	122.4	204	34%
2021	Tree planting	58.8	88.2	147	24%
2022	Tree planting	61.2	91.8	153	25%
Sum total/ £		242.8	364.2	607	100%

8. The following table sets out the proposed match funding requirements of the 'Council element' of the annual pilot project costs and any resulting funding shortfall. As shown by the above income breakdown, the City Council is using existing revenue budgets/ in kind support to cover the bulk of the 40% match funding, however, this still leaves a total budget shortfall of £50k over the four year life of the project. The BSR proposal represents an 'under-writing' commitment of the shortfall, with the expectation that officers will be able to secure the

² This relates to a new project manager post (1 FTE), and existing line management support (0.2 FTE)

necessary match funding from external sources, thereby avoiding the need to make use of this budget provision. Any un-used annual budget provision associated with the BSR proposal will be returned to reserves.

Year (calendar)	Council/ £k	Funded from	Contribution/ £k	Shortfall/ £k
2019	41.2	Council (existing budgets) Council (in kind) ³	31.2 10	Nil
2020	81.6	Council (existing budgets) Council (in kind)	50.5 10	31.1
2021	58.8	Council (existing budgets) Council (in kind)	50.5 10	8.3
2022	61.2	Council (existing budgets) Council (in kind)	50.5 10	10.7
Sum total/ £k	242.8		192.7	50.1

Further information

9. For further information, please contact Matthew Magrath, Senior Arboricultural Officer, at matthew.magrath@cambridge.gov.uk; or tel. 01223 458526.

³ Eligible in kind contributions relate to Council base budget staff costs associated with the project's delivery in each of the four years

Planning Policy and Open Spaces

S4543 – Transfer ‘Green Fingers’ domestic gardening service to the Housing Revenue Account

Q: This should explain the qualifications and procedure by which people would be able to receive the continued council-funded service and the rationale to cease it for the residents who are not also council tenants.

Introduction

1. ‘Green Fingers’ is a General Fund domestic gardening service, which is available at no cost to Cambridge residents, who are disabled or long-term sick and do not have the support of friends, or relatives, who can help and assist with their gardening needs. The service runs, annually, April to October and involves grass cutting (fortnightly frequency) and reactive weeding and pruning. Access to the service is via GP referral using eligibility criteria focused on evidence of registered disability/ receipt of social service benefit. There is no means testing eligibility criterion.
2. The ‘Green Fingers’ service was originally launched in 1996 and delivered through a City Council partnership scheme with the Employment Foundation, which provided practical gardening experience/ training to support people into employment. At its peak, the service employed 10 and serviced 200 properties. With the demise of the partnership scheme in 2011, the full cost of continuing to administer and deliver the free service fell to the Council’s Grounds Maintenance service. Over time, the number of properties registered on the scheme declined and demands on the Grounds Maintenance increased, reaching a point, where it was no longer financially viable to continue to provide the service in house. Since 2013, the service has been provided under an annual rolling agreement by Winter Comfort. The Green Fingers scheme currently serves only 49 properties and costs £15,750 (excluding VAT); £321(excluding VAT) per property; or £54 per cut (based on 6 cuts per property per year).

Rationale

3. The ‘Green Finger’s service has been reviewed and is not considered to be financially sustainable, in its current free of

charge access form; and, based on its current eligibility criteria, is difficult to administer/ manage and open to abuse. Of the 49 current customers, there is anecdotal evidence to suggest that some do not genuinely meet the eligibility criteria, ie. live in large private addresses or fulfil their gardening needs themselves (through friends/ family or commercial gardening service). Of the 49 current customers, c34 are City Homes' tenants and c15 are private householders.

4. The proposal is to end the service availability to private householders and support the c15 customers to access alternative gardening service providers, such as Age UK and Papworth Trust. The Council's housing service will take over the funding, via the HRA, and management of the service for qualifying City Homes' tenants.
5. The Council's Housing service intends to conduct an early review of the 'Green Fingers' service, consulting with the incumbent service provider, tenant representatives and resident groups. The review will look at service qualification criteria, targeting direct service provision on the most vulnerable, but also exploring possibilities to support groups of tenants to establish gardening clubs; and to investigate whether improvements can be made, in terms of the service's ability to signpost tenants to other agencies/ community groups, who may be able to provide similar support.

Further information

6. For further information on the current 'Green Fingers' service, please contact Wendy Johnston, Community Engagement and Enforcement Manager at wendy.johnston@cambridge.gov.uk or tel. 01223 458578
7. For further information on the proposed City Homes managed 'Green Fingers' service, please contact David Greening, Head of Housing, at david.greening@cambridge.gov.uk or tel. 01223 457997

Communities

S 4537 Bereavement Services - service review

This briefing note aims to inform Members

- How the value of this item was determined
- In what way the new operational structure is expected to be different from today
- How any changes will assist facing future challenges and opportunities

1. How the value of this item was determined

Assuming the service review follows the expected route, then the Grounds Supervisor post will be deleted delivering a saving of £36k against the FY20/21 budgeted saving of £30k.

This deletion is not expected to create a redundancy risk.

FY20/21	Basic	NI	Super	Total
	£29,505	£2,880	£5,130	
Less Turnover	£1,180	£115	£205	
	£28,325	£2,765	£4,925	£36,014

2. In what way is the new operational structure expected to be different from today

The deletion of the Grounds Supervisor post.

3. How any changes will assist facing future challenges and opportunities

The new operational structure would introduce new ways of working, integrating the core areas of administration, operations and grounds maintenance. This would be achieved via the development a generic JD/PS with specified to role requirements.

The Bereavement Services would have a team of multi-skilled colleagues who are trained to cross work improving the flexibility and resilience of the service.

- The administration team being trained to undertake chapel services to relieve pressure on the operations team at peak periods. The team would also be trained to assist in the crematory and with walk ups to the grave side.
- The operations team will be cross trained to assist the grounds maintenance team. This would involve the grounds care and maintenance of the site with some colleagues being trained in grave digging
- The grounds maintenance team will undertake training in the crematory to enable members of the team to operate the cremators.

The service review aims to create more diverse roles, removing key single person dependency, reducing the risk of any under-resourcing during holiday and/or prolonged periods of sickness.

4. Summary

Through a combination of a post deletion and an upskilling programme the service will become more resilient and future fit and deliver an annualised saving.

Transport and Community Safety

URP 4660 Increase in Service Charge for Grand Arcade car park

This briefing note aims to inform Members of:

- **The service charge requirements as articulated in the GA car park lease**
- **The itemised billing to substantiate the increase of the service charge**
- **Actions taken by officers to reduce the increase in service charge**

1. Background

Cushman and Wakefield managing agent for the Grand Arcade on behalf of USS, (USS being the Council's landlord for the GA car park), have not implemented the service charge review in accordance with the lease for many years. This has meant that since the Council took occupancy as a tenant in the GA the service charge has remained unchanged

The landlord's agent should review the service charge annually and present an estimate based on the forecast amount to their tenants. Cushman and Wakefield have advised the Council that their client requires a review of the service charge management. It is this, the first review in over seven years, that has led to the increased service charge.

The service charge is apportioned across all GA tenants in line with the lease terms.

2. Lease Requirements

The attached is an extract from the lease and refers to the preparation and billing of the service charge:

Section 5

An estimate of the service charge will be created and sent to the Council at least 2 months before the start of the start of the new year.

The estimate must contain a detailed breakdown.

If there is any extraordinary or exceptional expenditure, then at least 12 months' notice will be given.

Section 6

The Council shall pay the estimated service charge in quarterly instalments (interim charge).

If the landlord thinks that the service charge amount will exceed the interim charge, then they can reassess and send the Council a revised estimate

Section 7

At the end of the service charge year, the landlord will issue the Council a statement of the service charge costs with a breakdown of each element. The statement will have been audited by a chartered accountant.

The difference between the estimated and actual service charge is paid by the relevant party

If the landlord has omitted to include something within the service charge year then this can be included in the following year but cannot be charged after that.

The cost for large/major expenditure can apportioned over multiple years

3. Itemised Service Charge Para to be removed as commercially sensitive

4. Officer Actions to Manage the Service Charge

The level and timing of the review has been challenged by officers and this has seen a reduction in the overall service charge. Officers are now content that the service charge is correct.

Additionally, officers are in the process of challenging the payment for Q4 as USS financial year follows the calendar year and saw this as Q1 therefore subject to the new charge. This challenge is subject to final confirmation.

5. Summary

Given that no review and therefore no increase in service charge has occurred over the whole period that the Council has been a tenant of the GA it is not unreasonable that when a review takes place an increase should be expected.

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Transport and Community Safety

RI4505 Reduction in car parking income for all parking revenue

This paper aims to inform Members of:

- **Revenue and Usage – current and past performance**
- **Assumptions – current assumptions that have informed this bid**
- **Rationale for Negative Revenue Forecast**

1. Background

Parking Services must balance a variety of conflicting aims that often pull in differing directions. The service has the key objective of providing high quality services that offer value for money and provide a surplus to the General Fund. It must also contribute to helping to improve air quality and reducing congestion.

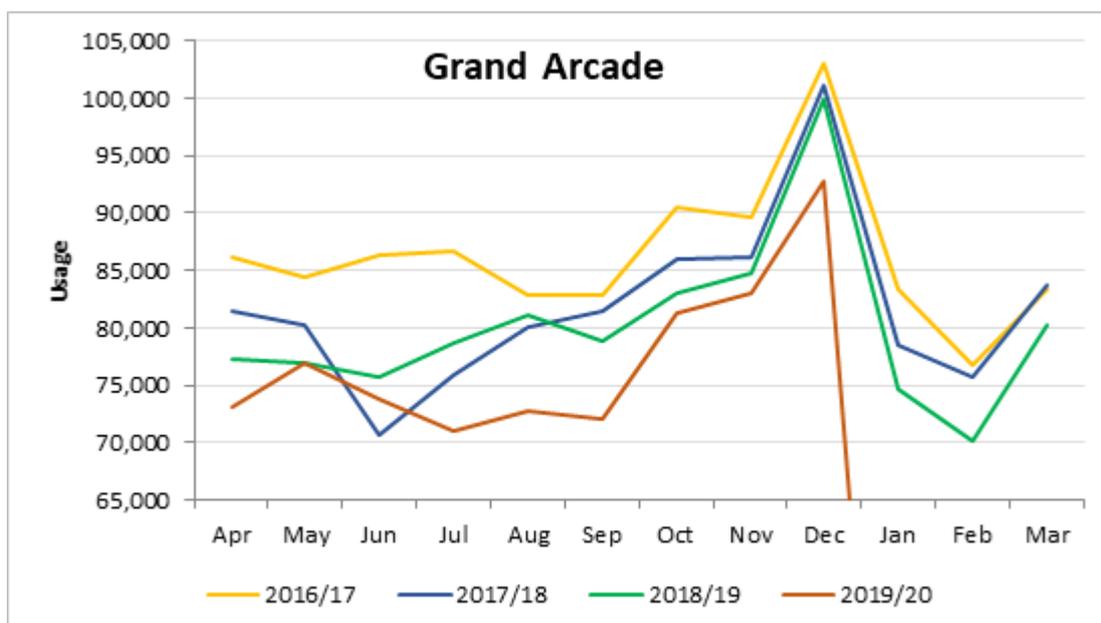
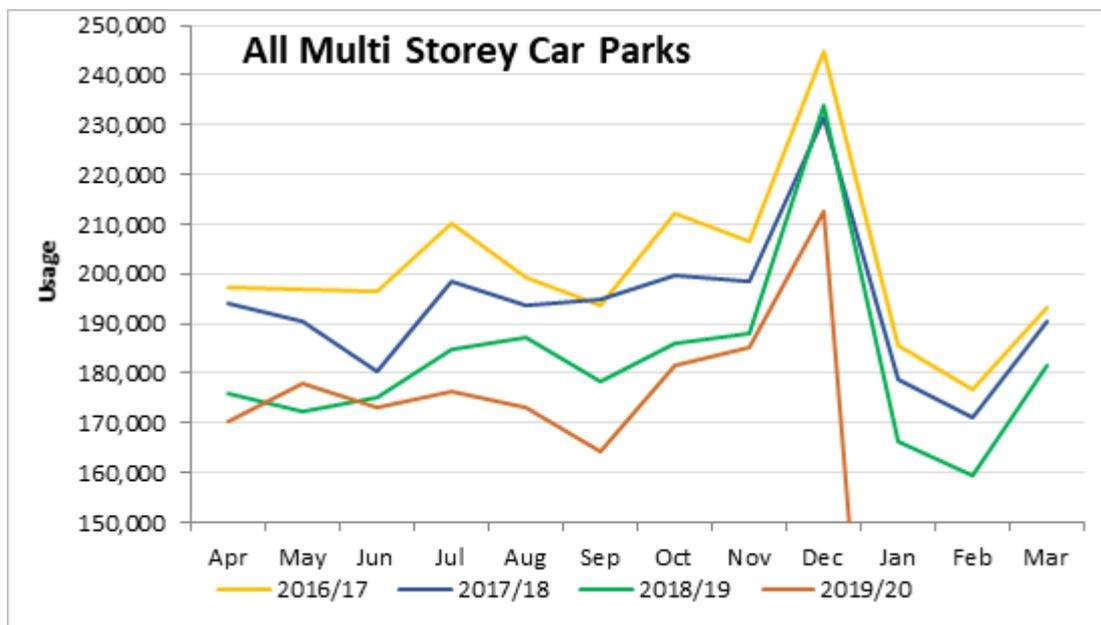
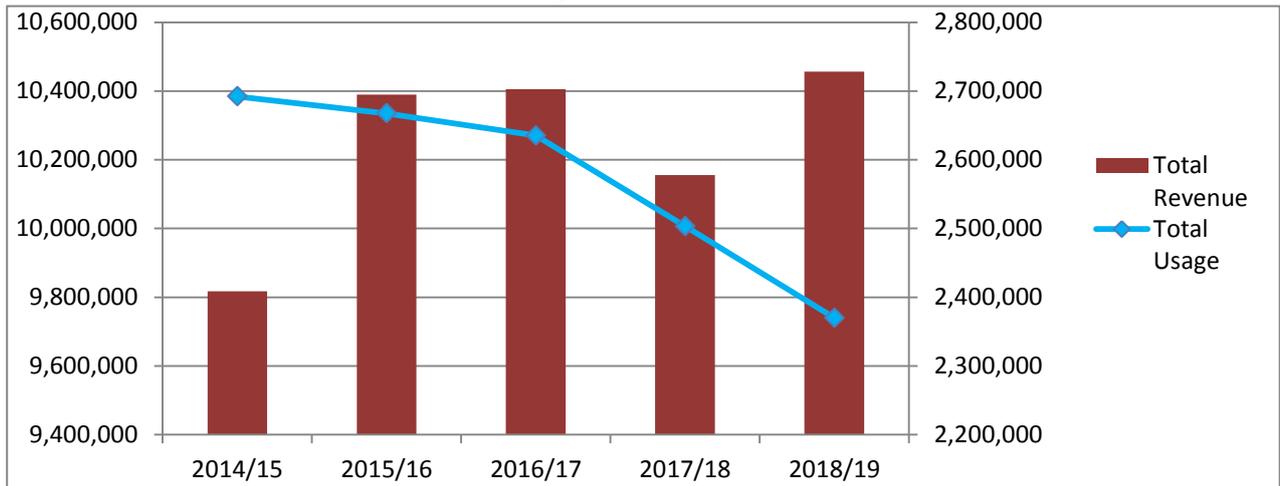
The service peculiarly sees itself encouraging visitors, residents, tourist, commuters and business people to use other modes of transport to access the city, P&R, Guided Bus, Train, Car Clubs and cycling. The greater the success of modal change the greater the impact on the ability to generate expected revenue budgets.

There are some additional revenue generation opportunities and reductions in fixed costs have delivered, and these are built into the assumption and form part of the overall bid. There is however no within service income generator/efficiency measure that will fully balance the negative pressure that is forecast.

Next financial year is likely to follow the same pattern as recent years. The pressures on usage and revenue are varied from increasingly bold environmental demonstrations blocking access to the car parks (on avg each day of an XR demo negatively impacts revenue by £10k) to reduced consumer confidence and growth in online shopping causing a subsequent fall footfall at both Grand Arcade and Grafton.

2. Usage and Revenue

Forecast see usage continue to decline



- Usage FY18/19 vs FY17/18 down 5.3% or 133,332 customers GA being most affected
- Usage FY19/20 year to date vs FY18/19 year to date down 3.9% or 71,459 customers

3. Assumptions

- Further pricing strategies are to be at CPI levels only. This year has seen a CPI rise of 1.7% across the parking portfolio whilst the service revenue budget increase is targeted at 2%.
- Usage will continue to follow the reduction that has been felt since FY16/17
- Customers will move in larger numbers to the cheaper tariff times.
- Next FY will see a reduction in the region of 150,000 customers.
- Usage for FY20/21 to be in the region of 2.1m

4. Rationale for Negative Revenue Forecast of £300,000

- Revenue has outperformed over the last two years balancing the reduction in usage, this is very unlikely to continue
- The yield per car has increased due to demand-based charging, this will not continue
- FY18/19 benefited from the introduction of the peak time morning tariff and customers reluctance to their change habits quickly
- FY19/20 has seen the morning peak time tariff take effect and move demand to the cheaper charging periods or to other modes of travel
- FY19/20 benefited from the introduction of the Sat/Sun peak time tariff, this additional revenue compensated the move of the weekday morning customer to the cheaper charging periods or to other modes of travel
- FY20/21 will see the Sat/Sun peak time tariff and the evening customers habits change to parking during the cheaper charging periods or to other modes of travel balancing out any positive revenue generation felt in FY19/20.
- Some key infrastructure projects were delivered under budget in FY18/19 positively affecting the end of year position and giving a false impression of performance.
- Early FY19/20 performance should be taken in the context of the budget being positively impacted due to:

- An Easter falling wholly within the FY and the increased footfall that this drives
- Good weather over the Easter holiday
- The daytime tariff being extended by one hour in the last pricing review resulting in more customers incurring a full daytime charge
- A more realistic barometer of future performance would be the Christmas period which saw the car parks underperform in comparison to previous years

5. Pricing Strategy

Cambridge is one of very few councils that has used an effect-based approach to parking price strategy. The use of variable pricing has had a positive effect on congestion, targeting peak travel times and helping to increase revenue. The service has exhausted the focused pricing strategies that have driven the increase in yield per car and therefore revenue.

The level of future price rises are likely to be heavily influenced by the retail sector and negative effect that car park pricing has on footfall in the City.

6. Summary

Car park usage is on a declining profile, previous performance data suggests that this will continue and revenue will be negatively affected.