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Cambridge City Council

ENVIRONMENT SCRUTINY COMMITTEE

To: Scrutiny Committee Members: Gawthrope (Chair), Perry (Vice-Chair), Moore, Pitt, Ratcliffe, Robertson, C. Smart and M. Smart

Alternates: Councillors Sinnott and Tunnacliffe

Executive Councillor for Environment, Waste and Public Health:
Councillor Roberts

Executive Councillor for Planning Policy and Transport: Councillor Blencowe

Despatched: Tuesday, 7 October 2014

Date: Friday, 17 October 2014

Time: 5.30 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: James Goddard **Direct Dial:** 01223 457013

AGENDA – THIRD CIRCULATION

6 PROPOSED SINGLE SHARED WASTE SERVICE *(Pages 3 - 32)*

Report to follow *(Pages 3 - 32)*

7 FUTURE OF PARK STREET CAR PARK *(Pages 33 - 52)*

Report to follow *(Pages 33 - 52)*



To: Executive Councillor for Environment, Waste and Public Health – City Council

Cabinet – South Cambridgeshire DC

Report by: Simon Payne, Director of Environment – City Council

Mike Hill, Director, Health & Environmental Services-
South Cambridgeshire DC

Relevant Committees: City Environment Scrutiny Committee 17/10/2014

South Cambridgeshire DC Cabinet 16/10/2014

Wards affected: All

Proposed Single Shared Waste Service – Business Case Update

Key Decision

1. Executive summary

1.1 This report sets out the work that has been done to assess the potential for a single shared waste service for South Cambridgeshire District Council and Cambridge City Council. The report concludes that there are significant savings that can be achieved by creating a shared service with a Governance Board representing both Councils. The report recommends the creation of a single shared waste service at Waterbeach and that arrangements are now made to consult with staff and unions on detailed proposals. A further report is requested on a range of matters including options for the appropriate long term delivery model for the single shared waste service, and business cases for a

shared trade waste service and also the possible re-location of the Cambridge City garage facility.

2. Recommendations

The Executive Councillor and the Cabinet are recommended:

- 1. To agree the creation of a single shared waste service, wholly owned and run by the local authorities, with a single management structure and workforce, located at the Waterbeach Depot using a single pool of vehicles for Cambridge City & South Cambridgeshire DC.**
- 2. To agree the relocation of the Cambridge City Waste Service to share the Waterbeach Depot; and the creation of a shared Head of Service for Waste and a single management team to deliver the single shared waste service, and to undertake full consultation with the staff and unions to deliver these changes;**
- 3. To agree the creation of a Shared Waste Board to oversee the delivery of the Single Shared Waste Service, to oversee performance within the budget and policy framework set by both Councils, and to provide advice and recommendations on waste policy matters to both Councils, and to deliver the Councils' objectives.**
- 4. To delegate the implementation of the proposals set out in 1, 2 and 3 above to the Cambridge City Director of Environment and South Cambridgeshire DC Director of Health & Environmental Services, in consultation with the South Cambridgeshire DC Cabinet Member, and the Cambridge City Executive Member, Chair of Executive Scrutiny and Opposition Spokespersons.**
- 5. To develop further single shared waste service efficiency and cost-saving proposals as set out in the foregoing report.**
- 6. To develop options and proposals for alternative joint delivery models (beyond the Lead Authority model) to operate the single shared waste service and to report back to Councillors in July 2015.**
- 7. To instruct officers to prepare a detailed implementation plan with financial implications to be agreed with the Shared Waste Board to inform the future budget setting work of the two Councils.**

3. Background and Proposed Vision and Objectives

- 3.1 A report on a proposed Shared Waste Service was considered by both Environment Scrutiny Committee of Cambridge City Council (the City) on 8 July 2014 and Cabinet of South Cambridgeshire District Council (SCDC) on 9 July 2014. The report set out a proposal to create:**

‘A Single Waste Service, wholly owned and run by the local authorities, with a single management structure and workforce, located at the Waterbeach Depot using a single pool of vehicles.’

3.2 The objectives of this proposal are as follows:

- lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
- maintaining and improving service quality that residents can see and appreciate;
- increased opportunities to market and compete for additional business, for instance in relation to trade waste;
- new opportunities to reduce net costs in relation to fleet procurement and maintenance;
- achievement of service improvements, greater resilience and better performance, through shared knowledge and experience; and
- enhanced opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements.

4 Progress to Date

4.1 A full analysis and comparison of domestic waste operations budgets for the two Councils has now been completed (Appendix 1). This shows the combined net direct cost (excluding support service costs, garage services and trade waste operations) of the domestic waste service to be:

South Cambridgeshire DC	£3.017m
Cambridge City	£2.238m
Total	£5.255m per annum

4.2 A full, detailed analysis of support service costs is being undertaken using the methodology of the City Council Support Service Review Project and the outcome of this work will be fed into the Single Shared Waste Service project, should Members agree to progress this proposal. However, initial analysis shows that current support service costs held against the waste operation are:

South Cambridgeshire DC	£211k
Cambridge City	£756k
Total	£967k per annum

5 Co-location of Waste Services at Waterbeach Depot

5.1 Subject to planning permission, outline agreement has been reached with SCDC’s current landlord to extend the current crew accommodation and

vehicle parking at Waterbeach to accommodate a single shared service. Negotiations are on-going to agree a rental cost, but it is anticipated that a saving on current costs will be achieved of at least £13k p.a. These negotiations do not include the relocation of the Cambridge City Garage facility which will be subject to future discussions and a separate business plan.

- 5.2 For clarity, the capital receipts arising from the sale of the City Mill Road Depot will not be subject to benefits-sharing as part of this project.

6 Staffing Implications

- 6.1 The proposals set out in this report will have implications for staff, there will be different impacts at different stages of the project. There are approximately 100 staff at South Cambridgeshire District Council and 75 staff at Cambridge City Council who are within the scope of these proposals.
- 6.2 South Cambridgeshire District Council waste operations staff are already based at Waterbeach Depot. It is not anticipated that these staff's travel will be affected by this proposal. It is proposed to relocate all Cambridge City waste drivers and crews with their vehicles to the Waterbeach Depot along with relevant managers. For Cambridge City Council staff a move to Waterbeach during 2015 will have travel implications and this is already being discussed with staff and trade unions. The location of policy staff has yet to be decided however it is anticipated that these officers will be co-located.
- 6.3 In a first phase of change it is proposed to establish a single management team to lead the creation of a single shared waste service and then operate it. Initially officers in this team will be employed by South Cambridgeshire District Council as proposed Lead Authority and report to the Shared Waste Board. Consultation will be undertaken with affected staff and the trade unions on a proposed new management structure and any employment implications.
- 6.4 The creation of the single management team presents an early opportunity to deliver savings and efficiencies and to drive this project forward. Although further detailed work is yet to be undertaken on detailed structures, it is estimated that savings in the order of £170k p.a. can be made via this joint management team and by combining waste policy posts. Further work will need to be undertaken as part of any implementation plan, on the level of support staff required for the day-to-day running of the single shared service. It is proposed that the joint management team is employed by SCDC as the lead authority and TUPE issues will be fully considered.
- 6.5 In the first instance, all staff (other than the single management team employed by the Lead Authority) will continue to be employed by their existing Council and remain on their current pay, terms and conditions. However, following positive discussions with Unions, the ambition is to move to harmonised pay, terms and conditions in the future. Any future Joint Delivery Vehicle proposal

presented to Councillors is likely to have TUPE implications for staff and developments of any proposals in this respect will involve consultation with staff and the trade unions. Discussions are already taking place with the Trade Unions about potential future harmonisation of pay and conditions. A decision to move forward with the single shared service proposal will require a detailed analysis of pay and terms and conditions to be undertaken as part of the implementation plan. Any future changes to pay and conditions will be subject to full consultation with staff and Trade Unions. Regular scheduled Trade Union Liaison Meetings are also taking place.

- 6.6 Regular joint engagement opportunities have been put in place with staff affected by these proposals and will continue with the aim of keeping staff informed and to gather their expert views to shape policy and operational matters. This has included a recent Informal Information Paper (Appendix 2 attached) providing responses to questions raised by staff and inviting comments on the proposals for the shared service. Members will be updated at the meeting on any additional points that staff have raised as a consequence of the Paper.

7 Collection Round Optimisation

- 7.1 Cambridge City and South Cambridgeshire DC already undertake work for each other to collect bins in the most efficient, resident-focused way when administrative boundaries could potentially become operational and customer-service barriers.
- 7.2 Further modelling of all the current collection rounds across administrative boundaries shows that there is an opportunity to reduce the number of rounds by at least one with a saving of around £150k p.a., with potential to deliver further efficiencies in the future as rounds are re-modelled to respond to housing growth.
- 7.3 A fundamental principle for the redesign of the new collection rounds will be to involve the front line staff in the work to ensure best operational design is achieved.

8 Governance Arrangements

- 8.1 It is proposed that a Shared Waste Board be established to oversee delivery of the single shared waste service, its performance within the policy and budget framework set by the two Councils, and to provide advice and recommendations on waste policy for consideration by both Councils' decision-making bodies. It is envisaged that the Board will operate on a "consensus" basis. In the event that agreement cannot be reached within the Board then there will be formal arrangements to escalate the matter if required, to the Councils' relevant decision-making bodies.

8.2 Detailed Terms of Reference for the Shared Waste Board and a Memorandum of Understanding, with associated documents, will need to be drawn up and agreed by each Council. It is suggested that Membership of the Board will include:

- the SCDC Cabinet Member for Environmental Services,
- City Executive Councillor for Environment, Waste and Public Health,
- a Director from each Council and
- the shared Head of Service for Waste.

8.3 The Head of Service and Management Team will be employed by South Cambridgeshire DC as Lead Authority, but will be accountable to the Shared Waste Board for service delivery in line with set performance targets. The Head of Service will also contribute to the development of policy, strategy and addressing national legal requirements and will advise the Board on these matters. The shared Waste Head of Service will have clear delegated powers from both Councils to make day-to-day operational decisions to deliver the service in line with agreed policy and budget parameters.

8.4 There will be quarterly reporting on all key targets to the Board. Each Council will retain its scrutiny functions in relation to waste and an annual report will be made by the Shared Waste Board to the relevant Committees of the two Councils setting out the performance of the Shared Service and the direction of the Service for the year ahead.

9 Exit Strategy

9.1 The Shared Service arrangements will require a long term commitment from the two Councils, and business planning will be based on that expectation. However, consideration will be given as to what might happen if one or both Councils decide in the future that they leave the single shared service. The two Councils are already considering an approach to termination and exit arrangements as part of the Cambridge North West shared waste service. In principle, in the case where one Council proposes to withdraw unilaterally, then that Council would be responsible for paying all of the costs associated with the withdrawal and benefits lost and costs incurred by the remaining Council. In a case where both Councils mutually agree to end the Single Shared Service, then any associated costs will be shared equally.

10 Service Delivery Operational Implications

10.1 There will be a range of detailed operational implications arising from the creation and delivery of a single shared waste service. Should Councillors agree these proposals, then the Shared Waste Board will be responsible for compiling and monitoring a risks & issues register to ensure changes and the operation are effectively managed.

11 Financial Implications

11.1 In line with the ambitions set for other shared service projects, it is expected that the Single Shared Waste Service will deliver potential annual savings, efficiencies and increased income at least 15% of current net waste costs, within the next 3 years, to help meet the Medium Term Financial Strategy commitments of both Councils.

11.2 From the initial financial analysis undertaken, potential annual savings opportunities of around £350k (excluding implementation costs) are being targeted within 3 years of the creation of a single shared waste service and is based on:

- Co-location of Services at Waterbeach Depot
- Joint Management & Policy Team & a shared Head of Service
- Initial collection round optimisation

11.3 In addition to these savings other opportunities to reduce costs will be considered to bring the gross savings target to £800k. These other opportunities will include rationalisation of support services (subject to the process described in Section 2 above) and optimising income opportunities.

11.4 In principle it is expected that these savings are shared equally between the two Councils where these benefits arise from working together.

11.5 There will be some extra on-going revenue expenditure in the order of £100k p.a. arising from the creation of the single shared service to cover such items as harmonisation of crews' pay, and rent, water, electricity and telephony bills. This extra spend will be funded from the joint financial savings and will therefore result in the total saving being £700k.

11.6 Further business cases will be developed to present to Members to consider a shared Trade Waste Service and the possible re-location of Cambridge City's Garage facility to Waterbeach.

12. Shared Service Models and Lead & Host Authority Arrangements.

12.1 It is proposed to explore the potential for an alternative joint delivery model (beyond the Lead Authority model) to operate the single shared waste service. There are a number of shared service models that can and have been adopted elsewhere in the country, each with advantages and disadvantages. It is

believed that, in the first instance, the lead authority model would best suit the early establishment of a single management team.

12.2 In the context of the single shared waste, there may be future opportunities for other local authorities (particularly those of the RECAP Waste Partnership) to join the service, either as full partners or as clients. There is also the need to consider the best legal structure for the delivery of a single, shared commercial Trade Waste service. It is therefore proposed to develop options and a business case for alternative joint delivery models and to present these back to Members for consideration by July 2015.

13. Implementation Timescales & Costs

13.1 Should members agree to these proposals, a detailed project delivery plan will be drawn-up, including transition and implementation milestones and costs. Key outline milestones are shown in Appendix 3. Key implementation costs anticipated at this time include:

- i. Programme Manager - £70k p.a. (for 1 year). Provisions already made in current year's budgets to fund this post.
- ii. Cambridge City's accounts will continue to show a cost of £86k for the occupation of Mill Road Depot until the final disposal of that site.
- iii. Cambridge City Staff re-location travel costs
- iv. Redundancy costs. It is assumed that wherever possible, posts will be reduced via the careful management of vacancies due to natural staff turn-over and retirements. All efforts will be made to reduce compulsory redundancies.

14. Legal Considerations

14.1 Each Council will remain under a statutory duty to provide a waste service. Further detailed legal advice will be obtained to support the setting-up of a Lead Authority and the future presentation of any alternative delivery model options.

15. Risks

15.1 Section 8 above recognises that there will be a range of operational risks that will be managed.

15.2 South Cambridgeshire DC current collects paper separately from co-mingled recyclate and the contract for the processing and sale of this paper ends in October 2015. South Cambridgeshire DC will test the market for the future value of separated paper during 2015, the results of which may see a changed income received from separated paper. No final, detailed business case for the single shared waste service can be produced until this market testing is completed.

15.3 Both Cambridge City and South Cambridgeshire DC have agreed to use the recently procured RECAP Materials Recycling Facility contract. The costs and income derived from this new contract will not be fully known until after Cambridge City enters the contract in November 2014 and South Cambridgeshire DC enters in October 2015.

16. Equality and Poverty Implications

16.1 An Equality Impact Assessment has been completed and at this stage of the proposals no anticipated impact has been identified. If members agree to support the proposal then the EQiA will be updated as work proceeds.

17 Environmental Implications

17.1 Environmental implications will be assessed at the Implementation Plan stage given that detailed round modelling work will inform the assessment work.

18 Consultation

18.1 As part of the process, it will be important to ensure full engagement and consultation with both staff and trade unions moving forward. The lead HR officers from both Councils are currently working together to ensure a co-ordinated approach.

18.2 Regular joint communications have been put in place with staff in the areas directly affected by the proposals and will continue with the aim of keeping staff informed and updated. This has included a recent Informal Information Paper (Appendix 2) where staff in both Councils have been provided with a question and answer response to recent questions raised by them. Staff have been invited to comment on the proposals within a time scale to enable their comments to be raised with Councillors at this meeting.

18.3 Officers from the recognised trade unions have attended workplace briefings as well as meetings with management to discuss the proposals.

19 Community Safety

19.1 There are no community safety implications.

20. Background Papers

20.1 There are no background papers.

21 Appendices

Appendix 1: Current Costs Table

Appendix 2: Informal Consultation Paper

Appendix 3: Outline Implementation Milestones

22 Inspection of Papers

If you have a query on the report please contact:

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Appendix 1

Current Waste Operation Costs & Income for Cambridge City & South Cambridgeshire DC

Existing costs 2014/15	Existing costs 2014/15	Existing costs 2014/15	Expenditure Type
SCDC	Cambridge	Total	
£2,159,030	£ 1,615,000	£ 3,774,030	Total Employee costs
£134,140	£86,640	£220,780	Total Premises costs
£1,456,250	£443,640	£1,899,890	Total Operational Transport costs
£233,690	£119,730	£353,420	Total Supplies and Services
£3,983,110	£2,265,010	£6,248,120	Total Operational Costs
£67,930	£209,790	£277,720	R&R Contributions
£128,330	£307,730	£436,060	Total Financing costs
£196,260	£517,520	£713,780	Total Other Costs
£4,179,370	£2,782,530	£6,961,900	Total All Expenditure
	-		
			Income Type
(£438,000)	(£39,850)	(£477,850)	Sales
(£723,700)	(£504,600)	(£1,228,300)	Other Income
(£1,161,700)	(£544,450)	(£1,706,150)	Total Income
£3,017,670	£2,238,080	£5,255,750	Net Cost of Service

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APPENDIX 2

SINGLE SHARED WASTE SERVICE - INFORMAL INFORMATION PAPER

The purpose of this paper is to give further details on the proposal being considered by members in October 2014 and to provide information on the initial feedback received from staff. This is part of an ongoing commitment by the two Councils to involve staff and unions in the process.

Introduction

In July 2014 both Cambridge City Council and South Cambs DC considered the same committee report to explore the creation of 'a Single Waste Service, wholly owned and run by the local authorities, with a single management structure and workforce, located on one site using a single pool of vehicles.' This Single Waste Service to serve both Councils and to be based at Waterbeach.

It was agreed by members to prepare a final business case for the;

- co-location of current services
- the creation of a Single Shared Waste Service
- and that this case is reported back to both authorities for a final decision in October 2014

As both Councils are required to generate significant financial savings, the creation of a single shared waste service would contribute to these savings through greater economies of scale and efficiency by:

- Joint collection of waste – removal of the boundary between Councils and introducing cross-border collection routes;
- Single Management structure – operated under a single Head of Service
- Single policy and support function – one team to address growth and waste policies;
- Sharing of Depot accommodation costs;
- Joint purchasing of vehicles and equipment; and
- Joint maintenance of a single fleet of vehicles.

A financial business case is now being prepared for consideration by both Councils and in October 2014 members will be asked to consider the following issues:

- the relocation of the City Waste Service to the South Cambridgeshire Waterbeach Depot and the creation of a single management team to co-ordinate the delivery of a single waste service for Cambridge City and South Cambridgeshire and subject to full consultation with the staff and unions;
- the potential for a Joint Delivery Vehicle to operate the single waste service in the future.

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SINGLE SHARED WASTE SERVICE - INFORMAL INFORMATION PAPER

As part of the preparation of this business case, both Councils are keen to hear the views of colleagues to help shape this work and help get it right.

We welcome any thoughts and ideas you have....

Frequently Asked Questions

The following are themes listed in alphabetical order of questions and issues raised during the initial meetings and conversations by both South Cambs and City Council staff. The aim is to update this list as more views are collected and more detail is worked-up.

Communications

Comment	Feedback
How will we be kept informed?	Regular meetings will take place with staff and unions. Summary notes of meetings will be circulated. Staff will be encouraged to attend and provide feedback. Frequently Asked Questions will be shared across both Councils and updated regularly. 1-2-1 conversations are available for any colleagues who wish to discuss this work in more detail with Mike Hill, Simon Payne or Jas Lally.

Depot

Comment	Feedback
What will happen to City's Mill Road depot?	The proposal is to base City and South Cambs waste staff and vehicles at the Waterbeach Depot to release the Mill Road site as part of the City Local Plan (subject to planning processes), and to reduce costs by sharing accommodation at Waterbeach.
Where will the other services on the Mill Road site go?	Each service on the site will need to consider how and where they will be delivering services in the future.
South Cambs Depot at Waterbeach was designed only for South Cambs staff.	The proposal is to extend the crew accommodation at the new

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SINGLE SHARED WASTE SERVICE - INFORMAL INFORMATION PAPER

How will it cope with all the City staff and trucks?	Waterbeach Depot and to add on extra hard-standing for waste trucks and staff car-parking. There continues to be an open invitation for city crews to visit the site to see the accommodation and facilities. Costs of this work are being investigated as part of the financial business case.
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Environmental Impact

Comment	Feedback
What sort of impact will the proposed relocation have on fuel, tyres and trucks?	An impact assessment will need to be undertaken as part of the implementation plan

Growth

Comment	Feedback
There will be more houses and population in the Council areas so how can we reduce the number of trucks?	Modelling of how current rounds operate show there are efficiencies which can be made by working across current Council boundaries. Any future growth will also be modelled in the most efficient way working across boundaries.

New single shared waste service

Comment	Feedback
What time will we start or finish from the new site?	Before we can determine start and finish times we will need to undertake detailed round modelling work being done and take traffic levels into consideration. As part of this crews will have the opportunity to shape the final rounds.
When will this all happen?	If the councillors agree the proposal the approach is to have a phased implementation with co-location to Waterbeach as the first phase during 2015.

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SINGLE SHARED WASTE SERVICE - INFORMAL INFORMATION PAPER

	Further work will need to be undertaken on the single shared waste service.
What will the structure look like?	Both Councils are committed to appoint a shared Head of Service. The work on the structure has yet to be completed and will be subject to full consultation with staff and the unions before decisions are made on individual posts.
Where will customers and residents be directed for queries and complaints?	Residents will continue to be able to contact waste services via each Council's current customer access routes
Will Policies be aligned?	Further work will need to be done on reviewing policies between Councils.
How are the savings derived?	Savings will be from reduced management and less trucks.
Who will be responsible for the service and how will it be governed?	Details of governance arrangement are being developed as part of the report to both Councils in October 2014, but we expect that there will be a single Joint Waste Board to oversee the performance of the single shared service, made up of senior councillors and officers from both Councils.

Office / Staff

Comment	Feedback
Who is affected?	If councillors agree then all staff dealing with waste policy and collections from both Councils will be affected..
What will happen to support service staff involved with waste?	Further work will need to be undertaken as part of any implementation plan on the level of support staff required for the day-to-day running of the single, shared service.
How will data be kept up to date and on which IT system?	This has yet to be decided and will be subject to more detailed work.
Can I move to another department?	If a vacancy arises then staff can apply for positions elsewhere in their employing Councils as per existing

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SINGLE SHARED WASTE SERVICE - INFORMAL INFORMATION PAPER

	processes.
What and how many vacancies are there for each Council?	Currently there are 5 driver and 3 loader vacancies at the City and whilst there are currently no vacancies at South Cambs, it is expected this will change due to natural turnover.. Both Councils are committed to managing these vacancies to reduce any potential need for redundancies.

Payscale

Comment	Feedback
What are staff paid at each Council?	Pay and conditions at SCDC and CCC are similar. Conversations have been taking place with the Trade Unions about future harmonisation of pay and conditions. Should Councillors agree to move forward with the single, shared service proposal a detailed analysis of pay and terms and conditions will be undertaken as part of the detailed implementation plan. Any future changes to pay and conditions will be subject to full consultation with staff and Unions

Rounds

Comment	Feedback
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Difference between urban and rural service, has this been taken into consideration?	Yes. Modelling work covers a range of factors based on actual data from both Councils and shows there are efficiencies which can be made when the boundary is removed. Further work during the implementation of this proposal will be done with staff.
How can the number of rounds and crews be reduced?	The two Councils already collect bins in each other's areas as it is recognised that it is more efficient and sensible to do this instead of each Council sending a truck to collect at just a few houses very close to the boundaries. Taking this idea further since the current rounds operated by the two Councils have been designed to stop at the Local Authority borders, redesigning all the rounds to cross boundaries as if they didn't exist suggests that a reduction in the number of rounds, crews and vehicles is possible.
Vehicles return with material on them how will this be addressed?	Modelling work will address this issue. This is a detailed operational issue which will be addressed.

Terms and Conditions

Comment	Feedback
What will the terms and conditions for staff be for the new service?	At present in the initial phase staff will remain on their existing terms and conditions. We will be reviewing the terms and conditions for the posts in the management structure and any potential TUPE implications.

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	As part of the second phase of a single shared waste service further discussions will be held on the potential for harmonisation of conditions. Any changes will be subject to full consultation with staff and unions.
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Travel

Comment	Feedback
As the site is remote how will City staff who cannot drive get there?	We recognise there will be an issue for some staff so we are discussing with the unions what can be done to reduce the impact of the changes. Ideas are welcomed on how this might be done.
It will cost me to drive to the new site how will this be dealt with?	Cambridge City has an existing travel relocation scheme. The scheme operates for 12 months and has conditions and mileage exclusions. Details of the scheme will be put in the Mill Road Depot. However, as mentioned above, suggestions are welcomed on other ways that we might be able to help people get to work should the waste services be moved to the Waterbeach depot. It is not anticipated that South Cambs DC staff's travel will be effected by this proposal.

Proposed comments

At this stage we want to hear about any further ideas, issues or concerns you want to raise about the principle of the proposed change and the details that need to be considered should this proposal go ahead. As the drivers, loaders and policy officers delivering current waste services, it is important that your views and ideas are shared to help ensure this proposal is right. Your comments about the proposal to create a single shared waste service are welcomed.

Please send your comments to Jas Lally Head of Refuse & Environment, **by the 6 October 2014** or during briefings held or if you wish to have a 1-2-1 please do not hesitate to contact me.

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Mike Hill Director of Health and Environmental Services South Cambridgeshire
District Council

Simon Payne Director of Environment Cambridge City Council

24 September 2014

Appendix 3 – Outline Implementation Milestones

(Subject to confirmation by Programme Manager)

Full consultation with staff and unions will take place at key stages

1. October 2014 – Appointment of Programme Manager
2. December 2014 – Submission of planning application for extension to Waterbeach accommodation and parking.
3. January 2015 – Business Case for possible relocation of Cambridge City Garage Facility presented to Councillors; Project delivery plan completed; Membership of and Terms of Reference for Shared Waste Board presented to Councillors for decision.
4. February / March 2015 – works begin to extend Waterbeach accommodation; SCDC begins process to test market for separated “paper-out” contract
5. April 2015 – Shared Head of Service recruited and appointed and initial savings delivered
6. June 2015 – Shared Management Team appointed; Business Cases for Joint Delivery Vehicle and shared Trade Waste Service presented to Councillors; Decision made on whether SCDC remains collecting separate paper or goes co-mingled.
7. By September 2015 – Support Service savings delivered; Cambridge City Waste collection staff and vehicles re-locate to Waterbeach.
8. Late 2015/Early2016 – Cross-border rounds begin. Route optimisation savings delivered.

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Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email suzanne.goff@cambridge.gov.uk or from any member of the Joint Equalities Group.

1. Title of strategy, policy, plan, project, contract or major change to your service:

Single Shared Waste Service

2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

The purpose of the change is to combine the Waste Services of Cambridge City Council and South Cambridgeshire District Council to achieve operational savings, improve efficiency of the Waste Services, maintain and improve service quality for residents, and improve income where possible. The principles of this change were reported to the Environment Scrutiny Committee on 8 July 2014. A further report is to be considered by this Committee on 17 October 2014. The change relates to domestic and trade waste collection and waste policy work with relocation of the collection service to a depot at Waterbeach. The future of the city garage (that maintains the vehicles for the collection service) will be subject to a separate report and consideration.

3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

X Residents

X Visitors

X Staff

A specific client group or groups (please state):

4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)

- New
 Revised
 Existing

5. Responsible directorate and service

Directorate: Environment

Service: Refuse and Environment – Health and Environmental Services

6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

- No
 Yes (please give details):

South Cambridgeshire District Council

7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

- Informal consultation carried out with staff at both Councils.
- Formal consultation with staff will follow if the two Councils support the proposed change. This consultation will take place on a number of specific elements of the proposed change over the next six months.
- No specific public consultation is proposed with service users (residents, businesses and customers) about the creation of a single shared waste service because no change to service delivery is anticipated and this is an operational change.
- This EQiA is a working document. There are two parts of the process. The first stage will be to formally consult staff and unions to deliver the changes and the second stage will be to work through detailed implementation issues which will also be subject to consultation with staff and unions. Throughout these stages the EQiA will be updated.

(a) Age (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

No anticipated impact but EQiA will be updated as the results of consultation are shared.

(b) Disability (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

No anticipated impact but EQiA will be updated as the results of consultation are shared.

(c) Gender

Within the city waste team there are currently no women drivers or loaders. There is a potential positive impact given that the new single shared waste service could offer a wider range of employment opportunities to men and women in the future.

(d) Pregnancy and maternity

No anticipated impact but EQiA will be updated as the results of consultation are shared.

(e) Transgender (including gender re-assignment)

No anticipated impact but EQiA will be updated as the results of consultation are shared.

(f) Marriage and Civil Partnership

No anticipated impact but EQiA will be updated as the results of consultation are shared.

(g) Race or Ethnicity

The waste service workforce has a similar profile to the rest of the City Council. There is a potential positive impact given that the new single shared waste service could offer a wider range of employment opportunities to BAME communities in the future.

(h) Religion or Belief

No anticipated impact but EQiA will be updated as the results of consultation are shared.

(i) Sexual Orientation

No anticipated impact but EQiA will be updated as the results of consultation are shared. There is a potential positive impact given that the new single shared waste service could offer a wider range of employment opportunities to LGB&T communities in the future.

(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):

No anticipated impact but EQiA will be updated as the results of consultation are shared.

8. If you have any additional comments please add them here

The EQiA is a working document and will be updated as work proceeds on designing the detailed arrangements for the new single shared service in consultation with staff and unions and South Cambridgeshire District Council.

9. Conclusions and Next Steps

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.
Email suzanne.goff@cambridge.gov.uk

10. Sign off

Name and job title of assessment lead officer: Simon Payne
Director of Environment

Names and job titles of other assessment team members and people consulted:
Michael Parsons Waste and Fleet Manager

Date of completion: 7 October 2014

Date of next review of the assessment: February 2015

Action Plan

Equality Impact Assessment title:

Date of completion:

Equality Group	Age
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Disability
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Gender
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Pregnancy and Maternity
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Transgender
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Marriage and Civil Partnership
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Race or Ethnicity
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Religion or Belief
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Sexual Orientation
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Other factors that may lead to inequality – <u>in particular</u> – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):	
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

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To: Executive Councillor for Planning and Transport
Report by: Head of Specialist Services
Relevant scrutiny committee: Environment 17/10/14
Wards affected: All Wards
EqIA Undertaken: Yes

Future of Park Street Car Park

Key Decision

1. Executive summary

- 1.1. A report examining viable options for the future of Park Street multi-storey car park was presented to members in June 2012. It considered the outline business case for refurbishing the car park and examined the potential and implications of alternative redevelopment of the site.
- 1.2. The report found that due to the deteriorating structural condition of the car park, it could not be left in its current state.
- 1.3. The Executive Councillor's recommendations included an agreement to the principle of consulting the public and stakeholders about the options to refurbish, or to redevelop the Park Street car park. Authority was delegated to the Director of Environment in consultation with the Executive Councillor to carry out a public consultation exercise to determine the best option and report the results to the Council in due course.
- 1.4. A public consultation exercise was conducted between 18 August and 19 September 2014. The consultation was conducted using an online survey, exhibitions, and printed questionnaires. A second online survey was carried out with members of the Cambridge Business Improvement District (CBID) to understand business perceptions in Cambridge of the impact of the proposed options.
- 1.5. The key finding from the consultation was that:

- A clear majority of responses preferred the option to replace the car park with a new underground car park with a mixed residential and/or commercial development above ground.

1.6 Feedback from respondents highlighted a range of opinions, including some views that were not consistent. Some key findings were that :

- Important concerns exist, particularly from some businesses over the potential economic impact to them of a wholesale redevelopment of the site.
- Interim parking arrangements while works are undertaken for both car and cycle users will be a critical factor during any development or refurbishment period.
- The cycle parking facility is highly valued and there is a desire to increase its size.
- There is a desire to at least maintain, and ideally increase, the number of car parking spaces;
- There is also a desire to reduce the number of car park spaces or remove the car park entirely;
- The project offers the opportunity to improve the architecture/visual attractiveness of the area.

1.7 In light of the consultation feedback, a detailed appraisal of the alternative options should now be carried out. The appraisal should recommend an option to members that is consistent with the council's economic, financial environmental and planning objectives, so that the project can be incorporated into the council's future budget.

2. Recommendations

The Executive Councillor is recommended to:

- 2.1. Note and consider the feedback and analysis from the public and business consultation exercise.
- 2.2. Instruct officers to work up detailed financial evaluation of the options and taking account of the consultation feedback against the objectives set out in this report.
- 2.3. Instruct officers to report back to a future meeting of the Environment Scrutiny Committee to enable a decision to be made on the preferred option for inclusion in the Council's budget.

3. Background

- 3.1 Park Street Multi-Storey Car Park provides 390 parking spaces in total with 282 covered cycle parking spaces at lower ground floor level. There are public toilets at ground floor that are directly accessible from Park Street. The car park dates from the early 1960s. The building is a reinforced concrete construction and built to a design typical of the time. There is a continual and increasing risk of major structural disorder as the structure continues to deteriorate over time. The Council has been provided with estimated costs of £3.5million for required extensive structural repairs to protect the integrity of the steel and concrete structure and to extend the car park's useful life.
- 3.2 Situated in the Historic core of the city centre, Park Street car park is important to the city centre economy and is in a key strategic location to support retail business to the northern side of the city centre. Park Street is the closest and most convenient car park to the restaurants and pubs on Bridge Street, Quayside and Riverside and is used by visitors for shopping, leisure facilities and for other City Centre services. The car park and cycle parking provision is an important facilitator of footfall in the area and public toilets on the ground floor are directly accessible from Park Street.
- 3.3 The car park is an important revenue generator for the Council. It produces the second best revenue per space, after the Grand Arcade car park.
- 3.4 It services the independent retail sector well as it is the most convenient car park for people wishing to visit Bridge St, Magdalene St, St Johns St, Trinity St, Sussex St, Kings St and Sidney St, where many of the independent shops are located. Park St car park is also a popular choice for visitors coming to the city in the evening given its close proximity to the Quayside and Bridge St restaurant area, and to local theatres.
- 3.5 In addition to these stakeholders, the car park has a function to support other important community needs – for instance Bridge Street doctor's surgery.
- 3.6 Park Street is owned and operated by the City Council. The car park is well used, particularly at weekends. The net revenue to the General Fund from the operation of Park Street Car Park in the financial year 2013/14 was 320K.

3.7 In lay terms the car park structure is in a poor state but there is no indication that there is any risk of large-scale collapse. However, there are a number of localised structural issues that needed to be addressed to avoid health and safety risks for persons using the car park.

4. Public consultation

4.1 Details of the consultation.

4.1.1 The consultation was carried out between 18 August and 19 September 2014. Consultation was widespread, through these channels:

- About 2,200 leaflets were sent on 14th August 2014 to key stakeholders, local residents, organisations and businesses containing a questionnaire to return by 19 September 2014 using Freepost (see Appendix A);
- Links from the Council website homepage to a Survey Monkey online questionnaire;
- Exhibition stands placed at the Guildhall and the Customer Services Centre, Mandela House;
- Staffed exhibition at Park Street Car Park on 4th, 6th and 17th September;
- Promotion through a press release (picked up and reported by the Cambridge News) and social media (Facebook and Twitter).

4.1.2 The following options were presented for consultation:

Option 1 Retention of the car park in its current form, subject to a programme of repair and refurbishment and to consider the short-term impact of any refurbishment works on parking supply and demand.

Option 2 Demolition and reconstruction of an improved multi-storey car park.

Option 3 Redevelopment of the site for residential, commercial or a mixed-use development to include an underground public car park.

4.1.3 Each development option included the potential for retaining cycle parking and public toilet facilities. The consultation document is included at Appendix A

The survey findings are presented at Appendix B and are summarised below.

4.2 Summary of overall findings from public consultation

4.2.1 A total of 817 responses were received. Of these 630 were surveys completed online and 187 were returned leaflets. Therefore there was a 9% return rate for the leaflets.

4.2.2 About 80% of the consultees use Park Street Car Park; of these just under half travel to the car park from inside Cambridge and just over half travel from outside the city.

4.2.3 Most respondents use the car park for leisure/other reasons, followed by shopping and then work/study.

4.2.4 Over half of the consultees preferred Option 3 (new underground car park with development above), about a quarter chose Option 1 (repair current car park) and just under a fifth selected Option 2 (reconstruct multi-storey car park).

4.2.5 When asked which type of development should be built above an underground car park, mixed-use development was the most favoured (55%), followed by residential (26%), then commercial (19%).

4.2.6 A large number of additional comments were received. The most frequently occurring comments include (in order of frequency): the importance of the cycle parking facility and the desire to increase its size; the demand to at least maintain, and ideally increase, the number of car parking spaces; concern regarding alternative arrangements while works are undertaken; a desire to reduce the number of car park spaces or remove the car park entirely; and to take the opportunity to improve the architecture/visual attractiveness of the area.

4.3 Comparison of consultation responses by journey origin (i.e. within or outside Cambridge City)

4.3.1 Nearly a third of all the consultees travelling to the car park from within the city expressed a concern regarding cycle parking,

whereas only 12% of those travelling from outside the city commented on provision for cyclists.

- 4.3.2 Significantly more people from within the city were prepared to see a reduction of parking spaces or complete removal of the car park, compared to those from outside the city.
- 4.3.3 A higher percentage of city residents prefer the option to build a new underground car park compared to those from outside the city.
- 4.3.4 Development including residential units was preferred by 8% more city residents than consultees from outside the city, reflecting a desire for more (affordable) housing for residents.

5. Business consultation

5.1 Details of the business consultation.

5.1.1 The consultation was carried out between 30 August and 19 September 2014. Approximately 600 businesses were notified of the survey (via Cambridge BID) and consultation responses were received online using Survey Monkey.

5.1.2 The purpose of the business consultation was to understand mainly how independent local businesses felt about their customers' use of the car park and to understand what businesses perceived to be the economic impact of major works to the car park. An opportunity was provided for suggestions about interim parking arrangements.

The consultation questions are listed at Appendix C.

The survey findings are presented at Appendix D, and are summarised below.

5.2 Summary of findings from business consultation

5.2.1 The total number of businesses who responded was 64

5.2.2 The largest number of business consultees reported that up to (but no more than) a third of their customers use Park Street Car Park.

5.2.3 More businesses thought the length of disruption associated with Options 2 and 3 would have a significant economic impact, and for Option 1 would have a small economic impact.

5.2.4 Due to the location of the car park (in close proximity to their businesses), respondents reported the economic impact as

anything from a marked reduction in businesses, to a large drop in footfall and turnover, up to a forced closure.

5.2.5 Nearly 60% of business respondents cited the identification of alternative parking provision as very important.

5.2.6 Suggestions for alternative parking arrangements include: free park and ride, free on-street parking, on Jesus Green, office car parks (at weekends), Jesus Lane, Colleges and Castle Park with free shuttle bus.

5.2.7 Nearly half of businesses responded that the reduction in spaces in Option 2 would have some impact on trade, and just over a third felt the reduction in spaces in Option 3 would have a major impact on trade.

5.3 General comments from businesses included: the desire for compensation; the request to avoid the significant effect that closing Bridge Street and Jesus Lane had in the past; insufficient car parking already in the city; a car park with even more spaces than proposed should be built; the regeneration of the area having a positive impact; the car park closure depressing the evening economy when P&R doesn't operate.

6. Developing the Business Case – Key Objectives

6.1 In light of the consultation findings, it is recommended that the decision about whether the car park is refurbished, or turned into a new development above and/or below ground should be informed by a more detailed report back to members for a proposed scheme for the future of Park Street car park that focuses on appraising the alternative options from a financial perspective, and is consistent with the following objectives:

- To support the vitality of the city centre both during any construction and after completion of the scheme.
- To deliver a financially viable case that provides good value for money, both as an investment by the city council and in terms of sustaining revenue streams to the council.
- To meet the council's environmental objectives, both in terms of sustainability and design.
- To provide good quality facilities those are accessible and make proper provision for disabled users and for cycle parking.

- To be consistent with local planning guidance

6.2 Further work will be carried out to consider the options and to:

- Review how well the options address the above objectives,
- Review the extent of the structural problems at the car park, in light of the first year's holding repairs
- Consider current information about the condition of the car park and expectations about its continued repair and maintenance, and the costs
- Update information in relation to the property market.
- Identify an indicative timetable for implementing each of the options
- Complete a detailed financial options appraisal so that a preferred option can be recommended and included in the council's Capital Plan.

7. Summary and Conclusions

7.1 Park Street car park is a valued, well-used resource in a key strategic location in the city centre. It is an important resource for the council, and the car park and cycle park together provide an important source of local footfall for visitors to the city centre colleges, and primarily for leisure and shopping activity in the daytime and the evening,

7.2 The car park is over 50 years old, in poor condition and needs substantial and continuing investment to repair and maintain its structure and facilities. A programme of holding repairs is in place to enable a range of alternatives for the future of the car park to be considered.

7.3 The public and business consultations to gauge opinion about the best way forward, produced a range of sometimes conflicting opinions, However, a clear preference has emerged from respondents for the car park to be redeveloped as an underground facility, and for the land above ground to become a residential and/or mixed use development that might improve the local landscape.

7.4 Key concerns exist about the capacity of the options proposed, the perceived impact of a prolonged redevelopment project on the commercial vitality of those businesses organisations and services

whose customers depend on the car and cycle park, and on the need for alternative parking provision.

- 7.5 The council needs to properly understand the business case for each of the options, and to take account of the consultation feedback in the context of its main objectives for the future of Park Street car park. A detailed financial analysis is required to appraise the options, so that a preferred option can be clearly identified, and a firm recommendation can be made for this project to be included in the council's budget process.

8 Implications

(a) Financial Implications

A financial appraisal of the respective options is recommended to be the subject of a further report.

(b) Staffing Implications

Depending on the preferred option, there may be a requirement for changes to the staffing arrangements to manage both the project development and the operational impact on other car parks.

(c) Equal Opportunities Implications

An Equality Impact Assessment is available.

(d) Environmental Implications

The options under consideration offer the potential in differing degrees to substantially improve the local environment in and around the car park site. Further evaluation of the options can compare the impact of each option on carbon emissions and climate change.

(e) Consultation

This report focuses and reports on the responses to public and business consultations. Further consultation will be required as an integral part of the development of a preferred solution.

(f) Community Safety

This policy is intended to have a neutral impact on Community Safety.

9. Background papers

Appendix A – Public questionnaire

Appendix B – Survey findings

10. Inspection of papers

A full dataset of all responses is available on request. If you have a query on the report please contact:

Author's Name: Paul Necus>
Author's Phone Number: 01223 458510
Author's Email: Paul.necus@cambridge.gov.uk



PARK STREET CAR PARK - Public Consultation

We want to hear your views on the future of Park Street Car Park. Please fill out the survey, cut off this page and return to the FREEPOST address below by Friday, 19 September 2014, or use the online survey at www.surveymonkey.com/s/parkstreetcpsurvey.

PARK STREET CAR PARK Consultation
 Freepost RTGU-HXRA-REBZ
 Cambridge City Council
 Mill Road Depot
 Mill Road
 CB1 2AZ



The results of this consultation will be reported to the meeting of the Council's Environment Scrutiny Committee on 14 October, 2014. The Committee will use this information when deciding the future of the car park.

Question 1: How often do you visit Park Street Car Park?

- More than once a week
- Less than once a week
- Never (please skip to Question 4)

Question 2: When you visit Park Street Car Park where are you travelling from?

- Within Cambridge city
- Within Cambridgeshire
- Outside Cambridgeshire

Question 3: When you park in Park Street Car Park what is the purpose of your visit?

- Work/Study
- Shopping
- Leisure/Other

Question 4: Which option for Park Street Car Park do you prefer?

- Option 1: Repair existing car park
- Option 2: Build a new above ground car park
- Option 3: Build a new underground car park with residential/commercial development above

Question 5: If a new underground car park is built, would you prefer to see this combined with residential, commercial or mixed-use development?

- i. New underground car park with residential development above
- ii. New underground car park with commercial development above
- iii. New underground car park with mixed-use development above

Any additional comments?

18 August -
 19 September
 2014

PARK STREET CAR PARK - Public Consultation

Park Street Car Park is a car and cycle parking facility that is owned and run by Cambridge City Council. Due to concerns about the structural condition of this 1960s building, the Council needs to consider the future of the site.

As part of this review, we need to think about:

- how important it is as a car/cycle park
- its location in Cambridge's historic city centre
- the disruption and other effects that major change will bring
- the costs of changes now and in the future
- the current and future environmental impact.

We are looking at three alternatives, all of which include cycle parking and public toilets.

- Option 1: repair the existing car park
- Option 2: build a new above ground multi-storey car park
- Option 3: build a new underground multi-storey car park, with residential or commercial development above


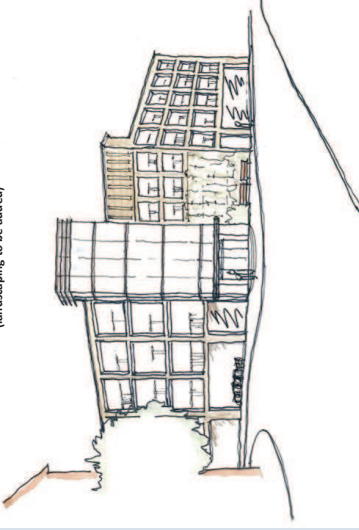
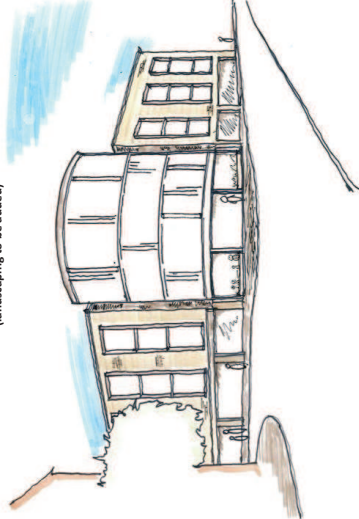
These options are compared on the inside page. More information, including links to reports presented to the Council's Environment Scrutiny Committee, is on the Council's website at www.cambridge.gov.uk/park-street-car-park-consultation. Additionally, information boards will be on display at the Customer Services Centre, Mandela House, 4 Regent Street and the Guildhall, Market Square, until Friday, 19 September 2014, and Council officers will be holding an exhibition at Park Street Car Park on Thursday 4 September (4pm-7pm) and Saturday 6 September 2014 (10am-2pm).



The location of Park Street Car Park

Park Street Car Park



	Photograph of existing car park	Artist's impression of new above ground car park (landscaping to be added)	Artist's impression of new underground car park with development above (landscaping to be added)
			
	Option 1: Repair Existing Car Park	Option 2: Build New Above Ground Car Park	Option 3: Build New Underground Car Park with Residential/Commercial Development Above
Lifespan and maintenance requirements of building	Estimated at 10-15 years, with significant ongoing maintenance costs throughout	Estimated 60+ years, with minimal annual maintenance costs	Estimated 60+ years, with minimal annual maintenance costs
Estimated Disruption Period*	9 months	12 months	18 months
In line with modern car park standards	No (including accessibility)	Yes	Yes
Appearance of building	No visible improvement	Limited visual improvement	Potential for significant visual improvement
Number of parking spaces	390	300 - 350 (to meet modern parking standards and site constraints)	250 - 300 (depending on building design)
Cost	Significant Council investment required (approx. £4 million** for initial repair works only)	Significant Council investment required (approx. £7 million**)	Significant initial Council investment required, largely offset by sale or lease of above ground development

* the provision of alternative parking during construction work will be investigated

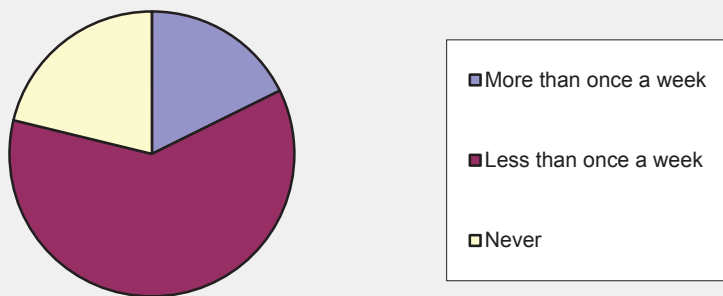
** based on previous estimates

APPENDIX B: Public Consultation Survey Results

Overall Results

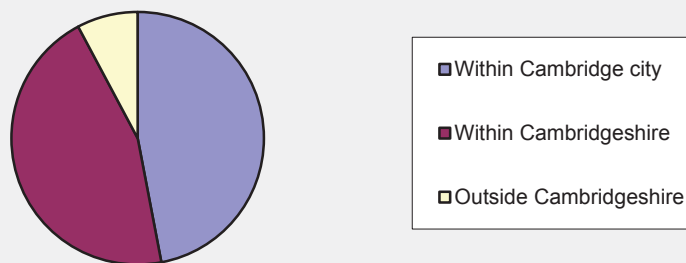
1. How often do you visit Park Street Car Park?

Answer Options	Response Percent	Response Count
More than once a week	17.7%	145
Less than once a week	61.1%	499
Never	21.2%	173



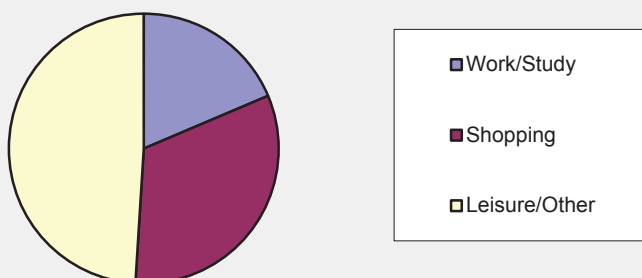
2. When you visit Park Street Car Park where are you travelling from?

Answer Options	Response Percent	Response Count
Within Cambridge city	47.0%	296
Within Cambridgeshire	45.2%	285
Outside Cambridgeshire	7.8%	49



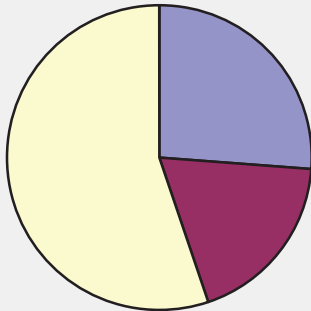
3. When you park in Park Street Car Park what is the purpose of your visit?

Answer Options	Response Percent	Response Count
Work/Study	18.6%	117
Shopping	32.4%	204
Leisure/Other	49.0%	308



4. Which option for Park Street Car Park do you prefer?

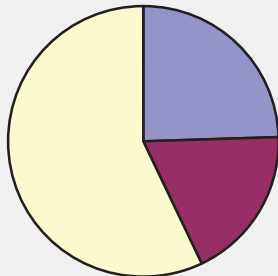
Answer Options	Response Percent	Response Count
Repair existing car park	26.2%	195
Build a new above ground car park	18.6%	138
Build a new underground car park with residential/commercial development above	55.2%	410



- Repair existing car park
- Build a new above ground car park
- Build a new underground car park with residential/commercial development above

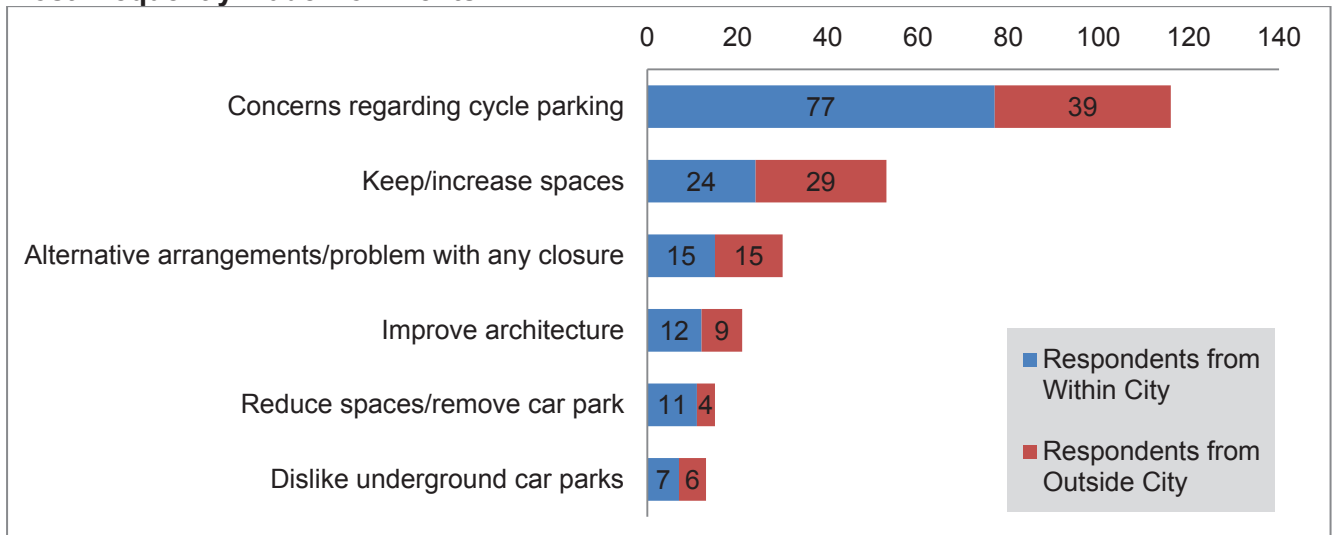
5. If a new underground car park is built, would you prefer to see this combined with residential, commercial or mixed-use development?

Answer Options	Response Percent	Response Count
New underground car park with residential development above	24.5%	182
New underground car park with commercial development above	18.4%	137
New underground car park with mixed-use development above	57.1%	424



- New underground car park with residential development above
- New underground car park with commercial development above
- New underground car park with mixed-use development above

Most Frequently made Comments

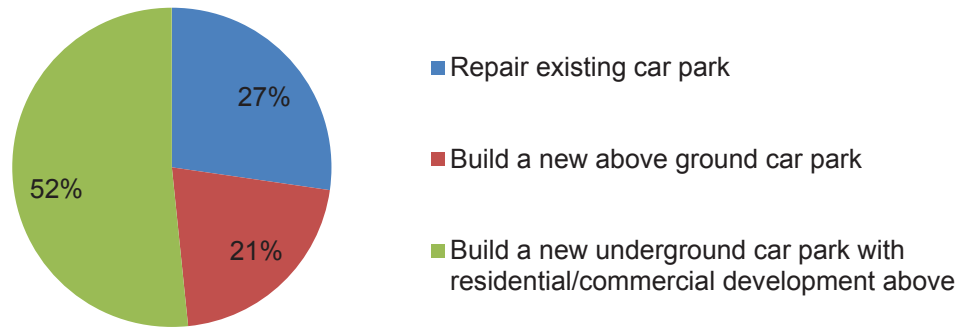


Results split by within Cambridge City vs. within & outside Cambridgeshire

Within Cambridge City

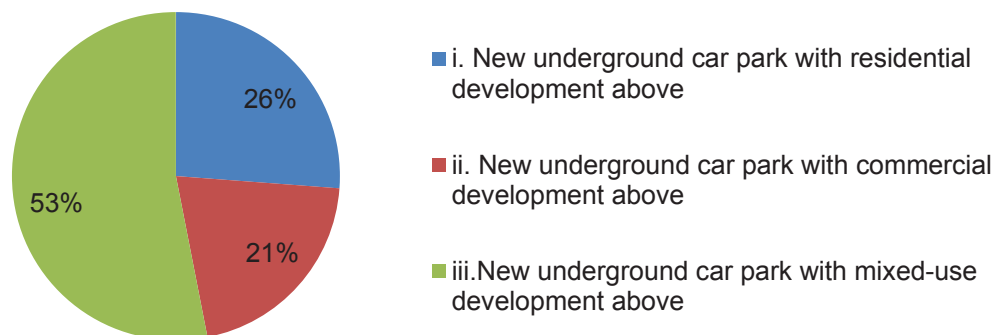
Q4. Which option for Park Street Car Park do you prefer?

Repair existing car park	75
Build a new above ground car park	58
Build a new underground car park with residential/commercial development above	142

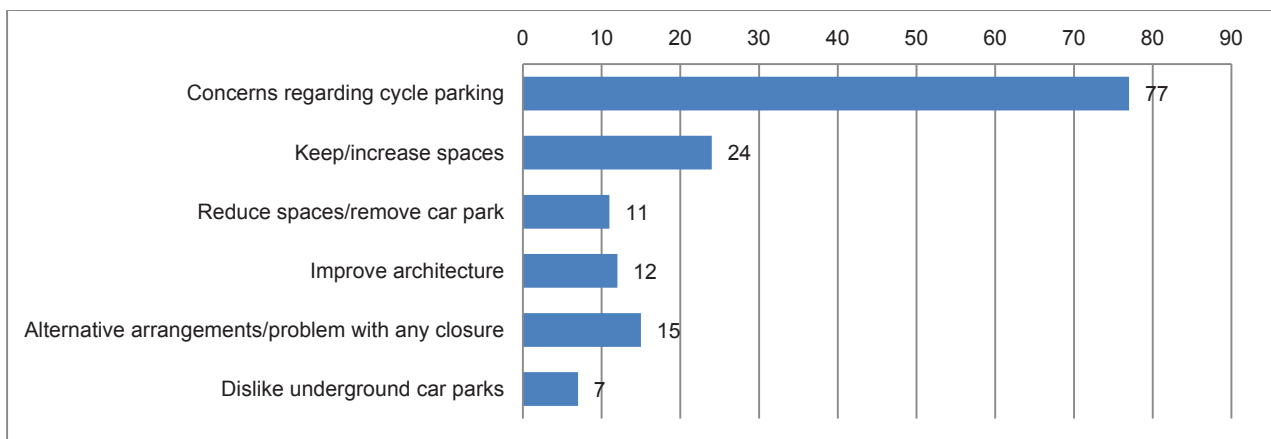


Q5. If a new underground car park is built, what would you prefer to see this combined with?

i. New underground car park with residential development above	72
ii. New underground car park with commercial development above	57
iii. New underground car park with mixed-use development above	146



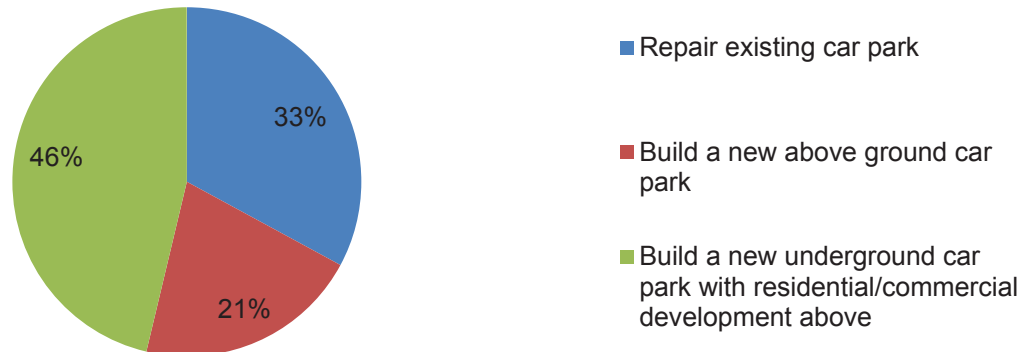
Most frequently made comments:



Within & Outside Cambridgeshire

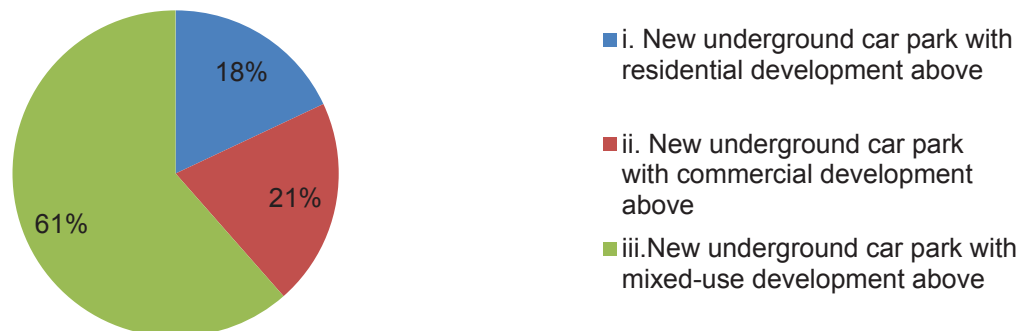
Q4. Which option for Park Street Car Park do you prefer?

Repair existing car park	106
Build a new above ground car park	67
Build a new underground car park with residential/commercial development above	149

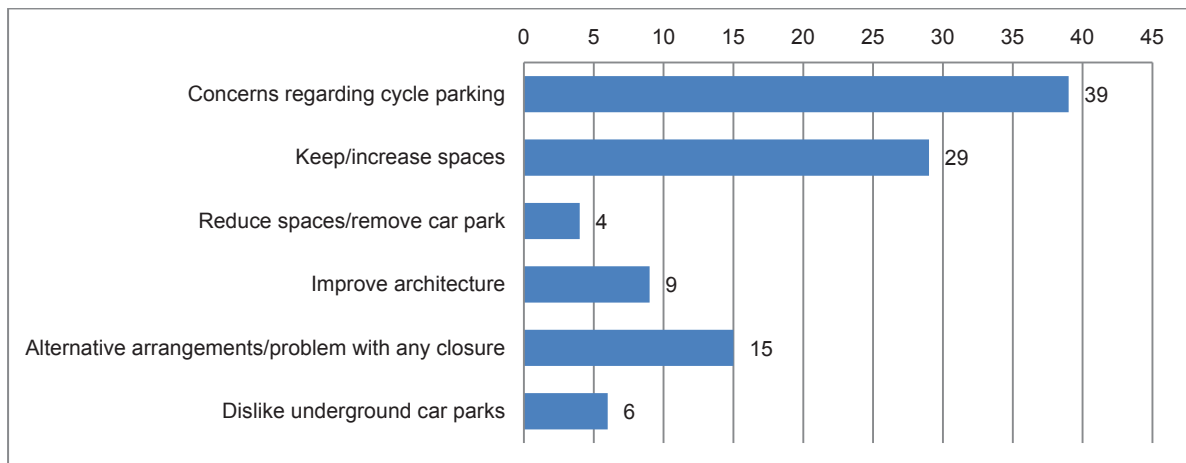


Q5. If a new underground car park is built, what would you prefer to see this combined with?

i. New underground car park with residential development above	58
ii. New underground car park with commercial development above	66
iii. New underground car park with mixed-use development above	198



Most frequently made comments:



PARK STREET CAR PARK - Business Consultation

We want to hear the views of businesses and organisations on the future of Park Street Car Park and have provided a dedicated webpage for you to answer the following questions:

1. What percentage of your customers visit Park Street Car Park?
2. Do you think that the disruption period for each option will have an economic impact on your business?
3. If yes, how much of an impact?
4. How important is it to your business that alternate parking provision is identified during the disruption period?
5. Do you feel that a reduction in the number of parking spaces in options 2 and 3 would have an impact on the trading environment for your business and/or businesses in the area?

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to answer these questions and make any additional comments you may have, please fill out online survey at www.surveymonkey.com/s/parkstreetcpbsurvey by Friday 19 September 2014.

APPENDIX C



PARK STREET CAR PARK - Business Consultation

01 - 19
September 2014

Park Street Car Park is a car and cycle parking facility that is owned and run by Cambridge City Council. Due to concerns about the structural condition of this 1960s building, the Council needs to consider the future of the site.

As part of this review, we need to think about:

- how important it is as a car/cycle park
- its location in Cambridge's historic city centre
- the disruption and other effects that major change will bring
- the costs of changes now and in the future
- the current and future environmental impact.

We are looking at three alternatives, all of which include cycle parking and public toilets.

- Option 1: repair the existing car park
- Option 2: build a new above ground multi-storey car park
- Option 3: build a new underground multi-storey car park, with residential or commercial development above


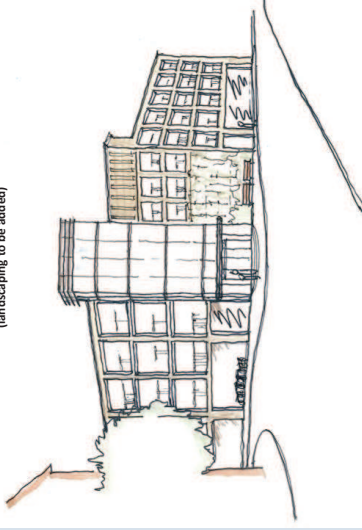
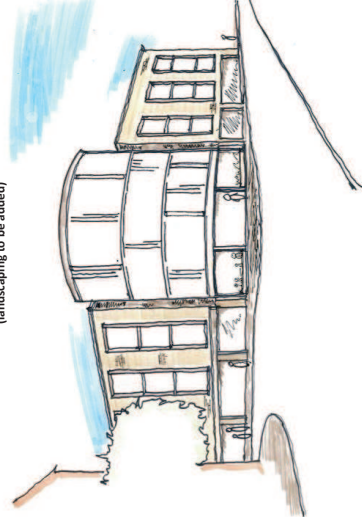
These options are compared on the inside page. More information, including links to reports presented to the Council's Environment Scrutiny Committee, is on the Council's website at www.cambridge.gov.uk/park-street-car-park-consultation. Additionally, information boards will be on display at the Customer Services Centre, Mandela House, 4 Regent Street and the Guildhall, Market Square, until Friday, 19 September 2014, and Council officers will be holding an exhibition at Park Street Car Park on Thursday 4 September (4pm-7pm) and Saturday 6 September 2014 (10am-2pm).

The location of Park Street Car Park



Park Street Car Park



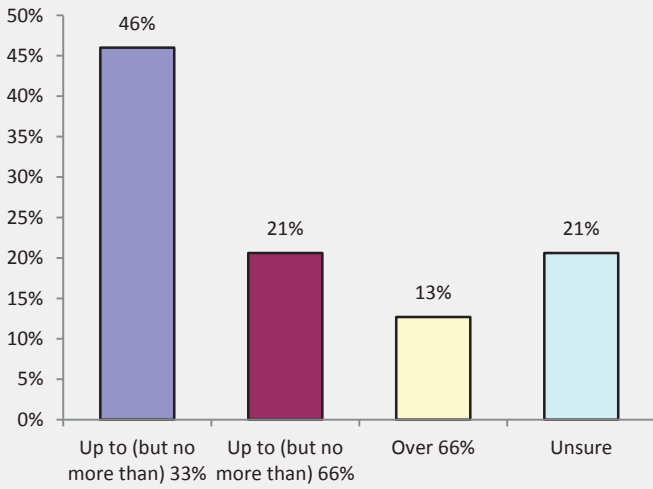
	Photograph of existing car park	Artist's impression of new above ground car park (landscaping to be added)	Artist's impression of new underground car park with development above (landscaping to be added)
			
	Option 1: Repair Existing Car Park	Option 2: Build New Above Ground Car Park	Option 3: Build New Underground Car Park with Residential/Commercial Development Above
Lifespan and maintenance requirements of building	Estimated at 10-15 years, with significant ongoing maintenance costs throughout	Estimated 60+ years, with minimal annual maintenance costs	Estimated 60+ years, with minimal annual maintenance costs
Estimated Disruption Period*	9 months	12 months	18 months
In line with modern car park standards	No (including accessibility)	Yes	Yes
Appearance of building	No visible improvement	Limited visual improvement	Potential for significant visual improvement
Number of parking spaces	390	300 - 350 (to meet modern parking standards and site constraints)	250 - 300 (depending on building design)
Cost	Significant Council investment required (approx. £4 million** for initial repair works only)	Significant Council investment required (approx. £7 million**)	Significant initial Council investment required, largely offset by sale or lease of above ground development

* the provision of alternative parking during construction work will be investigated

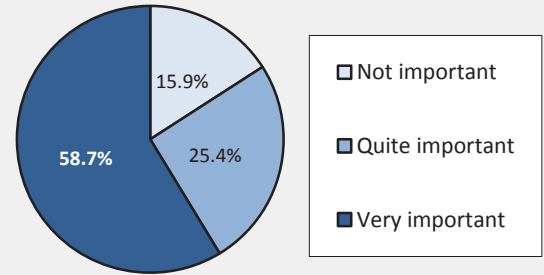
** based on previous estimates

APPENDIX D: Business Consultation Survey Results

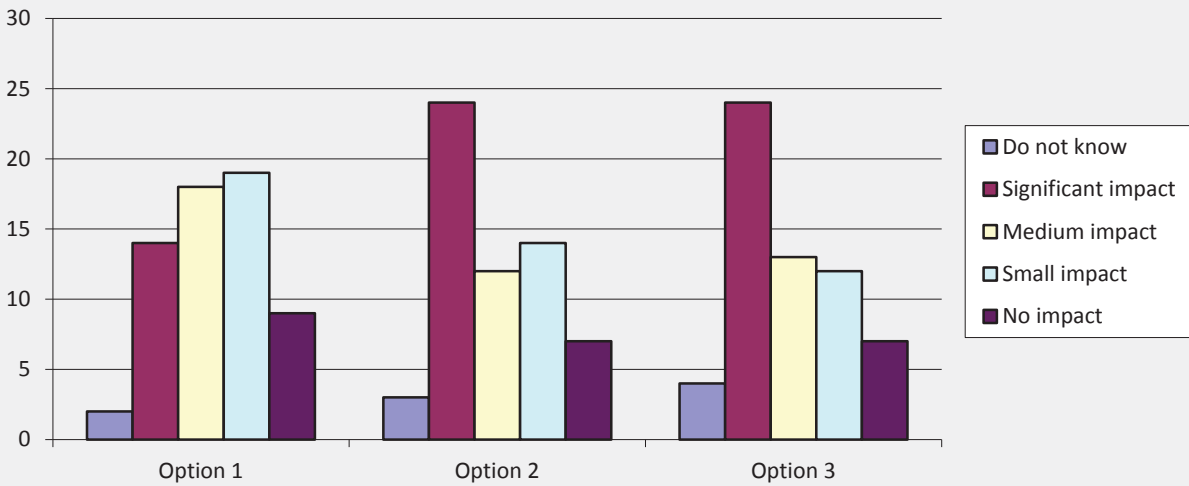
What percentage of your customers visit Park Street Car Park?



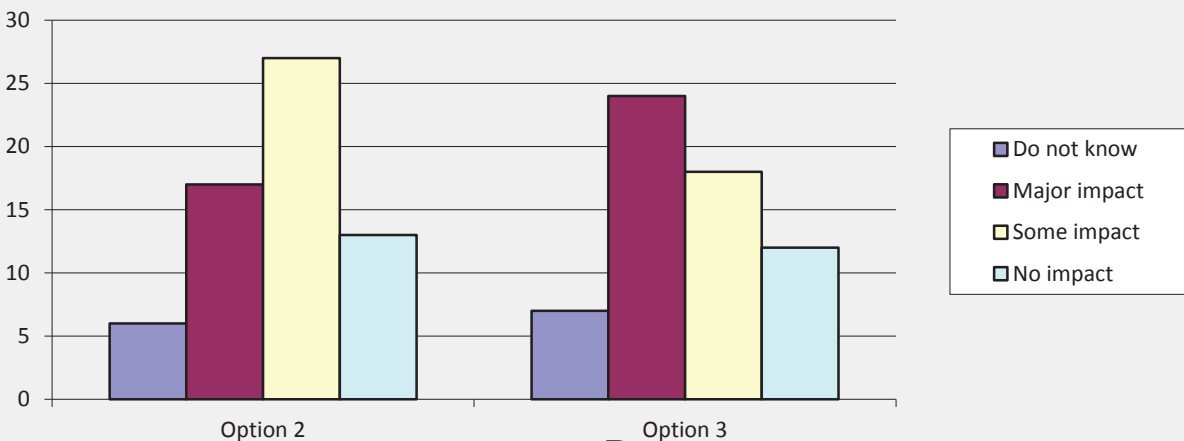
How important is it to your business that alternate parking provision is identified during the disruption period?



How much of an economic impact do you think the disruption period for each option will have on your business?



Do you feel that a reduction in the number of parking spaces in options 2 and 3 would have an impact on the trading environment for your business and/or businesses in the area?



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