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Cambridge City Council

STRATEGY AND RESOURCES SCRUTINY COMMITTEE

To: **Scrutiny Committee Members** - Councillors Pitt (Chair), Cantrill (Vice-Chair), Ashton, Benstead, Boyce, Herbert, Owers and Rosenstiel

Alternates: Councillors Bird and Stuart

Leader of the Council: Councillor Bick

Executive Councillor for Customer Services and Resources:
Councillor Smith

Despatched: Wednesday, 5 March 2014

Date: Monday, 17 March 2014

Time: 5.00 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: Glenn Burgess

Direct Dial: 01223 457013

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in an item shown on this agenda. If any member of the Committee is unsure whether or not they should declare an interest on a particular matter, they should seek advice from the Head of Legal Services before the meeting.

3 MINUTES OF THE PREVIOUS MEETINGS (*Pages 7 - 38*)

To confirm the minutes of the meetings held on 20 January 2014 and 7 February 2014.

4 PUBLIC QUESTIONS

Items for Decision by the Executive Councillor, Without Debate

These Items will already have received approval in principle from the Executive Councillor. The Executive Councillor will be asked to approve the recommendations as set out in the officer's report. There will be no debate on these items, but members of the Scrutiny Committee and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below.

Items for Debate by the Committee and then Decision by the Executive Councillor

These items will require the Executive Councillor to make a decision after hearing the views of the Scrutiny Committee.

There will be a full debate on these items, and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below

Decisions of the Executive Councillor for Customer Services and Resources
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Items for debate by the committee and then decision by the Executive Councillor for Customer Services and Resources.

5 CUSTOMER SERVICES AND RESOURCES PORTFOLIO PLAN 2014/15
(Pages 39 - 58)

**6 DISCRETIONARY HOUSING PAYMENT & WELFARE REFORM
TRANSITIONAL FUNDING UPDATE REPORT** *(Pages 59 - 62)*

7 NDR RETAIL RELIEF POLICY *(Pages 63 - 82)*

Exclusion of Press and Public

It is recommended that the committee resolves to exclude the press and public for agenda item 8 by virtue of paragraphs 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

8 DISPOSAL OF SITE K1, ORCHARD PARK

Decisions of the Leader

Items for debate by the committee and then decision by the Leader of the Council

9 STRATEGY PORTFOLIO PLAN 2014/15 *(Pages 83 - 96)*

10 SINGLE EQUALITIES SCHEME ANNUAL REPORT 2013 - 2014 *(Pages 97 - 122)*

11 CAMBRIDGE COMMUNITY SAFETY PLAN 2014-17 *(Pages 123 - 148)*

12 NEIGHBOURHOOD RESOLUTION PANEL SCHEME *(Pages 149 - 164)*

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- For questions and/or statements regarding items NOT on the published agenda, the deadline is 10 a.m. the day before the meeting.

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 20 January 2014
5.00pm - 8.45 pm

Present: Councillors Pitt (Chair), Cantrill (Vice-Chair), Ashton, Benstead, Boyce, Herbert, Owers and Rosenstiel

Leader of the Council: Councillor Bick

Executive Councillor for Customer Services & Resources: Councillor Smith

Officers Present:

Chief Executive: Antoinette Jackson

Director of Resources: David Horspool

Director of Customer and Community Services: Liz Bisset

Director of Environment: Simon Payne

Head of Legal Services: Simon Pugh

Head of Corporate Strategy: Andrew Limb

Head of Revenues and Benefits: Alison Cole

Head of Human Resources: Deborah Simpson

Strategic Procurement Advisor: Debbie Quincey

Safer Communities Section Manager: Lynda Kilkelly

Committee Manager: Glenn Burgess

Others Present:

Grahame Nix – Local Enterprise Partnership (LEP)

FOR THE INFORMATION OF THE COUNCIL

14/1/SR Apologies for absence

No apologies were received.

14/2/SR Declarations of interest

Councillor	Item	Interest
Cantrill	14/5/SR	Personal: Trustee of Winter Comfort

Boyce	14/5/SR	Personal: Works for a company that may be affected by some of the LEP work.
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14/3/SR Minutes of the previous meeting

The minutes of the meetings held on 30 September 2013 and 14 October 2013 were approved and signed as a correct record.

Re-ordering of the agenda

Under paragraph 4.2.1 of the Council Procedure Rules, the Chair used his discretion to alter the order of the agenda items. However, for ease of the reader, these minutes will follow the order of the agenda.

14/4/SR Public Questions

Mr Kevin Roberts (GMB) addressed the committee and made the following points regarding agenda item 10 – Future of Building Cleaning Services:

- i. The decision to go out to hard market testing should be delayed.
- ii. The soft market testing identified a very wide range of potential saving assumptions – from £300k up to £1.25m – which is unrealistic. Pension and TUPE requirements would also have a big impact on any potential savings.
- iii. Soft market testing is very subjective and open to different interpretations.
- iv. Large savings would have an impact on the quality of work and have possible health and safety implications.
- v. The only realistic way to save on the contract would be to reduce staffing numbers or reduce the cost of materials.

- vi. The Living Wage should be factored in from the start of the contract and not phased in. This process has been followed recently by Councils including Brent and Enfield.
- vii. Data on the quality of the work following the implementation of the Improvement Plan (as circulated to members) on the in-house service is yielding good results. The Improvement plan should be given more time before a decision to go out to hard market testing is made.
- viii. There is a high cost to hard market testing and the Improvement Plan should be given more time.
- ix. Full integration of the Building Cleaning Service is needed.

The Executive Councillor for Customer Services and Resources thanked Mr Roberts and noted his comments.

The Director of Resources responded that soft market testing was, by its very nature, an inexact science. Whilst a range of savings assumptions had been identified, it was up to Officers to interpret the information and make a recommendation to members.

Officers were very conscious of maintaining quality and health and safety standards and these issues would be dealt with through the procurement process. There was a definite need to balance price and quality.

The Executive Councillor for Customer Services and Resources confirmed that the decision to go out to soft market testing had been made over 2 years ago, before she was an Executive Councillor, and had only been moved on significantly in the last 12 months.

A staff member from the Building Cleaning Service addressed the committee and made the following points regarding agenda item 10 – Future of Building Cleaning Services:

- i. The building cleaning staff like working for the Council and are concerned about the high costs of the procurement process.

The Chief Executive responded that, at this stage, a decision was only being made on whether to go out to hard market testing. A decision was not being made on any in-house bid for the contract. This point was reiterated by the Executive Councillor for Customer Services and Resources.

14/5/SR Annual Review of the Key Partnerships in Which the Council is Involved

Matter for Decision: The report gave a feel for the direction that partnerships are moving in, their developing priorities and other associated work, notably the developing Greater Cambridge City Deal. It is part of a commitment given in the Council's "Principles of Partnership Working" that the Council's lead member provides an annual account of their work.

Decision of the Leader

The Leader resolved to:

- i. Continue to work with the partnerships (LEP and Cambridge Community Safety Partnership) and the development of the Greater Cambridge City Deal, to ensure that the strategic issues affecting Cambridge and matters of concern to Cambridge citizens are responded to. This includes maintaining the economic success of our area, whilst respecting its unique character, and continuing to address and prevent incidents of anti-social behaviour and crime.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Head of Corporate Strategy.

Mr Grahame Nix addressed the committee and made the following comments:

- i. Thanked the committee for the opportunity to attend the meeting.
- ii. Thanked the Leader of the Council for his input into the LEP.
- iii. Highlighted the important relationship between local authorities and the LEP.

- iv. 13 local authorities from a complex geographical area feed into the LEP.
- v. The LEP had consulted widely, with both partners and the general public, on its Strategic Economic Plan (SEP).
- vi. Over 300 project ideas had been formulated through the SEP consultation.
- vii. A range of Sub-Groups have also been involved in formulating ideas and these have now been grouped thematically.
- viii. A LEP Summit, attended by over 130 people, had been held to take feedback on the ideas generated.
- ix. Themes included:
 - Becoming a UK exemplar for digital technologies and developments.
 - Accelerating business growth.
 - Increasing the options for exporting businesses and ideas.
 - Responding to growth and ensuring innovation space is available to facilitate this.
 - Removing the skills barriers to ensure the continuation of growth.
 - Encouraging better transport networks.
 - Enabling the development and occupation of the Alconbury Enterprise Zone.
- x. The government has encouraged LEPs to:
 - Prioritise around no more than 5 key asks
 - Develop ambitious ideas and have a strong vision.
 - Ensure the money allocated in 2015 can be spent within that year.
- xi. A list of priority project ideas has been discussed by the LEP Board.
- xii. As part of the SEP we have bid for £389m over 5 years. Targets for the first year include:
 - £5m for digital technologies and developments.
 - £40m for transport network improvements.
 - £5 for education and skills provision.
 - £10 for commercial property provision.
 - £15m to help facilitate growth.
- xiii. Feedback on the SEP bid should be received this week, but further negotiations are expected.
- xiv. A European Structural Investment (ESI) Fund of £72m is also available to the LEP, with match funding from the government. This has been prioritised:
ERDF
 - 40% for Innovation.
 - 10% for ICT

- 20% for supporting SMEs
 - 30% for Low Carbon
- SF
- 40% for Skills
 - 40% for Employability
 - 20% for Social Inclusion

1. The LEP are in the process of finalising their ESI bid and the outcome should be announced in February.

The committee thanked Mr Nix for attending, and made the following comments:

- i. Welcomed improvements to education and training provision to better meet the needs of local businesses.
- ii. Hoped that the LEP would look favourably on some of the projects brought forward for the City.
- iii. Welcomed the work of the LEP.

In response to member's questions Mr Nix said the following:

- i. Cambridge has a very clear skill set and the LEP are keen to promote and assist with this.
- ii. The LEP have launched a new Skills Survey to better understand the complex skills and training needs of local businesses.
- iii. The Alconbury Enterprise Zone gives huge potential for extra jobs.
- iv. Some examples of project ideas include:
 - Retro-fit.
 - Northern fringe and new station area development.
- v. At the moment SEP is 'thematic' and there is not a list of detailed projects.
- vi. The bid from Cambridge for Retro-fit fits into the EU framework for this fund.
- vii. The LEP works closely with local colleges and an educational representative sits on the Skills Strategy Sub-Group.
- viii. A challenge for the colleges is the critical mass for certain skill set areas.
- ix. The Skills Survey will pick up any additional areas that the LEP need to concentrate on.

In response to member's questions the Leader said the following:

- i. The bid for a shop front for the Rainbow Savers Credit Union is a joint project idea supported by both the City Council and County Council. It will target the ESI fund under the 'promoting social inclusion and combatting poverty' criteria.
- ii. It has become apparent how different the needs of Cambridge are from the rest of the LEP area. Whilst Cambridge does have the benefit of improved growth this does bring its own challenges such as the high cost of land and homes.
- iii. With regard to the Greater Cambridge City Deal; the government is committed, in principal, to delivering proposals on Gain Share. The process of negotiating and agreeing a good City Deal for Greater Cambridge are continuing and any deal will be brought back to Council for a decision.

The committee resolved unanimously to endorse the recommendations.

The Leader approved the recommendation.

Conflicts of Interest Declared by the Leader (and any Dispensations Granted):

Not applicable.

14/6/SR Review of Use of the Regulation of Investigatory Powers Act

Matter for Decision: A Code of Practice introduced in April 2010 recommends that Councillors should review their authority's use of the Regulation of Investigatory Powers Act 2000 (RIPA) and set its general surveillance policy at least once a year. The report set out the Council's use of RIPA and the present surveillance policy.

Decision of the Leader

The Leader resolved to:

- i. Approve the general surveillance policy in Appendix 1 of the Officer's report.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Head of Legal Services.

For clarity, the Head of Legal Services proposed that recommendation 2.1 and 2.2 of the Officer's report be deleted.

The committee agreed this amendment unanimously.

The committee resolved nem con to endorse the amended recommendations.

The Leader approved the recommendation.

Conflicts of Interest Declared by the Leader (and any Dispensations Granted):

Not applicable.

14/7/SR Customer Services & Resources Portfolio Revenue and Capital Budgets 2013/14 (Revised), 2014/15 (Estimate) and 2015/16 (Forecast)

Matter for Decision: The report detailed the budget proposals which relate to this portfolio that are included in the Budget-Setting Report (BSR) 2014/15. The report also included recommendations concerning the review of charges, project appraisals and capital re-phasing for schemes in the Capital and Revenues Project Plan for this portfolio.

Decision of the Executive Councillor for Customer Services and Resources

The Executive Councillor resolved to:

Review of Charges:

- a) Approve the proposed charges for this portfolio's services and facilities, as shown in Appendix A of the Officer's report.

Capital:

- b) Approve, where relevant, project appraisals (shown in Appendix D of the Officer's report).
- c) Seek approval from the Executive to carry forward resources from 2013/14, as detailed in Appendix C of the Officer's report, to fund re-phased capital spending.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

In response to member's questions the Director of Resources said the following:

- i. Following a review of the liabilities against the Insurance Fund, an additional contribution of £120,000 was required. It was agreed that more detail would be provided to Councillor Herbert outside of the meeting.
- ii. A review of the Corporate Document Management System Project has identified £148,000 of the original capital budget as a saving. As the original funding took into account implementation and roll out of the project across the Council it was therefore very difficult to calculate an accurate costing.
- iii. A detailed review of commercial property assets is ongoing.

In response to member's questions the Executive Councillor for Customer Services and Resources said the following:

- i. Increasing the commercial property net rental income has been greatly aided by having a new long term Head of Property in post.

The committee resolved by 4 votes to 0 to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

14/8/SR Strategy Portfolio Revenue and Capital Budgets 2013/14 (Revised), 2014/15 (Estimate) and 2015/16 (Forecast)

Matter for Decision: The report detailed the budget proposals which relate to this portfolio that are included in the Budget-Setting Report (BSR) 2014/15. The report also included any recommendations concerning the review of charges, project appraisals and capital re-phasing / funding for schemes in the Capital & Revenue Projects Plan for this portfolio.

Decision of the Leader

The Leader resolved to:

Capital:

- a) Seek approval from the Executive to fund the additional spend of £3k in 2013/14 from the Climate Change Fund, as detailed in Appendix C of the Officer's report.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

In response to member's questions the Director of Resources and the Director of Environment said the following:

- ii. The capital contribution of £111,140 to the 'Keep Cambridge Moving' is a top up in order to meet the total investment of £1.5m.
- iii. Any final decision on how to spend the £1.5m would need to be brought to the Environment Scrutiny Committee and discussed in detail with the County Council. As an example however, it could pay for 350-500 additional Park and Ride spaces, or be used as a strategic intervention to address issues such as the Huntingdon Road Corridor.
- iv. £25,000 was spent on the District Heating System Pilot but unfortunately the business case has not been proved and the funding has therefore been cancelled. Lots of work was undertaken with the University to look at the financial viability but unfortunately the rate of return was lower than anticipated and it was deemed too risky to proceed. Good dialogue has been built up between the Council and the University and future joint projects are being investigated. A full report on the District Heating Scheme Pilot will be brought back to committee in due course.
- v. As a result of the creation of a shared CCTV service some surplus balance from Repairs and Renewal (R&R) has been returned. This is made up of a number of different components such as a reduction in the number of posts, and the reduction in maintenance and running of the control room and related equipment.

In response to member's questions the Leader said the following:

- ii. The aim of the 'keep Cambridge Moving' fund is to meet future transport demands and mitigate against the extra traffic coming into the City due to the improvements to the A14.
- iii. The £1.5 investment is not a contribution to the A14 improvements.
- iv. The aim of the City Council is to prioritise sustainable forms of transport.
- v. The fund would not be a grant pot for which projects could be bid against. The fund would most likely support a small number of significant projects delivered alongside the County Council.
- vi. Whilst the Council could have chosen to invest into the fund on an annual basis, the larger upfront investment was deemed the best option to address the particular issues that Cambridge faces.
- vii. The Neighbourhood Resolution Panel Co-ordinator's hours have been increased in order to deliver on the turnaround time target for the completion of the panel process and to replenish and train the pool of volunteers.

The committee resolved by 4 votes to 0 to endorse the recommendations.

The Leader approved the recommendation.

Conflicts of Interest Declared by the Leader (and any Dispensations Granted):

Not applicable.

14/9/SR Budget Setting Report February 2014

Matter for Decision:

The Budget-Setting Report (BSR) provides an overview of the review of the key assumptions. It includes the detailed revenue bids and savings and sets out the key parameters for the detailed recommendations and budget finalisation to be considered at the meeting of the Executive on 23 January 2014. The Executive will make final budget recommendations to Council, for consideration at its meeting on 21 February 2014.

Decision of the Leader

The Leader resolved to:

General Fund Revenue Budgets: [Section 4, page 37 of the BSR refers] Budget 2013/14:

- a) Approve, with any amendments, the revised budget items shown in Appendix C(a) of the BSR.
- b) Approve, with any amendments, the Non Cash-Limit budget items for 2013/14 as shown in Appendix C(b) of the BSR.
- c) Approve, with any amendments, the overall revised budget for 2013/14 for the General Fund, as shown in Section 4 [page 37 refers] and Appendix D(a) of the BSR.

Budget 2014/15:

- d) Agree any recommendations for submission to the Executive in respect of:
 - Non Cash Limit items as shown in Appendix C(b) of the BSR.

- Revenue Savings and Bids as shown in Appendix C(c), (d) & (e) of the BSR.
- Priority Policy Fund (PPF) Bids as shown in Appendix C(f) – based on the position as outlined in Section 4 [page 37 refers] of the BSR.
- Bids to be funded from External or Earmarked Funds as shown in Appendix C(g) of the BSR.

e) Note the Council Tax taxbase, as set out in Appendix B(a) of the BSR, as calculated and determined by the Director of Resources under delegated authority.

f) Recommend to Council the level of Council Tax for 2014/15 as set out in Section 3 [page 32 refers] of the BSR.

Note that the Cambridgeshire Police and Crime Panel will meet on 5 February 2014 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 13 February 2014 and Cambridgeshire County Council will meet on 18 February 2014 to consider the amounts in precepts to be issued to the City Council for the year 2014/15.

Treasury Management: [Section 6, page 58 of the BSR refers]

g) Recommend to Council to approve:

(i) the Prudential Indicators as set out in Appendix M(a) of the BSR and to confirm that the Authorised Limit for external borrowing determined for 2014/15 will be the statutory limit determined under section 3 of the Local Government Act 2003,

(ii) to delegate to the Director of Resources, within the borrowing totals for any financial year within (i) above, to effect movement between the separately agreed figures for 'borrowing' and 'other long term liabilities',

(iii) the Treasury Management Annual Borrowing and Investment Strategies set out in Appendices M(b) and M(c) of the BSR, and

(iv) the Council's Counterparty List shown in Appendix M(c), Annex 3 of the BSR.

Other Revenue:

h) Delegate to the Director of Resources authority to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).

Capital: [Section 5, page 47 of the BSR refers]**Capital & Revenue Projects Plan: [Section 5, page 51 of the BSR refers]**

- i) Approve project appraisals that have been referred by Executive Councillors:
- j) Agree any recommendations to the Executive in respect of the bids outlined in Appendix G(a) & (b) of the BSR for approval to include in the Capital Plan, or put on the Hold List, including any additional use of reserves required.
- k) Agree to carry forward resources from 2013/14, resulting from variances as detailed in Appendix G(c) of the BSR, to fund re-phased capital spending.
- l) Agree the revised Capital & Revenue Projects Plan as set out in Appendix G(d), the Hold list set out in Appendix G(e), and the Funding as set out in Appendix G(f) of the BSR for the General Fund.

Note that the Appendices do include new bids, but will be updated in subsequent versions to incorporate approved rephasing included in the above recommendations.

General Fund Reserves:

m) Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to:

- (i) support the 2013/14 budget
- (ii) support the 2014/15 and future year's budgets.

as set out in Appendix D(c) of the BSR.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

In response to member's questions the Director of Resources said the following:

- i. Whilst the New Homes Bonus (NHB) funding needs to be used flexibly, the Council has tried to avoid using it for anything not connected to growth. Officer posts that facilitate growth have obviously been funded but these are fixed term positions.
- ii. The Priority Policy Fund (PPF) is a new amount of money allocated each year, and this lump sum approach allows flexibility.
- iii. Officers are undertaking further work as part of the Repairs and Renewals (R&R) Fund Review and will be looking at issues such as key criteria and projected expenditure. External Auditors and our own Service Reviews also challenge R&R assumptions.
- iv. With regard to a Council Tax Referendum, the BSR retains the assumption from the Mid-Year Financial Review (MFR) of a 2% increase. When the threshold is announced there may be a need to revisit this and decide whether to go to a referendum – which would be tied into the next elections. As an example; a ½% difference in Council Tax would equate to a £30,000-£35,000 difference in the budget. There would also be costs associated with any rebilling and the collection of changed payments.
- v. He was as confident as he could be that the Pension Fund was adequate.
- vi. With regards to the Icelandic Bank Investments the Council has been informed that the auction is likely to take place within a week. A full update will be provided to members in due course.
- vii. An adjustment has been made to the base line budgets for the underachievement of parking income in line with analysis of historic performance and revised forecasts.

In response to member's questions the Chief Executive said the following:

- i. The Council has a very structured approach to undertaking Service Reviews. Whilst the potential for savings needs to be identified this needs to be balanced by the capacity of the Council, as it cannot look at all of its services at the same time. There needs to be a phased approach and this, in part, is determined by what areas Councillors wish Officers to look at.

- ii. By the time Service Review savings feature in the BSR Officers are confident that they can be delivered.
- iii. The Council has a good track record of delivering the savings it identifies through Service Reviews.
- iv. For budgeting reasons savings have to be 'rounded up' to the nearest £100.
- v. Whilst the Council has a number of Service Reviews underway she was confident that the balance of the Efficiency Fund was adequate for the 2014/15 work programme.

Councillor Cantrill supported this view and reiterated the Council's strong track record and structured approach to Service Reviews.

In response to member's questions the Director of Environment said the following:

- i. The Pest Control Service has been discussed at length by the Environment Scrutiny Committee and Officers believe the proposed savings are realistic. The City Council is aware that there will still be statutory obligations to fulfil and a hardship fund of £10,000 has also been put in place. Modelling has been undertaken to ensure that this £10,000 is sufficient and takes into account seasonal aspects of the service.
- ii. Officers are confident that the proposed savings identified by the review and rationalisation of the Streets and Open Spaces Service can be achieved. A number of vacant posts are currently on hold until completion of the review.
- iii. Officers are confident that the proposed saving identified by the comprehensive review of the Bereavement Services Business Model can be achieved. This has been discussed at length with the relevant Heads of Service and Work Plans have been developed. The £100,000 saving represents only 2-3% of the overall expenditure so he was confident that it is achievable.
- iv. The Public Art Professional Support Services for 'on-site' public art delivery was discussed at the Environment Scrutiny Committee. It was agreed that more detail would be provided to Councillor Owers outside of the meeting.

The committee resolved by 4 votes to 0 to endorse the recommendations.

The Leader approved the recommendation.

Conflicts of Interest Declared by the Leader (and any Dispensations Granted):

Not applicable.

14/10/SR The Future Delivery of Building Cleaning Services

Matter for Decision: Approval to carry out a procurement exercise for Building Cleaning Services.

Decision of the Executive Councillor for Customer Services and Resources

The Executive Councillor resolved to:

- i. Approve the carrying out and completion of a procurement exercise for Building Cleaning Services on the following basis:
 - A contract term of five years (with a provision to terminate at the end of year 3 if performance is inadequate) with an option to extend by up to two further years, if the contractor is performing satisfactorily and the service can be shown to continue to provide best value to the Council, giving a maximum possible contract length of 7 years
 - A three lot structure with bidders being given the opportunity to bid for one, two or three 'Lots', with a discount on the tender price if two or three 'Lots' are won by the same bidder to provide a balance between giving opportunities for SMEs to bid and achieving best value from the contract
 - A fixed price for the first two years of the term and thereafter index-linked to an appropriate index
 - A price/quality split of 40% price/60% quality
 - Incorporation in the contract of an incentive scheme to drive continuous improvement in the delivery of the service
- ii Approve giving the Director of Business Transformation authority to take delegated decisions in consultation with Executive Councillor, Chair and Opposition Spokes as required during the procurement process, including the items detailed in e) to i) of paragraph 4.1 of the Officer's report.

- iii Make an in principle decision that the contract should include a condition requiring that at least the Living Wage is to be paid to staff delivering cleaning services to the Council.
- iii Note an anticipated service start date of January 2015. Achieving this date depends on sufficient project resources being made available
- iv Request that Officers investigate the issue of bidders recognising Trade Unions and report back to the Chair and opposition Spokes on their findings.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources. An updated Appendix A (Facilities Update) was circulated and is available via:

<http://democracy.cambridge.gov.uk/documents/b7996/Building%20Cleaning%20Contract%20-%20Revised%20Appendix%20A%2020th-Jan-2014%2017.00%20Strategy%20and%20Resources%20Scrutin.pdf?T=9>

In order to reinforce the Council's commitment to its existing staff and to highlight the good work already done on the Living Wage, Councillor Cantrill proposed the following amendment to recommendation 2.3 of the Officer's report (deletions ~~struck through~~, additions in **bold**):

To make an in principle decision ~~that decision about whether or not~~ the contract should include a condition requiring that the Living Wage is to be paid to staff delivering cleaning services to the Council ~~subject to the outcome of the further work referred to in para 4.2.12 of the Officers report.~~

In response to this proposal the Head of Legal Services said the following:

- i. The risk of a successful legal challenge by imposing a Living Wage requirement is very low, and would be minimised if the Council's decision was based on best value and social value.

After further discussion, and with particular input from the Chair and Councillor Herbert, Councillor Cantrill's proposed amendment was amended further to read (additions in **bold**):

To make an in principle decision that the contract should include a condition requiring that **at least** the Living Wage is to be paid to staff delivering cleaning services to the Council.

The committee agreed this amendment unanimously.

In response to member's questions the Director of Resources said the following:

- i. As part of the procurement process a detailed exercise would be done to identify, and remove, any internal overhead charges associated with the in-house provision.
- ii. Agreed with members that the procurement process needed to be as open and transparent as possible.
- iii. The option to terminate the contract at the end of year 3 if performance is inadequate is a standard contract 'break' clause. The Council would however build in ongoing monitoring to ensure that any under performance is picked up and addressed as it arises.
- iv. It would be possible to build in a shorter formal 'break' clause but this would represent greater risk for any bidder and would be reflected in the price that they bid for the contract.
- v. Whilst the Invitation to Tender (ITT) would look at this in more detail, and could impose financial penalties for poor performance, it is a careful balance.
- vi. The price/quality split suggested in 2012 was 60% price/40% quality – and it is now recommended to be 50% price/50% quality. It is however up to the committee to amend this if they see fit.
- vii. A contractor's current wage structure would not form part of the procurement process.
- viii. TUPE would apply to those Council staff eligible to transfer and their terms and conditions would be protected.
- ix. The in-house Improvement Plan was put in place in January 2012 and was due to run up until the original procurement timetable of April 2013. The Improvement Plan looks at all aspects normally covered by a more traditional Service Review.

In response to member's questions the Head of Legal Services and the Strategic Procurement Advisor said the following:

- ii. Under certain economic, technical or organisational criteria any winning bidder would be able to amend their staffing structure.

Councillor Herbert highlighted the importance of any winning bidder recognising the Trade Unions. Officers agreed to investigate this further and report back to the Chair and opposition Spokes on their findings.

Councillor Herbert proposed, and Councillor Cantrill seconded the following amendment to the price/quality split:

40% price/60% quality (instead of 50% price/50% quality)

In response to member's questions the Director of Resources said the following:

- i. This would not be an unusual price/quality split for this type of service contract.
- ii. It would be hard to judge how this might affect the bids received.
- iii. The procurement process would not be affected by this change, but the 'weighting' at the evaluation stage would be.

The committee agreed this amendment unanimously.

The committee resolved by 4 votes to 0 to endorse the amended recommendations.

The Leader approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

14/11/SR Review of Living Wage

Matter for Decision: The report responds to the request of Full Council on 21 February 2013 to review within 12 months the payment of the minimum of the Living Wage to agency workers after 4 weeks of their engagement, and that any changes be proposed for the Pay Policy Statement 2014/15.

Decision of the Executive Councillor for Customer Services and Resources

The Executive Councillor resolved to:

- i. Accept the report and continue with the Living Wage Policy in respect of agency workers, as approved by Council in February 2013.
- ii. Request that Officers bring a report back to a future meeting exploring the options for accreditation by the Living Wage Foundation.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Head of Human Resources.

Councillor Cantrill highlighted the importance of accreditation by the Living Wage Foundation and proposed that Officers bring a report back to a future meeting exploring the options for this.

The committee agreed with this proposal.

The committee resolved unanimously to endorse the amended recommendations.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

14/12/SR Council Tax Reduction Scheme 2014/15

Matter for Decision: For each financial year, the Council is required under the Finance Act 2012 to consider whether to revise its scheme or to replace it with another scheme. The report provided details of the review of the Council's 2013-14 scheme and proposals for the continuation of the agreed current scheme rules for the financial year 2014-15.

Decision of the Executive Councillor for Customer Services and Resources

The Executive Councillor resolved to:

- ii. Agree to continue to administer the Cambridge City Council - Council Tax Reduction scheme (Persons who are not Pensioners) 2013 as approved by Council on 9 January 2013 and not to revise or replace it. For 2014/15
- iii. Agree to link allowances and premiums used in the calculation of Council Tax Reduction scheme with the same allowances and premiums used in Housing Benefit to make it easier to understand and to administer. These applicable amounts and premiums represent the needs of the individual and their family.
- iv. Agree to invoke under paragraph 48(10) of the scheme to prescribe the amounts of non-dependant deductions annually and to increase the amounts set in sub-paragraphs (1) and (2) by 2.9% in line with the published Consumer Price Index (CPI) for June 2013.
- v. Agree to retain the percentage reduction of an award (End of Calculation Deduction, see 3.3 below) as set out in paragraph 49A of the Scheme as "zero" per cent.
- vi. Agree to continue with the current position regarding discounts for empty dwellings and second homes as agreed at Council on 9th January 2013.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Head of Revenues and Benefits.

The committee made the following comments on the report:

- i. Welcomed the report and were pleased that the level of support would be maintained.

In response to member's questions the Head of Revenues and Benefits said the following:

- iii. Noted Councillor Owers comment regarding the need to be mindful that just because the number of people going into work is increasing, it doesn't necessarily mean that the average amount of reduction granted to each applicant will decrease.

The committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

Exclusion of the press and public

The Committee resolved to exclude members of the press and public from the meeting on the grounds that, if they were present, there would be disclosure to them of information defined as exempt from publication by virtue of paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

14/13/SR Irrecoverable debts for write off

Matter for Decision: Write off of irrecoverable debts.

Decision of the Executive Councillor for Customer Services and Resources

The Executive Councillor resolved to:

- vii. Write-off the debts deemed irrecoverable as shown in the exempt Appendix 'A' of the Officer's report.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Head of Revenues and Benefits.

The committee resolved by 4 votes to 0 to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

14/14/SR General Debts - Bad Debts for Write-off

Matter for Decision: Write off of bad debts.

Decision of the Executive Councillor for Customer Services and Resources

The Executive Councillor resolved to:

- viii. Write-off 2 debts totalling £7,674.61 as summarised in the exempt 'Appendix A' of the Officer's report.

Reasons for the Decision: As set out in the Officer's report

Any alternative options considered and rejected: As set out in the Officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

The committee resolved by 4 votes to 0 to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

14/15/SR Record of Urgent Decisions taken by the Executive Councillor for Customer Services and Resources

Acquisition of a property

The decision was noted.

Sale of interest in a property

The decision was noted.

The meeting ended at 8.45 pm

CHAIR

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 7 February 2014
5.00pm - 6.56 pm

Present: Councillors Pitt (Chair), Cantrill (Vice-Chair), Ashton, Benstead, Boyce, Herbert, Owers and Rosenstiel

Executive Councillors:

Leader: Councillor Bick

Deputy Leader and Executive Councillor for Housing: Councillor Smart

Executive Councillor for Customer Services and Resources: Councillor Smith

Executive Councillor for Community Wellbeing: Councillor Brown

Executive Councillor for Public Places: Councillor Reiner

Executive Councillor for Planning and Climate Change: Councillor Ward

Executive Councillor for Environmental and Waste Services: Councillor Swanson

Officers Present:

Chief Executive: Antoinette Jackson

Director of Resources: David Horspool

Director of Customer and Community Services: Liz Bisset

Director of Environment: Simon Payne

Director of Business Transformation: Ray Ward

Committee Manager: Glenn Burgess

FOR THE INFORMATION OF THE COUNCIL

14/16/SR Apologies for absence

No apologies were received.

14/17/SR Declarations of interest

Councillor	Item	Interest
Boyce	14/19/SRb	Personal: Resident of Mitcham's Corner and Member of the Friends Group.

14/18/SR Public Questions

None were received.

14/19/SR Amendments to the Budget Setting Report February 2014**14/19/Sra Executive Amendment**

The Director of Resources explained the purpose of the meeting and introduced the Executive Amendment.

The following questions were put by Members on the items in the Executive Amendment and answered (A) as listed:

- i. Clarity was sought on the likely impact on outstanding appeals when accounting for business rates moved from a cash basis to an accruals basis. A) The Director of Resources responded that over £4m was tied into outstanding appeals dating back to 2010, and noted that this was not an unusual position for a Local Authority. Officers had requested more information on the possible implications of these changes and would update members in due course.
- ii. Clarity was sought on earmarked reserves for retained business rates. A) The Director of Resources responded that it is a technical process required for moving from a cash position to accruals based one.
- iii. Further information was requested on the pension contribution and the evaluation process for the Local Centres Improvement Programme. A) The Director of Resources responded that risks are factored in when re-evaluating contributions and that it was important to take a medium term view.
- iv. Questioned whether, in light of the short timescales, the 6 year Local Centres Improvement Programme had been costed accurately, and whether alternative uses for the funds had been considered. A) The Leader responded that the detail of the Programme had already been considered and the late availability of the funds had enabled it to be progressed at short notice. Alternative options for the funds, such as adding to reserves or savings targets, had been considered. However as targets in both of these areas were already being met, the Local Centres Improvement Programme was deemed the best option.
- v. Clarity was sought on the selection process, costings, and Officer capacity for delivering the Local Centres Improvement Programme. A)

The Leader responded that, whilst the current allocation would only allow for 3 local centres to be progressed, it was hoped that additional funding could be identified in future years. The first priority centre would be Mitcham's Corner with an audit process in place to identify the additional two centres. With regard to Officer capacity it was noted that the funding would allow for additional staff support where required. In response to a further question the Director of Environment confirmed that the Environment Scrutiny Committee would have an opportunity to input into the overall programme whilst Area Committees would be consulted on the detail of individual schemes.

- vi. Further clarity was requested on the initial costings of the Local Centres Improvement Programme. A) The Director of Environment responded that the costings had been informed by other projects undertaken in the City but would be monitored and reviewed where required. It was noted that the initial £50,000 in 2014/15 would be specifically linked to urban design and project management work.
- vii. Further information was requested on the Green Deal Communities Fund. A) The Executive Councillor for Planning and Climate Change agreed to email further information to all members of the committee.
- viii. Further information was requested on Icelandic bank investments. A) The Director of Resources agreed to email further information to all members of the committee.
- ix. Further information was sought on the additional investment in the commercial property portfolio. A) The Director of Resources responded that the additional £216,000 would increase options for adding to the Council's property portfolio. He confirmed that the income assumption was that it may take up to 6 months to identify a suitable property.

14/19/SRb Labour Amendment

The Leader of the Labour Group introduced the item.

The following questions were put by Members on the items in the Labour Amendment and answered (A) as listed:

- i. Clarity was sought on which roundabouts had been identified for additional sponsorship (LS1) and if the County Council had been consulted. A) Councillor Owers responded that, whilst initial discussions with Officers had highlighted additional capacity in this area, specific locations had yet to be identified. No potential issues with the County Council had been identified by Officers.

- ii. Clarity was sought on the savings identified by returning planning from Area Committees to the central Planning Committee and if this was based on current delegations. A) Councillor Owers responded that the £3,400 represented the minimum saving pending a fuller review and was based on current delegations.
- iii. Concern was raised that by returning all planning to the central Planning Committee the valuable input of Ward Councillors may be lost.
- iv. Further information was requested on the City Centre Accessibility Review (FPPF1). A) Councillor Owers responded that Councillor Bird had been looking at this issue for a number of years and the review would look at improving access and navigation within the City Centre for the elderly, infirm and disabled. Work would be undertaken with the County Council and local businesses to address issues and the review would include a full time Officer post and a small projects budget.
- v. Clarity was sought on the proposals to increase charges at public toilets. Charges had originally been brought in to deter vandalism and increasing charges in order to make a profit would mean a change in Council policy. A) Councillor Owers responded that it would be a change in policy in order to make a small profit.
- vi. Concern was raised that a 50% increase in the charges at public toilets may have a negative impact on transgender people many of who prefer to use individual cubicle toilets. A) Councillor Owers agreed to raise this with Officers and reflect this in the Equalities Impact Assessment if required.
- vii. Questioned whether a budget of £9,000 in a single year to extend the programme of 'Community Clear-Out Days' would be enough to make a difference. A) Councillor Owers responded that this would be an initial trial to identify what impact this investment could have. If successful it could be extended for future years.
- viii. Clarity was sought on the following with regard to the Sharing Prosperity Fund (LB3):
 - What measures of success would be expected?
 - Relationship between the Sharing Prosperity Fund and the Community Development grants programme?
 - Ideas for the £500,000 initial lump sum funding?A) In response Councillor Owers confirmed the following:
 - The measures of success would be dependent on the nature of the individual schemes.

- Whilst there would be some overlap with the Community Development grants programme the criteria for the Sharing Prosperity Fund would be sharper and cover a wider remit.
 - The £500,000 lump sum would finance a longer term comprehensive anti-poverty strategy.
- ix. Concern was raised that area based criteria was being proposed for the Sharing Prosperity Fund. A) Councillor Owers responded that this was an improvement on ward based criteria.
- x. Concern was raised that the Labour Group were not proposing enough support for the Keep Cambridge Moving Fund. A) Councillor Owers responded that the Labour Group understood the potential problems that would be caused by the A14 improvements but did not deem it necessary to put a lump sum into the fund in the first year.

14/20/SR Additional Executive Amendment: City Centre Accessibility Review

Councillor Cantrill proposed the allocation of £15,000 in 2014/15 for a City Centre Accessibility Review.

The committee resolved unanimously to endorse the proposed amendment and:

- i. To authorise the Section 151 officer to make necessary changes to the Budget Setting Report 2014/15, to be considered by Council at the meeting on 27 February 2014, to reflect the impact of changes for:
 - (a) Inclusion of new item PPF [New] City Centre Accessibility Review

The meeting ended at 6.56 pm

CHAIR

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To: Executive Councillor for Customer Services and Resources: Councillor Julie Smith
Report by: Ray Ward, Director of Business Transformation
Relevant scrutiny committee: Strategy and Resources 17/3/2014
Scrutiny Committee
Wards affected: All Wards

**DRAFT CUSTOMER SERVICES AND RESOURCES PORTFOLIO PLAN
2014-15
Key Decision**

1. Executive summary

1.1 This report covers the draft Customer Services and Resources Portfolio Plan 2014-15, which sets out the strategic objectives for the portfolio for the year ahead, describes the context in which the portfolio is being delivered and details the activities required to deliver the outcomes and the vision. Performance measures and risks are also shown for each strategic objective.

2. Recommendations

2.1 The Executive Councillor is recommended:

(i) To approve the draft Customer Services and Resources Portfolio Plan 2014-15

3. Background

3.1 This is the fourth year in which Cambridge City Council has produced Portfolio Plans. The aim of the Portfolio Plans is to set out how each of the seven Portfolios will contribute to the delivery of the vision outlined in the Council's vision statement.

3.2 The draft Customer Services and Resources Portfolio Plan for 2014-15 has been developed by officers and the Executive Councillor, in parallel with the budget planning process. In comparison to previous years, the draft Customer Services and Resources Portfolio Plan for 2014-15 sets out a limited number of high-level, strategic objectives for the Portfolio, along with the broad activities required to achieve these objectives.

3.3 The services that will deliver the strategic objectives set out in the Plan are each developing more detailed Operational Plans. These will function as management tools to ensure the tasks that deliver the strategic objectives are planned and managed effectively.

4. Implications

(a) Financial Implications

The financial implications of this plan are set out in the budget for the portfolio.

(b) Staffing Implications (if not covered in Consultations Section)

Staff will be allocated personal objectives to ensure the tasks and activities to deliver the objectives are managed. Staff will be supported in the learning and development activities they need to deliver their contribution to the plan.

(c) Equal Opportunities Implications

The activities set out in this plan aim to support the Council's equality and diversity objectives. Equality impact assessments will be carried out on decisions and projects related to this plan as appropriate.

(d) Environmental Implications

The objectives contained in the plan are not expected to have a significant environmental impact.

(e) Procurement

Some of the actions involved in the Plan may involve procurement by the Council. Separate reports on the procurement elements of actions included in the Plan will be provided at an appropriate time.

(f) Consultation and communication

This is a strategic document covering a number of different objectives. There has therefore been no consultation on this plan per se, although there will be consultation on those elements of it that have a significant impact on residents at the appropriate time, in accordance with the Council's code of practice on consultation and community engagement.

(g) Community Safety

There are no significant community safety issues associated with the strategic actions set out in the Portfolio Plan.

5. Background papers

N/a

6. Appendices

Appendix A - Draft Customer Services and Resources Portfolio Plan 2014-15

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name:	Ray Ward
Author's Phone Number:	01223 – 457325
Author's Email:	Ray.ward@cambridge.gov.uk

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Cambridge City Council

**Customer Services and Resources
Portfolio Plan 2014-15**

Portfolio Holder: Councillor Julie Smith

**Lead Officer: Ray Ward, Director of Business Transformation
Email address: ray.ward@cambridge.gov.uk
Phone number: 01223 457325**

Introduction

a) Purpose of the Portfolio

The Customer Services and Resources Portfolio is responsible for the development, implementation and monitoring of the Council's plans, policies and strategies and the delivery of services in the following areas:

- **Customer Services:** delivery of front line services to the Council's customers through the Customer Service Centre, the main Guildhall reception, telephone services and the website. Land charges is also delivered as part of this portfolio.
- **Property Services:** buying and selling of land and property, management and development of land and buildings held by the Council, including the Council's office accommodation.
- **Civic Functions:** the mayoralty, civic hospitality and town twinning, appointments and nominations of Council representatives on outside organisations where these are not related to other portfolios.
- **Corporate Services:** provision of professional and central support services including human resources and training, health and safety, emergency planning, financial services including accountancy, audit and revenues and benefits services, property valuation and advice, legal and committee services, ICT, procurement and electoral services.

b) Context for the Portfolio Plan

National financial picture

The national economic situation and the Government's plans to tackle the national debt mean that local authorities have to play their part by managing a reduction in the money that they receive from government. This has meant planning for a significant reduction in the main source of government funding in the four years to 2014/15, whilst continuing to provide services that local people want and need.

Continued pressures from the national economic position suggest that prospects for future funding under the next Spending Review, i.e. from 2015-16, are unlikely to improve. Whilst this will be a significant challenge, the City Council is clear about its priorities and how it will go about achieving the necessary savings with the minimum impact on front-line services.

In addition, the whole method of local government funding changed last year; central to this being the introduction of business rate retention. This change presents new risk for the Council as well as providing new opportunities through the ability to retain a share of additional income generated through local business growth.

Local financial picture

The government's grant settlement for the City Council means that over the five years following this Plan period (from 2015/16 to 2019/20) the council will need to find savings in the region of £6.1 million. The council is reasonably fortunate in comparison with many other local authorities in that only 23% (2013/14) of our income currently comes from government grant. We have set money aside, over time, to replace our key assets and have adequate reserves to meet any unexpected costs.

Achieving efficiencies and savings

In order to help meet the requirement for net savings we have put in place a programme of service reviews that goes across all portfolios, so that we can look very closely at what we do, how we do it, what the services cost and whether we could do things differently in the future.

We will continue to undertake a systematic review of council services which have the potential to grow or generate income streams in order to identify how we can develop a more commercial approach to those services and maximise external income.

The reviews will inform a programme of change that will both improve the way that the Council provides services and the likelihood of the delivery of planned savings.

In looking to see where we might make savings we will seek to:

- protect services for vulnerable individuals and communities
- protect the basic services that keep our city looking good and working well
- make sure that we get right the things that we only have one chance to get right – such as planning new communities.

Making effective use of the Council's assets

The council has a portfolio of assets that is worth around £710 million. In 2013-2014 the council received 75% of its income (£31 million) from services that we charge for and from our commercial rents. One of the ways we can contribute towards achieving our savings targets is to look closely at how the council uses its own offices to see if we can make better use of the space, stop paying rent on extra buildings, and exploit any commercial rent opportunities.

This involves looking at how the council's staff work, for example, to find more flexible ways of working that will reduce the requirement for office space and make better use of technology. We will also be looking at the

potential to share assets with our partner organisations in order to achieve cost reductions and improve access and services for customers.

Customer Service

The Council will continue its work to deliver excellent joined-up access to services for service users. It will increase the ease of access to services by providing more choice and variety in the ways that services are accessed via the internet and its face to face and contact centre facilities.

c) The following service divisions will contribute to the achievement of this Plan's Objectives:

- Accountancy and Support Services
- Customer Services
- Human Resources
- ICT Client
- Legal Services
- Property Services
- Corporate Strategy (Civic & Democratic Services)
- Revenues and Benefits
- Director of Environment (Business & Information Services)
- Internal Audit

Vision Statements applicable to this portfolio

The Council's eight corporate vision statements were reiterated as part of the 2012 Annual Statement and provide the context for the Council's work.

All vision statements are applicable to the Customer Services and Resources portfolio. In particular:

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

Strategic Objectives 2014-2015

Vision Statement:	All Vision Statements
Strategic Objective CSR1:	To achieve a transformation in the way the Council delivers its services to improve service effectiveness to achieve planned efficiencies and savings
By March 2015 we will have:	<p>CSR1.1 Further exploited the potential of the Council's information systems to ensure that they are enabling the transformation of service delivery</p> <p>CSR 1.2 Reforming the delivery of services common to all departments to further develop a culture that is facilitative and customer focused</p> <p>CSR 1.3 Reduced bureaucracy in internal processes and procedures to improve efficiency, reduce costs and enable change and innovation</p> <p>CSR 1.4 Identified further opportunities to work in collaboration, or share services, with other public sector organisations in order to create efficiencies and improve service resilience</p> <p>CSR 1.5 Further developed and mobilised a coherent programme approach to govern and manage our transformation</p> <p>CSR 1.6 Reviewed and developed family friendly / work life balance policies that enable our transformation</p>
Lead Officer:	<p>CSR 1.1 James Nightingale, Head of ICT</p> <p>CSR 1.2 Ray Ward, Director of Business Transformation</p>

	<p>CSR 1.3 Ray Ward, Director of Business Transformation</p> <p>CSR 1.4 Ray Ward, Director of Business Transformation</p> <p>CSR 1.5 Ray Ward, Director of Business Transformation</p> <p>CSR 1.6 Deborah Simpson, Head of Human Resources</p>
<p>Performance Measures:</p>	<p>All: The delivery of the Council's net saving requirements</p> <p>CSR 1.1 - IT Strategy agreed and delivery of supporting projects underway by August 2014</p> <p>CSR 1.2 - A model for providing and charging for support services and transition plan agreed by August 2014</p> <p>CSR 1.3 - 5 key processes identified and improved with measurable positive benefits</p> <p>CSR 1.4 - Additional shared service arrangements in place</p> <p>CSR 1.5 - A functioning Transformation Programme Office in place</p> <p>CSR 1.6 - Enabled more staff to work more effectively and flexibly, and therefore more efficiently by providing appropriate support in terms of buildings, technology and working practices</p>
<p>Delivery Risks:</p>	<ul style="list-style-type: none"> • Failure to achieve savings targets within this Portfolio resulting in increased pressure on resources in future years • Resistance of staff to new ways of working • Simplified internal processes and delegations fail to maintain appropriate levels of assurance • Inadequate strategy for the identification of opportunities for collaboration / sharing services, resulting in improved service delivery or efficiencies and savings being missed • Lack of availability of willing partners for partnering and sharing services

- | | |
|--|--|
| | <ul style="list-style-type: none">• Failure to robustly challenge services to improve efficiency and achieve savings |
|--|--|

Vision Statement:	All Vision Statements
Strategic Objective CSR2:	To ensure that the Council's property assets are used to deliver the maximum effective use to the Council and to the citizens and businesses of Cambridge.
By March 2015 we will have:	<p>CSR 2.1 Maximise the commercial return of the Council's commercial property portfolio in both capital and revenue terms recognising the need to use these assets to deliver other Council initiatives</p> <p>CSR 2.2 Continue to implement our strategy for the optimum use of the Council's accommodation for the period 2014-19 that also supports our environmental and sustainability goals</p> <p>CSR 2.3 Developed, and implemented with partner organisations (in particular through the Making Assets Count initiative), a shared approach to the management of public sector owned property assets to reduce costs and maximise their use</p> <p>CSR 2.4 Completed stock condition survey of commercial estate</p>
Lead Officer:	<p>CSR 2.1 Dave Prinsep, Head of Property Services</p> <p>CSR 2.2 Ray Ward, Director of Business Transformation</p> <p>CSR 2.3 Dave Prinsep, Head of Property Services</p> <p>CSR 2.4 Bob Hadfield, Head of Estates and Facilities</p>
Performance Measures:	<p>CSR 2.1 - Total rental income on commercial properties for 2014-2015 is maintained or enhanced</p> <p>CSR 2.2 - Improved energy efficiency when compared with 2013/14</p>

	<p>CSR 2.3 - Efficient shared arrangements in place as appropriate by March 2015</p> <p>CSR 2.4 - Stock condition investment programme produced</p>
<p>Delivery Risks</p>	<ul style="list-style-type: none"> • Failure to achieve the desired balance between commercial returns and achieving the Council's objectives for the growth sites on the Southern and North-eastern fringes • Financial pressures resulting from being unable to rationalise existing council accommodation in line with targets in the Council's Accommodation Strategy

Vision Statement:	A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
Strategic Objective CSR3:	To ensure the efficient and effective delivery of Customer Services to residents, businesses and visitors
By March 2015 we will have:	<p>CSR 3.1 Improved customer access efficiency through further embedding our joined-up approach to customer service delivery; encouraging the use of low cost customer access channels by increasing accessibility and choice</p> <p>CSR 3.2 The effective planning, implementation and management of welfare reforms ensuring support is provided to the most vulnerable in the City</p> <p>CSR 3.3 Ensuring effective administration and collection of local taxes and benefits that prevents and detects fraud</p> <p>CSR 3.4 Managed the implementation of Individual Electoral Registration in a way that ensures the highest possible rates of electoral registration</p> <p>CSR 3.5 The creation of a clear approach to helping new businesses trying to set up in Cambridge, with a one-stop listing on the website and at our customer service centre enabling people to gain information on the many different services for business</p>
Lead Officer:	<p>CSR 3.1/3.5 Jonathan James, Head of Customer Service CSR 3.2/3.3 Alison Cole, Head of Revenues and Benefits CSR 3.4 Gary Clift, Democratic Services Manager</p>

<p>Performance Measures:</p>	<p>CSR 3.1 More information request and “one and done” transactional enquiries can be performed by customers via our website</p> <p>CSR 3.1 Volumes of self-service activity increase year on year</p> <p>CSR 3.1 More enquiries via our customer service centre and contact centre are resolved at the first point of contact</p> <p>CSR 3.2 Audit of the policies and processes results in a significant assurance rating</p> <p>CSR 3.3 A reduction in time taken to process benefit claim and an improvement in accuracy levels</p> <p>CSR 3.3 An improvement in local taxation collection levels and the removal of discounts from those not entitled to them</p> <p>CSR 3.4 Electoral Registration rates maintained</p> <p>CSR 3.5 New arrangements in place by April 2014</p>
<p><u>Delivery Risks</u></p>	<ul style="list-style-type: none"> • Limits in the ability of our technology to support our aspirations • Reluctance or inability of customers to self-serve • Lack of capacity to undertake the necessary service process integration activity • Challenges in registering Cambridge’s highly mobile and transient electorate under the new legislation • Additional resource is not forthcoming from central Government to facilitate improvement of current electoral registration rates • Delays in the implementation of Welfare Reforms by Central Government

Background Information:

Vision Statements

Our vision

The Council has a clear vision for the future of our city, a vision which we share with Cambridge citizens and with partner organisations.

Cambridge – where people matter

A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing

A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all

Cambridge – a good place to live, learn and work

A city which recognises and meets needs for housing of all kinds - close to jobs and neighbourhood facilities

A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban spaces and well- designed buildings

A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

A city where getting around is primarily by public transport, bike and on foot

Cambridge – caring for the planet

A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution

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To: Executive Councillor for Customer Services and Resources
Report by: Alison Cole, Head of Revenues and Benefits
Relevant scrutiny committee: Strategy and Resources
17 March 2014
Wards affected: All Wards

Discretionary Housing Payment & Welfare Reform Transitional Funding Update Report

1. Executive summary

1.1 This report provides an update on the use of Discretionary Housing Payment (DHP), current DHP funding and new additional funding to help with the housing needs of those affected by housing benefit reforms.

2. Recommendations

The Executive Councillor is recommended to:

- acknowledge the impact of the welfare reforms and the support given to tenants affected by the changes;
- approve the carry forward to 2014/15 of the unspent additional contribution (see 3.12);
- approve the transfer of additional contribution allocation for 2014/15 to the DHP budget from the DCLG homeless prevention fund (see 3.13).

3. Background

3.1 Officers were asked to provide an update on the spending of the Discretionary Housing Payment fund during 2013/14.

3.2 As at 13th February 2014, £162,805 has been spent and a further £18,466 committed to be spent to the end of the financial year. Total spend for 2013/14 is currently estimated at £181,271.

3.3 The Government contribution is £182,340 for 2013/14 and £182,516 for £2014/15.

Transitional Funding

3.4 The Department for Work and Pensions (DWP) informed the council via housing benefit Circular S/5 2013 that additional funding was to be made to ease the transition of Housing Benefit changes.

3.5 For Cambridge, the additional funding was £21,667 and is being used to increase the visiting capacity for DHP claimants. Most of these additional visits have been to those who have disabilities.

Award Details

3.6 Claims for DHPs have been monitored to identify trends. Over 70% of the amount of DHP has been spent on spare room subsidy removal and about 35% of awards were due to disability.

3.7 Awards are limited to a financial year. Best practice is for awards to be reviewed to ensure that there have not been changes in circumstances. Officers will review awards that end on 31 March 2014 either by telephone, visit or completion of a short form during March 2014.

3.8 As at 13 February there have been 509 awards of DHP, of which;

- 5 affected by benefit cap total of awards £1,236
- 394 affected by spare room deduction, total of awards £132,634
- 84 affected by Local Housing Allowance total of awards £36,737
- 26 other reasons total of awards £10,664

3.9 The DWP has instructed authorities to record and report on the broad or main outcomes expected from an award of DHP and these are shown below as at 13 February 2014.

- 19 awards were to move to alternative accommodation
- 142 were made to help with rent until able to move to alternative accommodation
- 36 awards to help until able to get employment
- 176 made to help with rent due to person having a disability
- 136 other reasons

3.10 Regular meetings with City Homes, Housing Advice and other support agencies have taken place over the last year and will continue to ensure that providers are aware of the existence of DHP's and the funding available.

Additional contribution to funding

- 3.11 To help provide further support for DHP in addition to the government contribution, the Housing Advice Service, via its Homelessness Prevention Grant (Department for Communities and Local Government funding), transferred funds towards the DHP's overall cash limit to help prevent homelessness via DHP payments.
- 3.12 This additional contribution to DHP funding that is currently unspent is £137,920 and approval is sought to carry forward the unspent allocation to 2014/15.
- 3.13 Additionally, a further sum of approximately £41,000 has been earmarked as the 2014/15 contribution from the DCLG homeless prevention fund and approval is sought to transfer this amount to the DHP budget.

Exemption from spare room subsidy changes

- 3.14 An exemption from the removal of the spare room subsidy was identified early in 2014, which meant that 15 tenants who were previously affected by this reform have had their restriction on housing benefit lifted from 1 April 2013 to 2 March 2014.
- 3.15 Legislation is now in place to restore the original policy intention from 3 March 2014.
- 3.16 Where a DHP has been paid, an overpayment of DHP has been calculated and we will endeavour to recover this from any future DHP awards. A total of £896 in DHP has been overpaid for the 3 claimants who are affected by this and who have been awarded DHP. The other 12 claimants affected by the exemption were not in receipt of DHP.

4. Implications

Financial Implications

- 4.1 With new requests for DHP still coming in, albeit at reduced numbers than earlier in the year, expectation is that spending on DHP will marginally exceed the Government Contribution figure of £182,340.

4.2 DWP Circular S1/2014 issued in January 2014 gave details of the government contribution and overall expenditure limit for 2014/15. The government contribution for Cambridge City is £185,516 and the overall limit is £456,290.

Equal Opportunities Implications

4.3 The Equality Impact Assessment (EqIA) will be reviewed after the end of the financial year.

Environmental Implications

4.4 There are no environmental implications from this proposal.

Procurement

4.5 There are no additional procurement implications from this proposal.

Consultation and communication

4.6 No consultation required.

Community Safety

4.7 There are no additional implications from this proposal.

5. Background papers

None

6. Appendices

None

7. Inspection of papers

If you have queries on the report please contact:

Author's Name: **Alison Cole**
Author's Phone Number: 01223 457701
Author's Email: alison.cole@cambridge.gov.uk



To: Executive Councillor for Customer Services and Resources
Report by: Alison Cole, Head of Revenues and Benefits
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee
Wards affected: All Wards

ADOPTING A RETAIL RELIEF POLICY FOR NON DOMESTIC RATES

1. Executive summary

1.1 The purpose of this report is to recommend the adoption of a policy to award “Retail Relief” in accordance with the Discretionary Rate Relief powers as contained within Section 47 of the Local Government Finance Act 1988 (as amended) for the years 2014-15 and 2015-16. The policy is attached as Appendix A.

2. Recommendations

The Executive Councillor is recommended to:

- adopt the Retail Relief policy (appendix A) for qualifying businesses in occupation of retail premises which have a rateable value of £50,000 or less, for the financial years 1 April 2014 to 31 March 2015 and 1 April 2015 to 31 March 2016 only
- delegate authority to the Head of Revenues and Benefits to award the “Retail Relief” where a ratepayer demonstrates their entitlement.

3. Background

3.1 The Government announced in the Autumn Statement that it will provide a relief of up to £1000 to all occupied retail premises with a rateable value of £50,000 or less in each of the years 2014/15 and 2015/16. In late January, the Government issued guidance to support local authorities in administering the “Retail Relief” which is attached as Appendix B.

- 3.2 The “Retail Relief” awarded by the Council will be fully reimbursed by the Government if made in accordance with the Government Guidance. The Policy proposed in Appendix A reflects fully the Government’s guidance.
- 3.3 This relief must be awarded by the Council in accordance with the Discretionary Rate relief powers as contained within the Local Government Finance Act 1988 (as amended).
- 3.4 State Aid (De Minimis Regulations) will apply when granting this and any other relief and ratepayers may be required to complete a declaration to confirm that they would not exceed state aid limits (currently 200,000 euros) through the granting of this relief.
- 3.5 Some preliminary work has been carried out to identify properties and approximately 800-850 ratepayers are likely to qualify.

Recommendations for adopting the policy

- 3.6 The retail sector is changing, particularly due to internet shopping, and many High streets are experiencing challenges as they look to adapt to changing consumer preferences in how people shop. The Government wishes to support town centres in their response by providing particular support to retailers.
- 3.7 The relief to be awarded for the 2014/2015 and 2015/16 financial years only.

4. Implications

Financial Implications

- 4.1 In awarding the “retail relief” in accordance with the Guidance the Council will be fully reimbursed through the NNDR claim process. This will be done by a grant under section 31 of the Local Government Act 2003.
- 4.2 The relief must be applied after entitlement to any other relief has been applied (eg Small Business Rate Relief) therefore in some cases an amount less than the maximum £1,000 will be granted to reduce the amount payable to zero.
- 4.3 The total value of Retail Relief awarded in Cambridge would be approximately £800,000 - £850,000.

Equal Opportunities Implications

4.4 This Policy reflects the Governments intentions to award up to £1000 of discretionary relief to assist retail traders for the 2014/15 and 2015/16 years.

Environmental Implications

4.5 There are no environmental implications from this proposal.

Procurement

4.6 There are no additional procurement implications from this proposal.

Consultation and communication

4.7 No consultation required.

Community Safety

4.8 There are no additional implications from this proposal.

5. Background papers

None

6. Appendices

None

7. Inspection of papers

If you have queries on the report please contact:

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Appendix A



NATIONAL NON-DOMESTIC RATE RELIEF:

CRITERIA FOR THE GRANTING OF DISCRETIONARY RELIEF BY CAMBRIDGE CITY COUNCIL TO RETAIL PROPERTIES

Under section 47 of the Local Government Finance Act 1988 the Cambridge City Council will use its powers to grant rate relief to properties in the following circumstances.

- **The property is occupied;**
- **The property has a rateable value of £50,000 or less;**
- **The property is being wholly or mainly used as a shop, restaurant, café or drinking establishment; and**
- **The relief is in respect of the 2014/15 and 2015/16 financial years only.**

N.B.

The property must be wholly or mainly used as a retail property i.e. more than half of the premises must actually be used for these purposes.

An emphasis will be placed on the actual use of the property rather than full reliance on the description of individual properties in the local rating list.

Overleaf are examples of properties that are considered eligible and those that are not. This list is not exhaustive.

Eligible

It is considered shops, restaurants, cafes and drinking establishments to mean premises that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, opticians, stationers, off licence, chemists, newsagents, hardware stores, charity, supermarkets etc.)
- Post offices, Markets, Petrol Stations, Garden Centres, Second hand car lots.
- Show & display rooms (such as: furnishing, double glazing, garage doors, kitchen / bathroom, carpet, cars & caravans etc.)
- Art Galleries (where art is for sale / hire)

Or properties providing the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc.)
- Shoe repairs/ key cutting, Dry cleaners, Launderettes.
- Travel agents, Ticket offices e.g. for theatre.
- PC/ TV/ domestic appliance repair, DVD/ video rentals, Photo processing
- Funeral directors
- Tool hire, Car hire.

Or properties being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants, Takeaways, Sandwich shops, Coffee shops, Pubs, Bars

The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses.

However, it is intended to be a guide as to the types of uses that Council and Government considers for this purpose to be retail.

Not Eligible

In accordance with the Government's guidance on awarding "Retail" Rate Relief, the Council considers the following not to be "retail premises" and will not be eligible for relief under the scheme:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office
- Hereditaments that are not reasonably accessible to visiting members of the public

February 2014



Department for
Communities and
Local Government

Business Rates

Retail Relief – Guidance

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If you have any enquiries regarding this document/publication, email contactus@communities.gov.uk or write to us at:

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Business Rates Retail Relief – Guidance

About this guidance

1. This guidance is intended to support local authorities in administering the “Retail Relief” announced in the Autumn Statement on 5 December 2013. This Guidance applies to England only.
2. This guidance sets out the detailed criteria which central Government will use to determine funding relief for retail properties. The Guidance does not replace existing legislation on retail properties or any other relief.
3. Enquiries on this measure should be addressed to:
ndr@communities.gsi.gov.uk

Introduction

4. The retail sector is changing, particularly due to internet shopping, and many high streets are experiencing challenges as they look to adapt to changing consumer preferences in how people shop. The Government wishes to support town centres in their response by providing particular support to retailers.
5. The Government announced in the Autumn Statement on 5 December 2013 that it will provide a relief of up to £1,000 to all occupied retail properties with a rateable value of £50,000 or less in each of the years 2014-15 and 2015-16.
6. This document provides guidance to authorities about the operation and delivery of the policy. Government anticipates that local authorities will include details of the relief to be provided to eligible ratepayers for 2014-15 in their bills for the beginning of that year.

Section 1:

Retail Relief

How will the relief be provided?

7. As this is a measure for 2014-15 and 2015-16 only, the Government is not changing the legislation around the reliefs available to properties. Instead the Government will, in line with the eligibility criteria set out in this guidance, reimburse local authorities that use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47. Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to grant relief to qualifying ratepayers.
8. Central government will reimburse billing authorities and those major precepting authorities within the rates retention system for the actual cost to them under the rates retention scheme of the relief that falls within the definitions in this guidance. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in their National Non Domestic Rate Return 1 (NNDR1) for 2014-15 and 2015-16. Central government will provide payments of the local authorities' share to authorities over the course of the relevant years.

Which properties will benefit from relief?

9. Properties that will benefit from the relief will be occupied hereditaments with a rateable value of £50,000 or less, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.
10. We consider shops, restaurants, cafes and drinking establishments to mean:
 - i. **Hereditaments that are being used for the sale of goods to visiting members of the public:**
 - Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc)
 - Charity shops
 - Opticians
 - Post offices
 - Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
 - Car/ caravan show rooms
 - Second hand car lots

- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire

iii. Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

11. To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.
12. The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses. However, it is intended to be a guide for authorities as to the types of uses that government considers for this purpose to be retail. Authorities should determine for themselves whether particular properties not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above should not be eligible for the relief.
13. As the grant of the relief is discretionary, authorities may choose not to grant the relief if they consider that appropriate, for example where granting the relief would

go against the authority's wider objectives for the local area. We would encourage councillors to be consulted on the final scheme that the local authority adopts, so there is a clear line of accountability in case of a dispute on the final local scheme that is adopted.

14. The list below sets out the types of uses that government does not consider to be retail use for the purpose of this relief. Again, it is for local authorities to determine for themselves whether particular properties are broadly similar in nature to those below and, if so, to consider them not eligible for the relief under their local scheme.

i. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office

ii. Hereditaments that are not reasonably accessible to visiting members of the public

How much relief will be available?

15. The total amount of government-funded relief available for each property for each of the years under this scheme is £1,000. The amount does not vary with rateable value and there is no taper. There is no relief available under this scheme for properties with a rateable value of more than £50,000. Of course, councils may use their discretionary powers to offer further discounts outside this scheme (and under local rate retention, 50 per cent of the cost would be locally funded and 50 per cent funded by central government).

16. The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a particular hereditament in the financial year:

$$\text{Amount of relief to be granted} = \text{£}1000 \times \frac{A}{B}$$

Where:

A is the number of days in the financial year that the hereditament is eligible for relief; and

B is the number of days in the financial year

17. The relief will be applied against the net bill after all other reliefs.

18. Where the net rate liability for the day after all other reliefs but before retail relief is less than the retail relief, the maximum amount of this relief will be no more than the value of the net rate liability. This should be calculated ignoring any prior year adjustments in liabilities which fall to be liable on the day.
19. Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid de minimis limits.

State Aid

20. State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However Retail Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹.
21. The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). Local authorities should familiarise themselves with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)²) and the requirement to convert the aid into Euros³.
22. To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation). Section 3 of this guidance contains a sample De Minimis declaration which local authorities may wish to use. Where local authorities have further questions about De Minimis or other aspects of State Aid law, they should seek advice from their legal department in the first instance⁴.

Splits, mergers, and changes to existing hereditaments

23. The relief should be applied on a day to day basis using the formula set out above. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.

¹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF>

² The 'New SME Definition user guide and model declaration' provides further guidance: http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf

³ http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/infoeuro_en.cfm

⁴ Detailed State Aid guidance can also be found at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15277/National_State_Aid_Law_Requirements.pdf

How will the relief work in Enterprise Zones?

24. Where a property is eligible for Enterprise Zone relief, that relief should be granted and this will be funded under the rates retention scheme by a deduction from the central share. If a property in an Enterprise Zone is not eligible for Enterprise Zone relief, or that relief has ended, Retail Relief may be granted in the normal way, and this would be reimbursed by grant under section 31 of the Local Government Act 2003. Local authorities should not claim funding for retail relief on properties which would otherwise qualify for Enterprise Zone government funded relief.

Section 2 – Calculation examples for 2014-15

Example 1 – An occupied shoe shop with a rateable value of £40,000

Rateable Value = £40,000

Rates due (excluding any reliefs) = £40,000 x 0.482 = £19,280

Minus 12 months retail relief = £19,280 - £1,000 = £18,280

Rates due (including retail relief) = **£18,280**

Example 2 – A shoe shop with a rateable value of £40,000 that is unoccupied between 1 April 2014 and 30 September 2014 and is then occupied until 31 March 2015.

Rateable Value = £40,000

Rates due (excluding any reliefs) = £40,000 x 0.482 = £19,280

Minus 3 months (no empty rates payable) = £40,000 x 0.482 x $\frac{91}{365}$ = £4,806.79

Minus 6 months retail relief (01/10/14-31/03/15) = £1,000 x $\frac{182}{365}$ = £498.63

Total due for year = **£13,974.58**

Example 3 – An occupied shoe shop with a rateable value of £10,000 that is in receipt of small business rate relief of £1,554 per year.

Rateable Value = £10,000

Rates due (excluding any reliefs) = £10,000 x 0.471 = £4,710

Minus small business rate relief of 33% = £4,710 - £1,554 = £3,156

Minus 12 months retail relief = £3,156 - £1,000 = £2,156

Rates due (including all reliefs) = **£2,156**

Example 4 – An occupied charity shop with a rateable value of £10,000 that is in receipt of mandatory charitable rate relief

Rateable Value = £10,000

Rates due (excluding any reliefs) = £10,000 x 0.471 = £4,710

Minus charitable rate relief of 80% = £4,710 - £3,768 = £942

Minus 12 months retail relief = £942 - £942 (max relief allowable) = £0

Rates due (including all reliefs) = £0

Example 5 – A shoe shop with a rateable value of £30,000 that has occupied premises previously used as a jewellers shop that was empty for more than 12 months immediately prior to occupation.

Rateable Value = £30,000

Rates due (excluding any reliefs) = £30,000 x 0.482 = £14,460

Minus reoccupation relief of 50% = £14,460 - £7,230 = £7,230

Minus 12 months retail relief = £7,230 - £1,000 = £6,230

Rates due (including all reliefs) = **£6,230**

Section 3 – State Aid

Sample paragraphs that could be included in letters to ratepayers for 2014-15 about Retail Relief

The Government announced in the Autumn Statement on 5 December 2013 that it will provide a relief of up to £1000 to all occupied retail properties with a rateable value of £50,000 or less in each of the years 2014-15 and 2015-16. Your current rates bill includes this Retail Relief for 2014-15.

Awards such as Retail Relief are required to comply with the EU law on State Aid⁵. In this case, this involves returning the attached declaration to this authority if you have received any other De Minimis State Aid, including any other Retail Relief you are being granted for premises other than the one to which this bill and letter relates, and confirming that the award of Retail Relief does not exceed the €200,000 an undertaking⁶ can receive under the De Minimis Regulations EC 1407/2013.

Please complete the declaration and return it to the address above. In terms of declaring previous De Minimis aid, we are only interested in public support which is De Minimis aid (State Aid received under other exemptions or public support which is not State Aid does not need to be declared).

If you have not received any other De Minimis State Aid, including any other Retail Relief you are being granted for premises other than the one to which this bill and letter relates, you do not need to complete or return the declaration.

If you wish to refuse to receive the Retail Relief granted in relation to the premises to which this bill and letter relates, please complete the attached form and return it to the address above. You do not need to complete the declaration. This may be particularly relevant to those premises that are part of a large retail chain, where the cumulative total of Retail Relief received could exceed €200,000.

Under the European Commission rules, you must retain this letter for 3 years from the date on this letter and produce it on any request by the UK public authorities or the European Commission. (You may need to keep this letter longer than 3 years for other purposes). Furthermore, information on this aid must be supplied to any other public authority or agency asking for information on 'De Minimis' aid for the next three years.

⁵ Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

⁶ An undertaking is an entity which is engaged in economic activity. This means that it puts goods or services on a given market. The important thing is what the entity does, not its status. Thus a charity or not for profit company can be undertakings if they are involved in economic activities. A single undertaking will normally encompass the business group rather than a single company within a group. Article 2.2 of the de minimis Regulations (Commission Regulation EC/ 1407/2013) defines the meaning of 'single undertaking'.

'DE MINIMIS' DECLARATION

Dear []

BUSINESS RATES ACCOUNT NUMBER: _____

The value of the business rates retail relief to be provided to [name of undertaking] by [name of local authority] is £ [] (Euros []).

This award shall comply with the EU law on State Aid on the basis that, including this award, [name of undertaking] shall not receive more than €200,000 in total of De Minimis aid within the current financial year or the previous two financial years). The De Minimis Regulations 1407/2013(as published in the Official Journal of the European Union L352 24.12.2013) can be downloaded at <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF>.

Please list all previously received De Minimis aid below, including the total amount of this and any other Retail Relief you are being granted.

Amount of De Minimis aid	Date of aid	Organisation providing aid	Nature of aid
€	1 April 2014 – 31 March 2015	Local authorities (for the Retail Relief total you do not need to specify the names of individual authorities)	Retail Relief

I confirm that:

- 1) I am authorised to sign on behalf of _____[name of undertaking]; and
- 2) _____[name of undertaking] shall not exceed its De Minimis threshold by accepting this Retail Relief.

SIGNATURE:

NAME:

POSITION:

BUSINESS:

ADDRESS:

DATE:

REFUSAL OF RETAIL RELIEF FORM

Name and address of premises	Business rates account number	Amount of Retail Relief

I confirm that I wish to refuse Retail Relief in relation to the above premises.

I confirm that I am authorised to sign on behalf of _____ [name of undertaking].

SIGNATURE:

NAME:

POSITION:

BUSINESS:

ADDRESS:

DATE:



To: Leader and Executive Councillor for Strategy:
Councillor Tim Bick

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny Strategy and Resources 17/3/2014
committee: Scrutiny Committee

Wards affected: All Wards

DRAFT STRATEGY PORTFOLIO PLAN 2014-15

Key Decision

1. Executive summary

1.1 This report covers the draft Strategy Portfolio Plan 2014-15, which sets out the strategic objectives for the portfolio for the year ahead, describes the context in which the portfolio is being delivered and details the activities required to deliver the outcomes and the vision. Performance measures and risks are also shown for each strategic objective.

2. Recommendations

2.1 The Executive Councillor is recommended:

(i) To approve the draft Strategy Portfolio Plan 2014-15

3. Background

3.1 This is the fourth year in which Cambridge City Council has produced Portfolio Plans. The aim of the Portfolio Plans is to set out how each of the seven Portfolios will contribute to the delivery of the vision outlined in the Council's vision statement.

3.2 The draft Strategy Portfolio Plan for 2014-15 has been developed by officers and the Executive Councillor, in parallel with the budget planning process. In comparison to previous years, the draft Strategy Portfolio Plan for 2014-15 sets out a limited number of high-level, strategic objectives for the Portfolio, along with the broad activities required to achieve these objectives.

3.3 The services that will deliver the strategic objectives set out in the Plan are each developing more detailed Operational Plans. These will function as management tools to ensure the tasks that deliver the strategic objectives are planned and managed effectively.

4. Implications

(a) Financial Implications

The financial implications of this plan are set out in the budget for the portfolio.

(b) Staffing Implications (if not covered in Consultations Section)

Staff will be allocated personal objectives to ensure the tasks and activities to deliver the objectives are managed. Staff will be supported in the learning and development activities they need to deliver their contribution to the plan.

(c) Equal Opportunities Implications

The activities set out in this plan aim to support the Council's equality and diversity objectives. Equality impact assessments will be carried out on decisions and projects related to this plan as appropriate.

(d) Environmental Implications

The objectives contained in the plan are not expected to have a significant environmental impact.

(e) Procurement

Some of the actions involved in the Plan may involve procurement by the Council. Separate reports on the procurement elements of actions included in the Plan will be provided at an appropriate time.

(f) Consultation and communication

This is a strategic document covering a number of different objectives. There has therefore been no consultation on this plan per se, although there will be consultation on those elements of it that have a significant impact on residents at the appropriate time, in accordance with the Council's code of practice on consultation and community engagement.

(g) Community Safety

The Plan contains strategic actions and objectives that will have a positive impact on community safety through tackling crime and Anti-Social Behaviour. Objective 3 and the associated actions (S1.1 to S1.4) focus on 'Implementing the recommendations from our review of street-based anti-Social behaviour and pursuing other aspects of our preventative contribution to community safety'.

5. Background papers

N/a

6. Appendices

Appendix A - Draft Strategy Portfolio Plan 2014-15

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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Cambridge City Council

Strategy Portfolio Plan 2014-15

Portfolio Holder: Councillor Tim Bick

**Lead Officer: Andrew Limb
Email address: Andrew.limb@cambridge.gov.uk
Phone number: 01223 457004**

Introduction

a) Purpose of the portfolio

The Leader is responsible for the development, implementation and monitoring of many of the Council's plans, policies, strategies and projects that shape delivery of the Council's Vision Statements. He is responsible for facilitating a corporate approach across Executive portfolios and for enabling Executive Councillors to work together to achieve effective and integrated decision making in the interests of the city and its residents.

The Leader is also the member champion for equalities and diversity.

The leader's role is complemented at officer level by the role of the Chief Executive who has responsibility for providing leadership for managers and staff in the organisation and ensuring the council works effectively to deliver those decisions. The Director for Customer & Community Services is the senior officer responsible for the Community Safety agenda.

The full set of ongoing operational objectives covered by this portfolio include:

- Working with partners to reduce crime and anti-social behaviour
- Working in partnership to promote economic growth and development
- Ensuring the City Council is transparent and accountable in all that it does
- Engaging residents in the decision making of the City Council
- Promoting equalities and diversity within the City Council and wider community
- Influencing and interpreting wider strategic policy developments
- Leading and co-ordinating the City Council's business planning processes
- Delivering major projects and corporate change

Government Policy

Particularly relevant to this portfolio is the negotiation between partners in the Greater Cambridge area and Government for a City Deal. If negotiations are concluded successfully, we will work over the next year to implement the consequent strategic governance and investment actions that will drive genuine benefits in terms of sustainable economic growth.

Financial Context – delivering savings and efficiency

Portfolio holders and managers have carefully reviewed services to find the further savings that the Council needs to make to live within its resource envelope in the remaining years of the comprehensive spending review. The Council is exploring ways to further close the potential gap between income and expenditure through sharing services, potentially, with other local authorities or organisations, and through generating additional income from our services.

Going forward, the Leader and Executive Councillors will be using three guiding principles to help them make decisions about prioritising services and finding savings across the Council to meet the savings requirements set out in the Council's Medium Term Strategy:

- Protect services for vulnerable individuals and communities
- Protect basic services that keep our city looking good and working well
- Make sure we get things right where we only have one chance to do so – particularly in terms of planning for new communities

The Chief Executive and the Strategic Leadership Team will continue to work with the Leader, Executive Councillors and Heads of Service to ensure the savings requirements are delivered within these principles and to achieve the overall vision of the Council.

Organisational and Cultural Change

Over recent years, senior managers across the Council have been implementing service reviews and restructures to deliver savings and improve “one council” ways of working. The Council is managing a programme of organisational development and cultural change which will support and embed those efficiencies and new ways of working further, to ensure the Council is fit to deliver its vision within the resources available.

The following service divisions will contribute to the achievement of this Plan’s Objectives:

- Corporate Strategy (Corporate Marketing & Communications, Strategy & Partnerships, Corporate Projects)
- Community Safety

Vision Statements applicable to this portfolio

The Leader promotes, and works to deliver, coherence and effectiveness in policies and projects across all Council services and portfolios to deliver the vision and annual statement. The strategy portfolio is particularly concerned with the following vision statements in 2013/14:

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all
- A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

Strategic Objectives 2014-2015

Vision Statement 1:	All vision statements
Strategic Objective S1:	Delivering on the council's overall financial strategy, ensuring its key positive contribution to the quality of life and social inclusion is secure for the future.
By March 2015 we will have:	<p>S1.1 – Identified alternative models for delivering a range of services more efficiently.</p> <p>S1.2 – Moved towards implementation of sharing specific services with partners in the local public sector.</p> <p>S1.3 –Decided on, and started implementation of, the long term accommodation strategy and any associated savings.</p>
Lead Officer:	Antoinette Jackson
Performance Measures:	Contribution to the Council's savings targets achieved
Delivery Risks	<p>S1.1 – 1.3 - Whether we have (or can acquire) the skills, capacity & capability to successfully implement all the initiatives</p> <p>S1.2 – Business case for sharing services & partner agencies' agreement to share services</p> <p>S1.2 – Willingness of partners to agree business cases</p>

Vision Statement 2:	A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery
Strategic Objective 2:	Working in partnership to promote sustainable economic growth & development
By March 2015 we will have:	Completing the Greater Cambridge city deal, addressing the stress created by growth in transport and housing through £1bn+ investment in infrastructure, governed by a new combined authority
	S2.1 Established a City Deal Board to govern the investments in infrastructure facilitated by a City Deal between local partners and central Government (subject to Government and local partners agreeing a City Deal).
	S2.2 Engaged with the Local Enterprise Partnership to secure funding for projects that benefit the economy and communities of Greater Cambridge.
Lead Officer:	Antoinette Jackson
Performance Measures:	S2.1 - Scale of Government powers and funding transferred into the city region through City Deal. S 2.2 – Whether the Local Enterprise Partnership Board supports initiatives which will support the growth of the Greater Cambridge economy
Delivery Risks	S 2.1 - Willingness of partners to agree to satisfactory governance arrangements; Willingness of Government to agree satisfactory devolution of powers and funding S2.2 - Complexity of partnership arrangements and willingness of partners to engage and agree shared priorities

Vision Statement 3:	A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.
Strategic Objective 3:	Implementing the recommendations from our review of street-based anti-Social behaviour and pursuing other aspects of our preventative contribution to community safety
By March 2015 we will have:	<p>S 3.1 Worked with our partners developing and delivering an action plan based on the 7 recommendations from the research into street based anti-social behaviour that will enhance support and establish better co-ordination between agencies</p> <p>S3.2 Developed a communications programme for the public giving information on street based anti-social behaviour, reporting mechanisms and available actions.</p> <p>S3.3 Improved our understanding of the impact of mental health, alcohol and drug misuse on Anti-social behaviour by working with the Local Health Partnership and other partners so that we can deliver a service that better supports customers, provides sustainable solutions and identifies clear care pathways.</p> <p>S 3.4 Continued to give victims a say in the solutions to anti-social behaviour and low level crime by increasing the number of referrals to the Neighbourhood Resolution Panels from the City Council Anti-social Behaviour (ASB) and Housing Teams and our partner agencies</p> <p>S 3.5 Secured ongoing resources for the Community Safety Partnership to enable continued strong inter-agency sponsorship of projects supporting the city's priorities at a local level</p>

	S3.6 Enhanced the county wide work on domestic abuse through local awareness raising and improved training of frontline staff within the City Council
Lead Officer:	Alan Carter Head of Strategic Housing
Performance Measures:	<p>S3.1 Progress on the recommendations</p> <p>S3.2 12 events attended and 12 publicity features/Feedback from the public</p> <p>S3.3 Feedback from victims and perpetrators</p> <p>S3.4 Number of referrals increased from 9 to 20</p> <p>S3.5 Spend plan in place and progressing projects delivering on Community Safety Partnership priorities</p> <p>S3.6 3 Awareness campaigns completed. 40 frontline staff trained</p>
Delivery Risks:	Complexity of partnership models

Background Information: Cambridge City Council's Vision Statements

Our vision

The Council has a clear vision for the future of our city, a vision which we share with Cambridge citizens and with partner organisations.

Cambridge – where people matter

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all

Cambridge – a good place to live, learn and work

- A city which recognises and meets needs for housing of all kinds – close to jobs and neighbourhood facilities
- A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well- designed buildings
- A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery
- A city where getting around is primarily by public transport, bike and on foot

Cambridge – caring for the planet

- A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution

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To: The Leader and Executive Councillor for Strategy:
Councillor Tim Bick

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny committee: Strategy & Resources
17/3/2014
Scrutiny
Committee

Wards affected: All Wards

ANNUAL REVIEW OF THE COUNCIL'S SINGLE EQUALITY SCHEME (2012-2015)

Key Decision

1. Executive summary

1.1 Cambridge City Council published a new three-year Single Equality Scheme in January 2012, which sets out six objectives for the Council's work to advance equality and diversity. An annual review of the Scheme is attached at Appendix A, which: reports on progress against actions for the second year of the scheme (2013/14); highlights some additional achievements during the year; and proposes a number of actions for the third year of the scheme (2014/15)

2. Recommendations

2.1 The Executive Councillor is recommended to:

- i) Note the progress and achievements during the second year of the City Council's Single Equality Scheme.
- ii) Approve the actions for the third year of the City Council's Single Equality Scheme (as set out in Appendix A).
- iii) Approve the proposed amendment of the Terms of Reference for the Equalities Panel to reflect the role of the panel in reviewing and quality assuring Equality Impacts Assessments.

3. Background

3.1 Following the passing of the Equality Act 2010, the Public Sector Equality Duty was implemented in April 2011. The Duty requires local authorities and other bodies exercising public functions to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between those who share a protected characteristic and those who do not.
- Foster good relations between those who share a relevant protected characteristic and those who do not.

3.2 The Equality Act 2010 also requires specific public bodies, including Cambridge City Council, to:

- Prepare and publish one or more objectives to meet any of the aims of the equality duty at least every four years.
- Publish information annually to demonstrate how it meets the Equality Duty.

3.3 Cambridge City Council has a strong track record of challenging discrimination and promoting equal opportunities in all aspects of its work. To help sustain this level of commitment and to ensure that it complies with the current requirements of the Equality Duty, Cambridge City Council published a new three-year Single Equality Scheme in January 2012. The Scheme, and the strategic plan incorporated within it, do not attempt to capture everything the City Council does to advance equalities and diversity, but it sets out:

- Six objectives for the Council's work in relation to equalities and diversity between 2012/13 and 2014/15;
- Some priority areas for action during these three years; and
- Some more specific actions that were carried out during the first year of the Scheme (2012/13).

3.4 The City Council has carried out an annual review of progress against the Scheme (see Appendix A for the full report). This review:

- Reports on progress against the actions identified for the second year of the Scheme (2013-2014);
- Highlights some additional achievements during the year that were not originally captured in the scheme, but which have contributed to progress towards our equalities objectives; and
- Identifies actions for the third year of the Single Equality Scheme (2014/15) that will further help us achieve these objectives.

3.5 During 2013, the Council's Internal Audit service carried out an audit of the Council's Equality Impact Assessment (EqIA) process. The final report from this audit gave the process 'significant assurance' overall, but it identified several actions to improve the process. One of the recommendations from this audit was that the Terms of Reference for the Equalities Panel should be updated to reflect the role of the Panel in quality assuring a selection of EqIAs. As the Panel is a working group of the Strategy and Resources Scrutiny Committee, any changes to the Terms of reference need to be approved by the Executive Councillor at a meeting of the Scrutiny Committee. It is recommended that the Terms of Reference should be amended to include the following:

- To review and quality assure a selection of Equality Impact Assessments (EqIAs) of the Council's projects, policies and plans

4. Implications

(a) Financial Implications

The Strategy and Partnerships Team has a small budget to support equalities projects and publications, and a further budget to finance interpreting and corporate translation services to support fair and equal access to and delivery of services. Other services support corporate and service based equalities initiatives through provision of staff resources and occasionally funds for specific projects. We also work extensively with partner organisations to maximise the impact of our resources.

(b) Staffing Implications (if not covered in Consultations Section)

Responsibility for promoting equality and diversity has been mainstreamed across the Council and a range of staff in different services will be involved in delivering the actions identified for the third year of the Single Equality Scheme. The City Council's Joint Equalities Group will play a role in monitoring the delivery of the Single Equality Scheme. The Group is made up of staff from across the City Council who are able to input time to supporting the mainstreaming of equalities. These are not specific posts within services but are roles that have been adopted by staff where departments have been able to absorb additional duties.

(c) Equal Opportunities Implications

The Single Equality Scheme 2012-15 provides the framework for the City Council's work to challenge discrimination and promote equal opportunity in all aspects of its work.

(d) **Environmental Implications**

The Single Equality Scheme has minimal environmental implications, so it has been given an environmental impact rating of 'Nil'.

(e) **Procurement**

The actions for the third year of the Single Equalities scheme will primarily be delivered by Council officers, with support from partner agencies in some instances, and will therefore not require any significant procurement of goods or services.

(f) **Consultation and communication**

Significant public consultation was carried out prior to the publication of the Single Equality Scheme in January 2012. The consultation period lasted for 13 weeks between October 2011 and January 2012. The consultation was promoted on our website and through Cambridge Matters, officers wrote to a wide range of relevant voluntary and community groups to publicise the consultation, and a meeting of the Diversity Forum was held to discuss the document with relevant local organisations. The results of this consultation informed the six objectives identified in the scheme and the broad areas of action that were required to deliver these objectives.

Members of the Equalities Panel have been consulted on contents of the Annual Review of the scheme, including the actions identified for 2014/15. The full report on the Annual Review of the Scheme will be published on the Equalities pages of the City Council's website.

(g) **Community Safety**

The actions that have been carried out during 2013/14 to help deliver Objective 4 in the scheme have contributed to improving community safety by helping to ensure that people from different backgrounds living in the city continue to get on well together. It is anticipated that actions identified for this objective in 2014/15 will help promote community safety in a similar way.

5. Background papers

These background papers were used in the preparation of this report:

- Cambridge City Council Single Equality Scheme 2012-15. This report can be accessed on the council's Equalities web pages at www.cambridge.gov.uk/equality.

6. Appendices

- Appendix A – Cambridge City Council Single Equality Scheme: Year Three Review and Action Plan.

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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Cambridge City Council

**Single Equality Scheme
2012 – 2015**

**Year Two Review
March 2014**

Appendix A





Introduction

The Council carries out a wide range of work that helps challenge discrimination, advance equality of opportunity and promote good relations between different communities. Cambridge City Council's Single Equality Scheme sets out our objectives in relation to equalities and diversity for 2012-2015.

This review does not seek to capture everything we do in relation to equality and diversity. Instead it:

- Highlights some of our key achievements during the year which have contributed to progress towards our equalities objectives.
- Reports on progress against the specific actions we identified for the second year of our Single Equality Scheme (2013/14)
- Sets out some actions for the third year of the Single Equality Scheme (2014-15) that will further help us achieve these objectives.

What have we achieved during 2013-14?

Some of the Council's key achievements in relation to equality and diversity in 2013/14 have included:

- **Mainstreaming equality and diversity within Council services –**
Over a period of time we have sought to mainstream equality and diversity in everything that we do. During the course of 2013/14 we have taken a number of steps to ensure that equality and diversity remains embedded in the work of all services:
 - We have increased the membership of the internal Joint Equality Group (JEG) to ensure that all services are actively engaged in discussions on equality issues.
 - We have also delivered a range of training to ensure that staff are aware of their responsibilities. A total of 77 staff attended five separate training sessions on carrying out effective Equality Impacts Assessments (EqIA). An audit carried out by the Council's Internal Audit service following this training programme gave the Council's EQIAs process 'significant assurance'.
 - We have also refreshed the diversity training provided as part of the staff induction, made available three e-learning modules on Equality & Diversity, and included a focus on bullying and harassment in the Managers Skills programme for all managers.





- We have published a Quick Procurement Guide which looks at how to deal effectively with equality issues in procurement projects. By doing this, we can work to ensure that the suppliers and contractors that work for us don't operate in a way which conflicts with our legal responsibilities and do provide services/supplies that meet the diverse needs of the people that use our services.

- **Engaging communities in the development and delivery of Council services**
- We have actively promoted the Council's Diversity Forum to groups representing different protected characteristics and taken issues raised in the Forum to the Equalities Panel for consideration.

In June 2013, the Forum focused on issues facing older people, while in November it focused on partnership work in relation to hate crime. We also asked local people to suggest innovative public service ideas for submission to the Bloomberg Foundation's "Big Idea" competition in December 2014, with the project selected as the Cambridge entry focusing creating opportunities for disabled and non-disabled residents to take part in inclusive sporting activities.

- **Delivering celebratory activities and events** – We have worked with a range of local partners, including community groups to support and organise events to celebrate the different communities that live in Cambridge. A range of events were held over the course to mark or celebrate:

- Black History Month
- Cambridgeshire Celebrates Age
- Disability History Month
- Holocaust Memorial Day
- International Day for Older People
- International Women's Day
- Lesbian Gay Bisexual and Transgender (LGBT) History Month
- Refugee Week

- **Providing an inclusive programme of arts and sports events** – including:

- The Big Weekend, which provides opportunities for a wide variety of groups to showcase their activities, including the Asian community through the Asian Mela, young people through performance slots (even on the main stage) and stalls for local voluntary groups.
- Other free events during the summer, including Bonfire Night, The Big Weekend and outdoor parks concerts, which are open to all residents regardless of income and had a record attendance.
- A senior citizens programme which included tea dances in the Guildhall and a trip for 700 senior citizens to Great Yarmouth and received excellent feedback from participants





- An Asian Family Community Sports event, which offered a range of community sports tournaments and activities including a netball, football, cricket, badminton and table tennis.
- **Delivering a comprehensive activities programme for children and young people** – including neighbourhood events and activities, a summer programme including the Urban Sports Festival and a range of activities focused upon groups of young people with particular needs; for example, a group of young girls who were showing signs of risky behaviour and a group of young people who were participating in anti-social behaviour.
- **Providing grant funding to voluntary and community groups for equality and diversity activities** – The Council has maintained grant funding to community groups. Between April 2013 and February 2014 the Council awarded a total of £861,690 to 151 groups through its Community Development Grants.

The priorities for the Community Development Grants programme include specific provision for activities which support BAME groups, people with disabilities, LGBT groups, women lacking opportunities to live safe and fulfilling lives, and activities which promote community cohesion. The Council funds many local groups carrying out equality and diversity activities as a result.

- **Monitoring the impact of the Welfare Reforms** - The City Council is part of the Cambridgeshire Welfare Reform Strategy Group, whose remit includes monitoring the impact of welfare reform across the County. The Council also formed a working group of senior officers to look at the impact of the changes on Cambridge residents. The group developed strategies and policies, including a discretionary housing payment policy, to ensure that the most vulnerable were identified and protected where possible.

In April 2013, the City Council developed a new local Council Tax Support Scheme to replace the national council tax benefit. This scheme was designed to ensure that those people who are the least well-off continue to pay the lowest amount of council tax.

- **Supporting the two Credit Unions in Cambridge** – to help residents on low incomes, often single parents, who can be vulnerable to loan sharks and ‘pay day’ lenders. We have done this by:
 - Hosting the Credit Unions in our Customer Service Centre.
 - Working with Cambridge Volunteer Centre to help the Credit Unions to recruit more volunteers.
 - Giving Rainbow Savers Credit Union a £20k ‘rolling grant’ so they can administer small emergency loans to those in real need.
 - Promoting the Credit Unions through City Council publications such as Cambridge Matters, Open Door and Neighbourhood Newsletters.





- **Increasing our understanding of the needs of our communities** – During 2013/14 we have carried out a range of research projects which will increase our understanding of the needs of particular equality groups in the City. We will use the findings of this research to inform the development of Council services, policies and plans.

For example: we are working with Encompass to carry out research into the needs of Lesbian, Gay, Bisexual and Transgender residents; we have sought the views of disabled residents on arts provision in the Cambridge; we have involved tenants in the development of our Tenant Satisfaction Survey; and we have analysed and disseminated information from the 2011 Census.

- **Improving digital access to Council services** – Following the development of the Council's new website in 2012/13, we have worked to update and improve the content of the website. We aim to ensure that all content meets recognised accessibility standards and have provided the Readspeak link on every webpage so that text can be read out loud to customers who may have difficult reading, including those with visual impairments or whose first language is not English.

We have also sought to address the challenges faced by some residents in accessing on-line services through the 'Get Online' pilot project which provides support for tenants and leaseholders on low incomes, through loan of computers, social broadband tariffs, and signposting to computer training providers within the City.

- **Increasing the accessibility of our buildings and facilities for residents and customers** – including through:
 - installing upgraded hearing enhancement systems in the Corn Exchange and the large and small Guildhalls to ensure visitors with hearing difficulties get the best possible experience in our venues.
 - ordering new staging for the Guildhall Stage and a wheelchair lift to ensure the stage is accessible to wheelchair users.
 - installing new software at the Council's Box Office that will enable customers to print tickets at home, which will benefit those who have difficulty getting to the box office.

What progress have we made against the actions identified for Year Two of the Single Equality Scheme?

In our Single Equality Scheme, we identified a number of actions for completion during 2013/14 that would help the Council make progress towards achieving its six equalities objectives. Details of all the actions and the progress we have made in delivering them are set out in the tables below:



Objective 1 - To continue to work to improve access to and take up of Council services.

In the second year of the plan (2013/14) we aimed to:	In the second year:
<p>Use members of the Joint Equalities Group (JEG) to promote the use of Equality Impact Assessments (EqIAs) and to advise officers in their own service area on how to complete them. The group will also undertake quality assurance on a selection of completed assessments throughout the year.</p>	<p>Members of the JEG have championed the use of EqIAs within their service areas. The JEG has provided advice, challenge and quality assurance to officers producing a number of EqIAs, including assessments on:</p> <ul style="list-style-type: none"> • Accessibility of polling stations for local elections • Discharge of statutory homelessness duties • Discretionary Housing Benefit • Housing-related support provided for older people through the Independent Living Service • The restructure of the Community Development service.
<p>Work with partners in the voluntary sector to consult residents with mental health issues on any barriers they experience in accessing Council services and how they could be addressed.</p>	<p>Meetings have been held with local voluntary sector groups that support people with mental health issues (the Richmond Fellowship and Lifecraft) and a questionnaire has been developed in consultation with them.</p> <p>The consultation has been delayed due to vacancies in the Corporate Strategy service, but will be progressed during 2014.</p>
<p>Provide training for elected Members on mental health issues.</p>	<p>A Members' Briefing session on Mental Health Awareness is scheduled for 9 April 2014. The session will cover: an overview of common mental health issues and how to recognise them; how we can best support someone in mental distress; how to address any issues in a meetings setting; and what support is available in the local community.</p>
<p>Use our Equalities Panel to offer additional challenge to managers introducing changes to services or policies and to provide quality assurance to</p>	<p>The Equalities Panel provided challenge to managers in relation to a number of proposed service changes, policies and EqIAs, including:</p> <ul style="list-style-type: none"> • the impact on local residents and communities



In the second year of the plan (2013/14) we aimed to:	In the second year:
<p>help ensure that equality impact assessments are consistently good across the organisation.</p>	<p>of the wider welfare reforms, including changes to the Local Housing Allowance and Housing Benefit, and the steps the Council is taking in response.</p> <ul style="list-style-type: none"> • the equality impacts of the new Cambridge Local Plan. • the Together for Families project, a partnership initiative which is working with families in Cambridge which engage regularly with statutory services. • hate crime issues, including Cambridgeshire Police’s new hate crime strategy.
<p>Monitor the implementation of our Customer Access Strategy, reporting back to our Equalities Panel, so that people with protected characteristics equally benefit from improvements.</p>	<p>We prepared a new Customer Access Strategy and action plan in 2012/13 to help improve the experience of all our diverse customers. During 2013/14 we monitored the impact of the strategy and action plan, and during 2014/15 we will develop a new Customer Access Strategy, which will be linked to our ICT strategy.</p> <p>Our customer service centre handled over 225,000 telephone calls, 45,000 face-to-face enquiries and 30,000 email transactions. In 2013, we retained the Gold Standard award, which is awarded by the Customer Contact Association and is given only to centres of excellence and high performance.</p>
<p>Implement changes and improvements to the parking service in response to the findings of a customer survey, including improvements to accessibility.</p>	<p>We carried out a mystery shopping exercise in June 2012 and the resulting report made a number of recommendations in relation to accessibility. In response we have:</p> <ul style="list-style-type: none"> • Developed a new database which allows a customer to book a piece of mobility equipment at either Shopmobility site with a single phone call. • Displayed signs outside both Shopmobility offices showing when the offices are open and provided information on the website and on the answer-phone message if a customer rings out of hours. • Refurbished the lift in the lower levels of the



In the second year of the plan (2013/14) we aimed to:	In the second year:
	<p>Grand Arcade car park, making it cleaner and more pleasant to use.</p> <ul style="list-style-type: none"> • Replaced the sign for Park Street car park on Jesus Lane with a much larger and clearer sign.
<p>Work with internal editors and publishers to ensure that content on the Council's new website continues to be fully accessible.</p>	<p>As part of the development of the Council's new website in 2012/13, the website was tested by the Shaw Trust, a national disability charity, to ensure that it is accessible to a range of customers.</p> <p>During 2013/14, the Corporate Marketing team has worked with officers across the Council to update and improve the content of the website. We aim to ensure that all our websites meet the AA standard of the Web Content Accessibility Guidelines (WCAG 2.0).</p> <p>The Readspeaker link is provided on every webpage so that text can be read out loud to customers who have difficult reading, including those with visual impairments or whose first language is not English.</p>
<p>Monitor the implementation and impact of the Council's Local Council Tax Support Scheme to ensure that it helps to protect vulnerable groups of people in the way intended.</p>	<p>The City Council is part of the Cambridgeshire Welfare Reform Strategy Group, whose remit includes monitoring the impact of welfare reform across the County. Partners across Cambridgeshire monitor the impact of the benefit changes on an on-going basis, so that we can ensure our respective service provision continues to meet the needs of the people of Cambridgeshire.</p> <p>Additionally, the Council formed an officer working group for welfare reform, comprising of senior officers from departments across the Council. This group looked at the impact of the changes and developed strategies and policies, including a discretionary housing payment policy, to ensure that the most vulnerable were identified and protected where possible. Support was given from various services across the council for applications to other benefits and to consider options to help manage the changes and impact</p>



In the second year of the plan (2013/14) we aimed to:	In the second year:
	<p>upon those affected. This group continues to meet to discuss the future of welfare support to the vulnerable.</p> <p>In April 2013, the City Council developed a new local Council Tax Support Scheme to replace the national council tax benefit. This scheme was designed to ensure that those people who are the least well-off continue to pay the lowest amount of council tax.</p>

Objective 2: To develop an improved level of understanding of Cambridge’s communities and their needs through research, data gathering and equality mapping.

In the second year of the plan (2013/14) we aimed to:	In the second year:
<p>Analyse new 2011 Census information as it becomes available, use it to inform the development of key policies, plans and services, and revise our workforce targets.</p>	<p>The Equalities Panel received a report on changes in Cambridge’s BAME communities revealed by the 2011 Census in June 2013, and we circulated a briefing on the key changes revealed by the 2011 Census to managers across the Council.</p> <p>We have also created and promoted a ‘Cambridge Facts and Figures’ page on the Council’s intranet to provide managers with access to Census information and other useful statistics. This has helped officers develop evidence-based EqlAs, policies, plans and service changes.</p> <p>During 2013/14, we reviewed our workforce targets for the proportion of the workforce who are from a BAME community or have a disability to take account of the changes in the population of Cambridge highlighted by the 2011 Census data.</p>
<p>Identify the most appropriate data available to inform future ‘Mapping Poverty’ reports</p>	<p>The 2013/14 Mapping Poverty Report will be based primarily on data held by the Council, but there are opportunities to use new sources of</p>






In the second year of the plan (2013/14) we aimed to:	In the second year:
prepared by the Council and its partners.	<p>ONS data to carry out analysis of poverty by ethnicity, which was not previously possible.</p> <p>The Mapping Poverty Report will be completed by March 2014 and will make use of the Cambridgeshire Atlas to present the information in a more interactive form.</p>
Use the Cambridge Local Health Partnership to consider the implications of the Joint Needs Assessment and other public health outcome research and to provide oversight for mental health services in Cambridge over the next year.	<p>The Local Health Partnership has developed a number of evidence based programmes of work.</p> <p>For example, in response to population projections which predict an ageing population, the Partnerships ha submitted five bids to the Better Care fund for preventative work with adults in sheltered accommodation to reduce the need for crisis and acute care.</p> <p>The Partnership has also kept an overview of mental health services in Cambridge and has pushed for Clinical Commissioning Plans to take account of the need to support people with mental health needs living in City Council homes.</p>
Carry out research and consultations with local arts organisations, residents and community groups about cultural provision and identify any gaps.	<p>We completed a Disability Arts Audit study which explored: what arts provision is available for disabled users; the views of users of this provision; and opportunities to improve services.</p> <p>The study involved consultation with the providers and users of services. The findings of the research are currently being analysed and will be used to inform the development of the Council's Arts Strategy.</p>

Objective 3: To improve community engagement in the development and delivery of services


In the second year of the plan (2013/14) we aimed to:	In the second year:
Use the Council's new website to allow customers to register for alerts regarding forthcoming	As part of the on-going development of the website, residents can now register for e-mail alerts when a new consultation is posted on the





In the second year of the plan (2013/14) we aimed to:	In the second year:
Council consultations.	<p>Council's webpages.</p> <p>This was one of the key suggestions made by Residents Associations when we asked them about our approach to consultation.</p>
<p>Promote the use of existing consultation resources to Council officers, including the Consultation Code of Practice, Consultation Toolkit, register of forthcoming consultations and directory of consultees, to ensure that the Council's consultations are carried out to a consistently high standard</p>	<p>We have promoted the range of resources available to Council officers on consultation via a dedicated page on the Council's intranet.</p> <p>We commissioned the Consultation Institute to provide a two-day training course to staff on consultation methods and techniques in July 2013.</p> <p>As part of efforts to share good practice, we have invited officers developing new consultations to attend the internal Consultation Working Group to receive constructive advice from colleagues who regularly engage in consultation activity.</p>
<p>Build on the success of recent Diversity Forum events to engage effectively with groups representing different protected characteristics.</p>	<p>We have held two Diversity Forum events in 2013/14, which were attended by local groups representing protected characteristics.</p> <p>In June 2013, the Forum focused on issues facing Older People, including the work of the Community Navigator project and the Council's community development and supported housing services.</p> <p>In November 2013, the Forum focused on the issue of hate crime, and heard from speakers from the Cambridge Ethnic Community Forum, the Cambridgeshire Police, and the Crown Prosecution Service.</p>
<p>Prepare to receive and consider any expressions of interest in running Council services submitted by local community groups under the Right to Challenge.</p>	<p>In response to national legislation introduced under the Localism Bill, we developed a local approach to allow local community groups to express interest in running Council service during an annual window in June and July. In 2013 we did not receive any expression of interest, but this reflects the experience of many authorities within the region. We will consider how best to promote</p>





In the second year of the plan (2013/14) we aimed to:	In the second year:
	the window to groups during 2014.
<p>Continue to improve Open Door, our outreach magazine for tenants and leaseholders, by increasing the use of it by wider Council departments to communicate their messages to the most vulnerable and excluded communities on council estates and increasing residents' sense of ownership in co-producing the magazine.</p>	<p>Open Door is co-produced with resident representatives to ensure it continually reflects residents' needs. In 2013, the proportion of the magazine written by council tenants themselves increased to about a quarter, and new features were introduced on 'Help with your Finances' and 'Extra Supports and Services For You'. Open Door also provides tenant representatives with the opportunity to update the wider tenant body on their engagement with Council services.</p> <p>A 2013 survey on two of the Council's more deprived estates found that readership of Open Door had increased to 83% of residents.</p>
<p>Increase the extent of resident involvement in designing and interpreting the next large-scale Tenant Satisfaction Survey.</p>	<p>The next large-scale Tenants Satisfaction Survey will take place in 2014 survey. The survey is currently being designed and tested primarily by tenants and leaseholders. Instead of only measuring satisfaction with housing services, the survey will now provide a useful snapshot of how tenants are managing their finances, households and priorities following the recession and benefits changes.</p> <p>It will also measure how aware they are of support and advice services available to them and how well equipped they are for accessing new technology and ways of communicating with the Council and other services.</p>
<p>Provide more information to Council tenants about wider council departments and services so that they can increase the say they have about these services.</p>	<p>We included practical features in Open Door during 2013/14 on how to make the most of many wider services from the Council and partners, including:</p> <ul style="list-style-type: none"> • Events such as Summer in the City, disability arts events, and events for older people • Support for people with mental health issues • Cambridge Dial A Ride • Changes to the benefits system, and using credit unions and Citizens Advice Bureau





In the second year of the plan (2013/14) we aimed to:	In the second year:
	<ul style="list-style-type: none"> • Homelessness support • Healthy eating on a budget Local community centres and local libraries • Joining in local Community Environment Days • Protecting vulnerable adults and children • Preventing anti-social noise and controlling problem dogs • Accessing the Customer Service Centre • Understanding ward councillors and Committees.

Objective 4: To ensure that people from different backgrounds living in the city continue to get on well together.

In the second year of the plan (2013/14) we aimed to:	In the second year:
Continue to work with and support partners to deliver local community events celebrating the diversity of the City and bringing people from different backgrounds together.	We have worked with a range of local partners, including community groups to support and organise events to celebrate the different communities that live in Cambridge. A range of events were held to mark or celebrate Black History Month, Cambridgeshire Celebrates Age, International Day for Older People, Disability History Month, Holocaust Memorial Day, Lesbian Gay Bisexual and Transgender (LGBT) History Month, International Women’s Day and Refugee Week.
Continue to promote and manage grant funding so that voluntary groups are able to access grant aid and other support to help them build their knowledge, skills and confidence.	<p>The Council has maintained grant funding to community groups. Between April 2013 and February 2014 the Council awarded a total of £861,690 to 151 groups through its Community Development Grants.</p> <p>The priorities for the Community Development grants programme include specific provision for activities which support BAME groups, people with disabilities, LGBT groups, women lacking opportunities to live safe and fulfilling lives, and activities which promote community cohesion.</p>
Increase the capacity of	The Council’s Community Development Strategy






In the second year of the plan (2013/14) we aimed to:	In the second year:
neighbourhood community development services to engage with vulnerable communities through partnership working, encouraging volunteers and making use of developer funding	was refreshed in 2013 and identified the need for neighbourhood community development services to seek to do more through: partnership work with other stakeholders / groups; encouraging volunteers; and using developer funding and external funding sources. These principles have informed the wider review of the Community Development Service carried out in 2013/14.
Work with the Police and other agencies to mitigate the community impacts of the English Defence League (EDL) march in the City.	We worked closely with the police and the Muslim community to minimise community tensions following the murder of Lee Rigby in London. The local Muslim community condemned the murder. An EDL vigil for the murdered soldier took place peacefully.

Objective 5: To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.

In the second year of the plan (2013/14) we aimed to:	In the second year:
Implement actions identified in EqlAs of new and revised employment policies developed during 2012/13	In 2012/13 we developed a Human Resources work programme to capture any actions that arise from EqlAs. We continued to use this system in 2013/14 to ensure that all actions from EqlAs were implemented.
Use equality impact assessments in the development of new and revised employment policies	We continued to carry out EqlAs on new and revised employment policies as a matter of course. For example, we reviewed the Council's recruitment policy, processes and associated paperwork to ensure that appointment is based on merit. This process was informed by an EqlA.

Objective 6: To work towards a more representative workforce within the City Council.





In the second year of the plan (2013/14) we aimed to:	In the second year:
<p>Review the Council's targets for BAME and disabled staff representation in light of 2011 Census information. Any revised targets will need to take into account the proportion of those that are economically active and the proportion of the working population that are made up of BAME and disabled residents.</p>	<p>As at 31st March 2013, 7.75% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic). The percentage of the workforce declaring to be BAME has risen since 2011 and is currently higher than it has been since at least 2008.</p> <p>As at 31st March 2013, 4.74% of the Council's workforce declared themselves as disabled. This is slightly lower than the 2012 figure, with a decrease of 1 disabled member of staff against an overall increase in workforce of 44 members of staff. However, the Disability Profile for the Council's workforce overall has risen by around 3% over the past 6 years.</p> <p>During 2013/14, the BAME and disability staff targets were reviewed to take account of the changes in the population of Cambridge highlighted by the 2011 Census data. In 2011 around 17.5% of the Cambridge population were from BAME communities, which is a significant increase from 2001, when 10% of the population were from BAME communities. Our analysis suggests that 11.2% of the total Cambridge City population is economically active and from a BAME community.</p> <p>In 2011 12.97% of the Cambridge City population declared themselves to have a disability. Based on the 2011 Census. Our analysis suggests that 8.3% of the total Cambridge City population is declaring a disability and economically active.</p> <p>The BAME staff target was increased to 9.5% and the target for staff declaring a disability was increased to 5.5%. These targets will be reviewed again in 2014-15 following the publication of the 2013/14 Equality in Employment Report in June 2014, with the long term aim of matching the 2011 Census data.</p>
<p>Review the results of the Council's recruitment survey</p>	<p>The Council's Human Resources department is conducting a recruitment survey and will be using</p>





In the second year of the plan (2013/14) we aimed to:	In the second year:
and using it to inform targeted approaches for the recruitment of under-represented groups.	<p>the results to inform approaches to increasing under-represented groups in the Council's workforce.</p> <p>The Council renewed its commitment to the Job Centre Plus "Positive about Disabled People" scheme, which guarantees an interview to an applicant with a disability if they meet the minimum criteria. Having and displaying the "Two Ticks" symbol remains a Council commitment. The symbol is a recognition, which Jobcentre Plus gives to employers who have agreed to make certain positive commitments regarding the employment, retention, training and career development of disabled people.</p>
Monitor and review opportunities for learning and development and career development for staff from the different equalities groups.	The Council continues to monitor attendance at learning and development events by staff from different equalities groups, including by ethnicity, gender, age and disability. Data for 2012/13 was reported to the Equalities Panel in June 2013 in the Workforce Report, and data for 2013/14 will be reported to the Panel in June 2014.
Continue to work with the Papworth Trust to support existing staff with disabilities and encourage people with disabilities to apply for employment positions.	The Council continues to work with the Papworth Trust to improve the representation of the City's workforce by increasing the number of disabled people applying for jobs with the Council. The Council has a "Work Choice" agreement with the Papworth Trust (formerly known as Workstep), which offers help and support to disabled employees.
Work with the Employability Partnership to continue to offer work experience placements for young people in a wide range of Council directorates.	2 young people have benefited from apprenticeships in Council services this year. Proposals for the creation of further apprenticeships have been included in budget proposals for 2014/15.

What actions do we intend to carry out in year three of the Single Equality Scheme?

We have identified a number of actions for the third year (2014/15) of the Council's Single Equality Scheme. These actions will help us to achieve the six equality and





diversity objectives identified in the Scheme. Some of these actions pursue the same themes as those identified for 2012/13 and 2013/14, while other actions are new, or build on our learning during the first two years of the scheme.

Objective 1. To continue to work to improve access to and take-up of Council services

- Develop a new Customer Access Strategy, which will be linked to our ICT strategy.
- Carry out a full audit of the Council's website, including both the technical elements and content of the site, and seek external accreditation for the site.
- Produce a selection of key Council documents in Easyread format in order to make information about Council services more accessible for people with learning disabilities.
- Develop the programme for the Corn Exchange and Guildhalls to provide a range of high quality, diverse events
- Ensure that the Council's events programme, including the Big Weekend, Asian Mela and Bonfire Night are inclusive of all residents regardless of their background
- Work jointly with the County and other providers of older people's services to deliver suitable support for older people across the City.
- Review the Council's Disabled Adaptations Policy to ensure that adaptations provision meets the needs of Council tenants with disabilities efficiently and effectively.
- Carry out a review of grant priorities and budgets and use the evidence gathered from this review to inform decisions about new priorities and new budgets.
- Carry out a review of neighbourhood community development work and report to Scrutiny Committee with options about how existing resources focus on areas of highest need and whether savings should/could be made
- Complete a refurbishment of Lion Yard and Silver Street Toilets.
- Review the Council's current corporate contract for interpreting services and explore options for joint procurement with neighbouring local authorities.
- Continue to assess the potential for provision of new Traveller pitches through the Local Plan and working with South Cambridgeshire District Council.
- Work with groups representing those with mobility problems, Cambridgeshire County Council and the Cambridge BID to review the accessibility of the city centre, identify any problems and look for solutions.
- As part of ongoing national Welfare Reforms, implement Housing Benefit changes and prepare for the introduction of the Universal Credit





Objective 2. To develop an improved understanding of Cambridge's communities and their needs through research, data gathering and equality mapping

- Work with Encompass to complete research into the needs of LGBT communities in Cambridge and use the findings to inform the development of Council services, policies and Plans.
- Implement the 2014 Star Survey to gather wider and more detailed information on the diversity and needs of our tenants and leaseholders.
- Work with Cambridgeshire Home Improvement Agency (HIA) and other partners to review the future need for home improvements and other services for vulnerable private sector residents.
- Monitor and review the introduction of Housing Benefit changes and the Council Tax Reduction scheme, including ensuring that the needs of vulnerable residents are identified and responded to.

Objective 3. To improve community engagement in the development and delivery of services

- Build on the success of recent Diversity Forum events to engage effectively with groups representing different protected characteristics and ensure that issues raised by the Forum are considered by the Equalities Panel.
- Consult publicly on priorities for a new Arts Strategy, which will meet the needs of users from different backgrounds.
- Consult publicly on a refreshed Sports Strategy, which is likely to include a focus on widening access to, and promoting participation in, sport and physical activity for people who face barriers to accessing services.
- Develop and consult on the key stages of the Council's approach to the Community Infrastructure Levy (CIL) and other planning documents.
- Develop volunteering opportunities for local people to both encourage local involvement and provide work based learning opportunities.
- Make demographic information from the 2011 Census available on the City Council's website to increase understanding of the diversity of the Cambridge population and assist community groups in engaging in the development of services.

Objective 4. To ensure that people from different backgrounds living in the city continue to get on well together

- Continue to work with and support partners to deliver local community events to celebrate



- 
1. International Women's Day March 2014
 2. Refugee Week July 2014
 3. Cambridgeshire Celebrates Age October 2014
 4. Black History Month October 2014
 5. World Mental Health Day October 2014
 6. Interfaith Week November 2014
 7. Disability History Month November 2014
 8. Holocaust Memorial Day January 2015
 9. LGBT History Month February 2015

- Support local groups, clubs and organisations to deliver a range of sports, arts, cultural and community activities in May to September 2014 as part of the Velo Festival celebrating the Tour de France.
- Work with Cambridge University to start a new adult sports club for people with disabilities.
- Provide support to Council tenants with mental health issues and reduce associated incidents of anti-social behaviour and noise nuisance.

Objective 5. To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard

- Implement actions identified in EqlAs of new and revised employment policies developed during 2013/14.
- Use equality impact assessments in the development of new and revised employment policies.

Objective 6. To work towards a more representative workforce within the City Council

- Develop a programme of mental health awareness workshops for staff.
- Review the Council's targets for BAME and disabled staff representation targets following publication of the 2013/14 Equality in Employment Report in June 2014
- Work with the Employability Partnership to continue to offer work experience placements for young people in a wide range of Council directorates.
- Continue to work with the Papworth Trust to support existing staff with disabilities and encourage people with disabilities to apply for employment positions.
- Promote increased opportunities for apprenticeships within Council services





- Prepare and deliver a recruitment survey into BAME community groups in Cambridge utilising hard data and the recruitment portal. This will include the presentation of a report to the Equalities Panel with recommended actions.





To: The Leader and Executive Councillor for Strategy:
Councillor Tim Bick
Report by: Director of Customer and Community Services
Relevant scrutiny committee: Strategy & Resources
17/3/2014
Scrutiny Committee
Wards affected: All

CAMBRIDGE COMMUNITY SAFETY PLAN 2014-2017 (YEAR ONE)

Not a Key Decision

1. Executive summary

A draft of the latest 3 year Cambridge Community Safety Plan 2014-17 (Year One) is presented for consideration and comment.

The Plan was developed following consideration of a Strategic Assessment 2013 and public consultation.

The Cambridge Community Safety Partnership (CCSP) as the owners of the Plan are inviting feedback from Strategy and Resources Committee on the proposed priorities, objectives and delivery of the plan.

The CCSP will consider the comments of the committee before deciding on a final version of the Plan to be published at the end of March 2014.

2. Recommendations

The Executive Councillor is recommended:

- i. To comment on the plan and endorse the proposed priorities set out in section 3.3

3. Background

- 3.1 This is the latest in a series of community safety plans. Each plan lasts for 3 years and is updated annually. Our last plan ran from 2011-2014. This new plan will run from April 2014 to March 2017.
- 3.2 In order to guide the work of the Partnership over the coming 3 years a Strategic Assessment of crime, disorder and anti-social behaviour across the City was commissioned in 2013.
- 3.3 Following consideration of the Strategic Assessment 2013 and feedback from the public consultation, the board agreed an amended a draft set of strategic and tactical priorities. The Partnership has been successful in contributing to the reductions in most crime types for several years now. The trend for the year shows total crime down by 8%, with violence against the person down by 21% and Anti-social Behaviour down by 6.5%, with long term downward trends shown in all the priority area crimes.

For this reason the Partnership has decided to take a step back from its usual tactical approach and to look at longer term issues underlying crime and disorder. Recent research and the experience of frontline workers across the partner organisations have highlighted the need for a better understanding of the impact of mental ill health, alcohol and drug dependencies on crime. This year the Partnership will concentrate on both strategic and tactical priorities as follows:

Strategic

- To understand the impact of mental health, alcohol and drug misuse on violent crime and anti-social behaviour

Tactical

- Personal Acquisitive crime – looking at emerging trends
- Alcohol related violent crime – extending beyond the City Centre to pub clusters if necessary
- Anti-social behaviour - embedding new ways of working
- Domestic Abuse – tracking and supporting County led work and undertaking local work on awareness raising and training to increase reporting

The Board also decided to support the countywide work on;

- re-offending

The Board decided to keep a watching brief on road safety issues by:

- Working collaboratively with politicians and the County Road Safety Partnership
- Addressing local issues through the Neighbourhood profiles at Area Committee

3.4 The first draft of the Plan is presented as Appendix A and endeavours to take into account the feedback from the Board's deliberations at their development day and feedback from the public consultation.

3.5 Police and Crime Commissioner Pledges

The Police Reform and Social Responsibility Bill places a mutual duty on Police and Crime Commissioners (PCC) and the responsible authorities on Community Safety Partnerships (CSPs) to co-operate to reduce crime and disorder and re-offending. The Bill also requires the PCC to have regard to the priorities of the responsible authorities in their area, while the CSPs have to have regard to the objectives in the PCC's police and crime plan when exercising their functions.

The pledges of the PCC in his Police and Crime plan 2013-16 are attached as appendix C and have been taken into consideration when developing the draft CSP Plan.

3.6 Timeline

A draft of the plan is presented to the City Council Strategy and Resources Committee in March for consideration and feedback to the CCSP Board

Later in March a second draft of the plan will be presented to the Board, to consider the comments from Strategy and Resources Committee and to agree the final version of the plan.

The final plan will be published on 31 March 2014.

4. Implications

(a) Financial Implications

Safer Communities funding of £41,000 has been confirmed from the Police and Crime Commissioner and a spend plan detailing commissioned work to deliver the objectives of the plan will be produced and published when the plan is finalised.

(b) Staffing Implications

There may be staffing implications following the inclusion of Domestic Abuse as a priority. This will need to be discussed further with the Partnership Board when an action plan is developed.

(c) Equal Opportunities Implications

An equalities Impact Assessment is being conducted during the development of the plan and will be completed as the plan nears completion when it will be published on the website.

(d) Environmental Implications

Nil

(e) Procurement

None

(f) Consultation and communication

Public consultation on the draft set of priorities was carried out through;

A special presentation of the strategic assessment and the draft priorities to elected members in December;

Presentations at the 4 Area Committees;

City Council website;

Shape Your Place, Twitter and Facebook;

Cambridge Council for Voluntary Service

(g) Community Safety

As stated in the report

5. Background papers

These background papers were used in the preparation of this report and are attached as Appendices or weblinks:

Cambridge Community Safety Partnership Plan 2014-17 (Year One)
Appendix A
Cambridge Strategic Assessment 2013
Research into Street Based Anti-Social Behaviour
Police and Crime Commissioner Plan <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2012/08/Cambridgeshire-Police-and-Crime-Plan-V2.pdf>

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name:	Lynda Kilkelly
Author's Phone Number:	01223 - 457045
Author's Email:	lynda.kilkelly@cambridge.gov.uk

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CAMBRIDGE COMMUNITY SAFETY PLAN 2014-17

**YEAR ONE
(1ST APRIL 2014 – 31ST MARCH 2015)**

Cambridge Community Safety Partnership Community Safety Plan 2014-17

Year One (2014/2015)

Introduction from Cambridge Community Safety Partnership Board Members

The Cambridge Community Safety Partnership (CSP) brings together a number of agencies and organisations concerned with tackling and reducing crime and anti-social behaviour in Cambridge. Organisations, like the City Council and the police, are statutory members, but voluntary groups and businesses are also represented and play an important role.

Our key role is to understand the kind of community safety issues Cambridge is experiencing; decide which of these are the most important to deal with; and then decide what actions we can take collectively, adding value to the day-to-day work undertaken by our individual agencies and organisations.

We detail these actions in our Community Safety Plan. The current [Community Safety Plan](#) was written in early 2011 and ran for three years to the end of March 2014. It is now time to look at everything afresh to make sure we are on track and working on the priorities that are relevant to the different communities within Cambridge. To help us do this we commissioned a Strategic Assessment in October 2013. This Strategic Assessment looked at the range of detailed information that exists about crime, disorder, substance abuse and other community safety matters affecting Cambridge. In the light of this information the assessment makes recommendations about how best to keep the Community Safety Plan priorities on track for the next year.

In producing our plan we have been mindful of the pledges of the Police and Crime Commissioner in his [crime plan 2013-16](#) and the requirement to 'have regard' to the priorities that will be established by the commissioner in his plan.

Having considered the [2013 Strategic Assessment](#), and consulted with the public, we have decided that, given the success of the partnership over several years, with year on year reductions in overall crime, now was a good time to concentrate on some longer term strategic issues. Given the evidence presented in the Strategic Assessment and the response from the public, we decided on a set of priorities both strategic and tactical:

Strategic

- To understand the impact of mental health, alcohol and drug misuse on violent crime and anti-social behaviour

Tactically to address

- Personal Acquisitive Crime – looking at emerging trends
- Alcohol related violent crime – extending beyond the city centre to pub clusters if necessary

- Anti-Social Behaviour – embedding new ways of working
- To continue to track and support County led work on Domestic Abuse (with local work around awareness raising and training)

To continue to track and support County led work on:

- Reducing Re-offending

The Partnership will keep a watching brief on road safety issues by:

- Working collaboratively with politicians and the County Road Safety Partnership
- Addressing local issues through the neighbourhood profiles at Area Committees.

In Section 3 we tell you more about our priorities. We look at why these were chosen in the first place, why they are relevant, and how we see the issues in the first year of our three-year plan.

For each of the priorities, the lead officer produces an annual action plan detailing the specific work that will be undertaken throughout the year. The lead officer also produces a quarterly update. Like other Cambridge CSP papers, these reports are open public documents and are available on the [Cambridge CSP webpage](#).

Board Members of Cambridge Community Safety Partnership

- Cambridge City Council *Liz Bisset*
- Cambridge City Council *Cllr. Tim Bick*
- Cambridge Council for Voluntary Service *Mark Freeman*
- Cambridgeshire and Peterborough Probation Trust *Hannah Waghorn*
- Cambridgeshire Constabulary *Neil Sloan*
- Cambridgeshire County Council *Lorraine Lofting*
- Cambridgeshire Fire and Rescue Service *Richard Dykes*
- Cambridgeshire and Peterborough Clinical Commissioning Group *Nigel Smith*

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3.	<p>Community Safety Plan: Year One (2014/2015)</p> <p>Priorities:</p> <p>Strategic</p> <ul style="list-style-type: none"> • To understand the impact of mental health, alcohol and drug misuse on violent crime and anti-social behaviour <p>Tactical</p> <ul style="list-style-type: none"> • Alcohol related violent crime • Anti-social behaviour • Personal acquisitive crime • Domestic Abuse (with local work around awareness raising and training) <p>Track and support the county wide work being carried out on reducing re-offending</p> <p>Keeping a watching brief on road safety issues</p>	10
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1. Achievements in 2013/14

The priorities for 2013/14 were:

- Reducing alcohol-related violent crime
- Reducing anti-social behaviour
- Responding to emerging trends of victim based acquisitive crime

Progress		
Crime Type	Year Trend	Comment
Total crime	Down 8%	Long term downward trend
Violence against the person	Down 21%	Long term downward trend
Cycle crime	Down 1%	Long term downward trend but the volume remains high
Theft from the person	Down 21%	Medium volume
Dwelling burglary	Down 15%	Long term downward trend
Shoplifting	Down 1%	High volume and no recent downward trend
Criminal damage	Down 17%	Long term downward trend
Anti-Social Behaviour Incidents	Down 6.5%*	Long term downward trend
*Changes to the reporting categories for ASB mean year on year comparisons for the lifetime of the Plan are not possible. The figure above represents reductions for the period October 2012 to September 2013		

The partner agencies worked together in each of the priority areas, sharing resources and focusing core business activity to achieve our aims. Each of the member agencies contributed to the work of the Partnership, putting in staffing resources or expertise. We also carried out a number of projects specifically focused on priority issues and these are detailed below.

2. What we did in each priority area

Reducing alcohol related violent crime

- Taxi Marshal Scheme, organised by CAMBAC, provided marshals for seven weekends from November to December 2013 at St. Andrew's Street taxi rank. The total number marshalled through the rank was 14,528, with 2169 people on New Year's Eve. The Marshals were instructed to give priority to vulnerable lone females and details of the taxi number were noted. This year there was an increase in violent incidents in or around the rank. Partnership

working, with established links made through the Alcohol Related Violent Crime Group, ensured an efficient response.

- Care Tent, an alternative medical treatment and care facility, designed to reduce the pressure on Addenbrooke's Hospital A&E Department, operated on the evenings of the 21 and 31 December 2013, at St Columba's Church. The facility was staffed by medics from 254 Medical Regiment, St. John Ambulance, East of England Ambulance Trust, Street Pastors and Police Officers. 22 persons were treated for ailments related to intoxication and other minor injuries. This is comparable to 2012 when 20 persons were treated on 3 nights.
- Safe Refuge was supported by a professional, experienced door supervisor at St. Columba's Church to enable the Street Pastors to operate the project 'Nightlite' on a permanent Saturday night basis, following the success of previous pilots. 408 people used the facility in 2013, an average of 22.6 per week, for purposes ranging from a safe place to wait, pastoral care or practical assistance such as water or transport information.

Reducing anti-social behaviour (ASB)

- Neighbourhood Resolution Panels (NRP) In the first half of 2013 the Scheme Co-ordinator established a framework to ensure appropriate management and support of the volunteers in line with good practice and developed an effective referral process for the scheme. Promotion of the scheme took place over the spring/summer months including presentations to neighbourhood policing and reactive teams and to the Senior Management Team at Parkside Police station. The first referrals were received in July/August, since then there have been 9 referrals.
Of the 9 referrals received, 3 were considered at the early stages of investigation to be unsuitable for NRP. Of the remaining six; 3 are still going through the process, there were 2 withdrawals and 1 case of common assault went to panel with a successful outcome.
A steady flow of referrals is expected from now on and in expectation we are running a campaign for new volunteers, focusing particularly on the universities.
- A programme of multi-agency street surgeries, networking events and attendance at neighbourhood meetings and community days allowed the partner agencies to distribute information including how to report ASB. An age appropriate presentation was delivered to Year 6 primary school children and a talk provided about the work of the Safer Communities Section to volunteers of Victim Support. Partnership working with the Police and Fire Service has included undertaking a number of projects in fire setting hotspot areas.
- Research into street based Anti-Social Behaviour was carried out and provided a clear picture of street life issues. 7 recommendations for improved working in this area emerged and will form the basis of partnership working for the coming year.

- Choices, a multi-agency project led by Cambridgeshire Fire & Rescue Service, worked with 11 young people to reduce incidents of ASB and fire setting. Incidents of fire setting were reduced by 65%. Relations with staff in the community and the young people's attitudes were improved.
- The Construct programme, being run by the Children & Young People's Participation Service (ChYPPS), started its preparation work with the programme in late January 2014. It will run for 15 weeks and work with 10 young people (Year 7/8), who are at risk of engaging in crime and ASB. Referrals have been taken from a number of sources, including police, schools, youth service and the local and county authorities.
- The Police and Crime Commissioner funded E-CINS, a web-based multi-agency information sharing system, which is being used to support information sharing across the multiple partners within the county and the city.
- City Council Safer City grants 2013/14 supported the following projects: Youth Support Service received a grant of £2,960 towards a project to work with a small group of young women in the north of the City to address risk-taking and ASB. Cambridge Women's Resources Centre received a grant of £4,992 to work specifically with Asian women, who were victims of domestic violence. The Rustat Neighbourhood Association received a grant of £5,000 for the installation of a street light at a blind corner of the path between Flamstead Road and Derby Road. Sharing Parenting received a grant of £4,988 towards a series of workshops to provide key messages to parents who are struggling with their children's behaviour.

Responding to emerging trends of victim based acquisitive crime

- The crime types focused upon in this area are serious acquisitive crime (dwelling burglary, vehicle crime and robbery), theft from person and cycle crime.
- Organised groups were targeting the night time economy to steal mobile phones. Partnership working between police, CCTV operatives, venue staff and door staff resulted in the groups being identified and a number of arrests being made with the result that this type of crime has reduced.
- Operation Huntsman was launched in July 2013; a local policing initiative to target the serious acquisitive crime using cycle based police patrols. This allowed police to quickly cover a wide area of the city with notable success in reducing cycle crime.

Reducing repeat victims of domestic violence

- A dedicated Police unit continues to be responsible for domestic violence, with significant resources deployed in this area that are improving the response to domestic violence incidents and crimes countywide.
- The Young Person's Independent Domestic Violence Advocate (IDVA) post continues the work to address the specific issues of young people.

- Two new Independent Sexual Violence Advisors will be starting in January 2014 based at Cambridge Rape Crisis Centre.
- The Annual Awareness Event 'Violence – Prevent, Protect and Safeguard' was held on 2 July 2013 at Anglia Ruskin University. The event welcomed over 30 colleagues from a range of organisations including children's social care, Education, Probation, Health and partner organisations to link with Anglia Ruskin University with the aim of sharing current research and best practice in order to make action plans for improving community safety.
- A newly formed Cambridgeshire Domestic Violence Governance Board has been established consisting of senior level representatives from partner agencies. The first meeting was held on 14 November 2013 and will meet monthly to oversee work on updating the current strategy and rationalising the Partnership's Action Plan, with a view to joining with Peterborough Domestic Abuse Governance Board when these pieces of work are complete.
- The Freedom Programme for women, led by Cambridge Women's Aid, carried over CSP funding from 2012/13 to complete 38 sessions for survivors of domestic abuse to prevent repeat victimisation. 20 women were successfully engaged in the programme, achieving an improved understanding of domestic abuse and the impact on their lives and the lives of their children.

Reducing re-offending

- Integrated Offender Management (IOM) continues to work effectively across the city and engage with offenders. The first IOM performance report was approved by the IOM Strategic Group in August 2013 with:
 - 73% of offenders reduced both the severity of their offending and the frequency of their offending
 - 47% did not offend at all during the measurement period.
- All IOM offenders are being managed on the E-CINS system countywide which enables information sharing across the multiple partners within the county and the city.
- CSP funding provided practical support to enable access to long term interventions such as identification, training materials and test fees.

3. Community Safety Plan: Year One (2014/2015)

Strategic Priority

Priority 1: To understand the impact of mental health, alcohol and drug misuse on violent crime and anti-social behaviour so that we can deliver a service that better supports customers, provides sustainable solutions and identifies clear care pathways

Why have we chosen this priority?

The Cambridge Community Safety Partnership has been successful in contributing to reductions in most crime types year on year. For this reason the Partnership has decided to take a step back from the previous tactical approach and look at longer term issues underlying the causes of crime and disorder. Recent research into street based anti-social behaviour and the experience of frontline workers across the partner organisations has highlighted the need for a better understanding of the impact of mental ill health, alcohol and drug dependencies on violent crime and anti-social behaviour. Partner agencies have been responding to cases of crime and anti-social behaviour, where mental ill health, and drug and alcohol dependencies are present in many of the different client groups including the street life community and other local communities, young people, domestic abuse perpetrators and prolific offenders. We are also aware that people with mental ill health, drug and alcohol dependencies are significantly represented as victims of crime and anti-social behaviour across all the client groups.

Closer working with our colleagues in Mental Health and social services is essential if we are to understand and support both the victims and perpetrators of these crimes and get the right balance between prevention, support and enforcement. This strategic priority is aspirational and long term, the Partnership sees this as a three year endeavour, starting in the first year to link with the current work streams, for example linking with the work of the Countywide Dual Diagnosis Group who will be looking at how well the service is operating for people with substance misuse and mental ill health issues.

What do we aim to do?

We will focus on the development of interventions in cases where the Mental Health Act thresholds are not met. We will engage in constructive dialogue with our mental health partners around the options available when a person's mental health issues do not meet the criteria for a Mental Health Act assessment for certain kinds of mental health diagnosis.

We will endeavour to agree risk assessment procedures across partner agencies to identify levels of risk and vulnerability.

We will work to improve the trust between mental health and social care agencies and other agencies dealing with community safety issues in order to enhance information sharing.

We will support the work of the Health and Wellbeing Board, particularly around their priority 'to create a safe environment and to help to build strong communities, wellbeing and mental health'.

We will support the work of the Drug and Alcohol Action team.

Delivery

In order to strengthen our links to the work being done on mental health we have invited a representative from Cambridgeshire and Peterborough NHS Foundation Trust to sit on the Partnership Board to help direct the work on this priority.

We will explore existing research and services to better inform our evidence base and increase our understanding for future work.

Where funding allows we will carry out local research work, like the recent research into street based anti-social behaviour. This will help us towards a better understanding of local community issues and enable us to provide more effective services.

Outcomes in the first year of this priority

That we will have secured a representative from mental health services to sit on the Board and we will have begun to identify the gaps in data and information, particularly around the diagnosis and treatment of people with both mental health and drug and/or alcohol issues.

Lead Officer: Chair of the Community Safety Partnership

Tactical Priorities

Priority 1: Personal Acquisitive Crime – looking at emerging trends

Why have we chosen this priority?

This priority will focus upon the crime types of dwelling burglary, personal robbery, vehicle crime, theft from the person and theft of pedal cycles. It is recognised that some of these crime types have a dramatic impact upon the victim, whether they are residents, students, and people working in the City or visitors and, for that reason the Partnership has decided to include these crimes as a priority.

As the Strategic Assessment outlines, many of the above crime types have previously been issues for the Community Safety Partnership and many have seen significant reductions over the past years. Due to the nature of these crime types, and from the knowledge within the Community Safety Partnership, there are particular periods in the year when these crimes may rise or spike. In the past such spikes or seasonal increases have been detrimental to the overall crime recorded in the city, so addressing such matters is essential to both protecting the victims of such crime and keeping overall crime down in the city.

Whilst the Strategic Assessment indicates that there have been reductions in the majority of crime types over the past year the adoption of this priority is recognition that these have an detrimental impact on the victim and require a dynamic partnership based response.

What do we aim to do?

We aim to:

Identify emerging trends in relation to victim based crime in Cambridge at the earliest stage.

Dynamically respond, using all appropriate partnership resources and assets, to the identified emerging victim based crime trends, so as to swiftly mitigate the on going risk to the victim of such crime.

Use the professional knowledge within the Community Safety Partnership and understanding of the local crime patterns and seasonal trends so as to be forward thinking and take a preventative approach in advance of any anticipated rise in victim based crime.

Work closely with the Integrated Offender Management (IOM) process so the most prolific individuals are managed away from offending.

Delivery

- Track, monitor and evaluate victim based crime trends on a daily, weekly and monthly basis to spot any emerging trends at the earliest opportunity.

- ❑ Draw together all appropriate Community Safety Partnership resources, when required, in order to deliver the appropriate tactical response to an emergence of a particular type of victim based crime.
- ❑ Create bespoke Task and Finish groups to work in partnership on longer term or more complex victim based crime issues, with focus on longer term prevention and reduction.

Targets

To reduce serious acquisitive crime compared to the baseline of 2013/2014. To do this by achieving an overall reduction in dwelling burglary, to reduce robbery by 5 percent (4 offences) and vehicle crime by 10 percent (55 offences).

To reduce theft from person by 10 percent (38 offences) for 2014/2015 compared to the baseline of 2013/2014.

To reduce theft of pedal cycles by 5 percent (100 offences) for 2014/2015 compared to the baseline of 2013/2014.

Lead Officer: Communities Chief Inspector, Cambridgeshire Constabulary

Priority 2: Alcohol Related Violent Crime – extending beyond the City Centre to pub clusters where necessary

Why was this priority chosen?

The 2014 Strategic Assessment identifies that violent crime accounts for 11 percent of the total crime within the city. The Strategic Assessment also articulates the reductions seen in violent crime over recent years and it notes that the recent reductions seen in this area are ahead of the national picture.

Attendances at Addenbrookes Accident and Emergency which are reported as assault are also showing a long term trend of decline. This mirrors the reductions seen in Police recorded figures for violence against the person.

The Strategic Assessment identifies that the city centre does contribute towards the city's violent crime picture due to the associated link to the night time economy. However, the Strategic Assessment also highlights how the levels of violence in the city centre pub cluster area have dramatically dropped off since 2010. Therefore this is a good opportunity to start to look wider than just the city centre and start to identify other city hotspots of violent crime away from just the traditional night time economy.

The Community Safety Partnership recognises the personal impact that violent crime has upon the victim and often the long term effect this type of crime can have on the victim, their family, the community, as well as the downstream impact upon emergency and treatment services. Additionally, the Community Safety Partnership recognises how 'transient communities' such as, students, tourists and visitors can be affected by this crime in the same way in which longer term city residents can. Therefore the Community Safety Partnership retains alcohol related violent crime as a priority with a focus on looking wider than just the the city centre when addressing violent crime and in particular alcohol related violent crime.

What do we aim to do?

Maintain the embedded and strong partnership working group of the Alcohol Related Violent Crime (ARVC) Task group. This group will continue to focus on violent crime directly linked to the consumption of alcohol and retain its proactive and forward looking approach.

Create a safe and secure environment for those who live, visit and work in Cambridge by using the group's understanding of city and national events or celebrations and ensure that they are peaceful and enjoyed by all.

To look at city wide alcohol related violent crime rather than just focusing on the city centre and associated night time economy.

Delivery

This priority will be managed by the ARVC Task Group under the guidance of the priority lead. The membership of the ARVC is reflective of the nature of violent crime in the city and comprises individuals and agencies that have the professional capacity to deliver against the priority. The ARVC includes representatives from the Police, the city council, the health service (Accident and Emergency and Ambulance Service), the universities, the business community represented by CAMBAC, alcohol treatment services, the private security industry and the voluntary sector through agencies such as the Street Pastors.

Targets

To reduce 'all violence against the person' by 5 percent (80 offences) for 2014/2015 compared with 2013/2014.

To record less than 900 presentations to the A&E department at Addenbrooke's Hospital by March 2015, where the cause of injury is coded as assault (compared to a baseline of 1100 in 2013/14).

Lead Officer: Communities Chief Inspector, Cambridgeshire Constabulary

Priority 3: Anti-social Behaviour – embedding new ways of working

Why has this priority been chosen?

The Strategic Assessment 2013 shows that the long term trend on police reported incidents of anti-social behaviour has been showing a steady downward trend since 2007/08 with a decrease of 22.7%. It also notes that rates of incident per 1000 people are showing a slow downward trend for 2013/14 indicating that at some point there will be a plateau. For this reason the Partnership has decided to move the focus away from reducing police reported incidents to embedding new ways of working. The number of cases being dealt with by the City Council has remained fairly static, with those cases that are current becoming more complex and resource intensive. There are some geographic hotspots and specific areas of concern. For example, the public remained concerned about the issues of street based anti-social behaviour and cases involving vulnerable adults, where dual dependency on alcohol and drugs is a problem and is often coupled with mental ill health. Detailed research into street based anti-social behaviour was commissioned by the Partnership in advance of the Strategic Assessment and highlighted areas for further work.

In the past the Community Safety Partnership has carried out preventative work around young people as perpetrators of anti-social behaviour and this has been quite successful. However, the Strategic Assessment highlights the need for better understanding of the victimisation of children and young people in order to reduce their vulnerability.

For these reasons the Partnership has decided to shift the focus from reducing police recorded incidents to looking at new ways of working across organisations and to making the sharing of information more efficient and effective through the wider use of a management system called E-CINS.

What do we aim to do?

We aim to continue to focus on vulnerable victims and offenders in neighbourhoods and among the street life community, reducing incidents of anti-social behaviour, ensuring that service users and the public in general and everyone who lives works and visits Cambridge is free from harassment or intimidation by the behaviour of others.

We intend to do this by:

- Delivering on the recommendations in the recent Review of Street Based Anti-Social Behaviour in particular to:
- Look at ways to provide a programme of intensive tenancy support, for individuals moving into general housing stock following homelessness or living in temporary accommodation
- Refresh of the Task and Target group to develop the inter-agency approach that offers intensive support to those who choose to engage and takes prompt enforcement measures towards unacceptable behaviour

- Develop new management models to address the issues of vulnerable victims and offenders to best serve those individuals, in line with Integrated Offender Management and Together for Families Initiatives.
- Develop a communication programme for the public, to give information on: reporting anti-social behaviour; the kind of behaviour that is unacceptable; and the actions that can realistically be taken against ASB in all its forms.

Delivery

To deliver against this priority the Cambridge CSP will:

- continue the work of the multi-agency problem solving group to deal with individual anti-social behaviour cases and hot spot areas including work with young people
- continue the work with the task and target group focusing on street life individuals to make street based lifestyles unsustainable
- work through the newly formed Anti-Social Behaviour multi-agency strategic group to deliver the recommendations from the street based anti-social behaviour research

Targets

To have an improved tenancy support package in place by September allowing us to set a benchmark for the number of people maintained in tenancy over a period of time.

To have 12 events attended and 12 publicity features

Lead Officer: Safer Communities Manager, Cambridge City Council

Priority 4: Track and support County led work on Domestic Abuse with local work around awareness raising and training

Why was this priority chosen?

The 2013 Strategic Assessment (SA) notes that Cambridge City records the second highest rate of police recorded domestic abuse incidents rates in the county. Under reporting is estimated to be substantial nationally and the SA suggests that an increase in reporting would provide a clearer picture of the level and type of support needed locally. Feedback from the public consultation also indicated that the public and professionals in this area of work were concerned that this should have a priority focus for the partnership.

Locally, the Cambridgeshire Domestic Abuse and Sexual Violence Partnership (CDASVP) is responsible for delivering the work in this area on a county wide basis. This is the most efficient and effective way to deliver complex and expensive services. In the past the Safer Community Funding was top sliced to contribute to these services. Since the Police and Crime Commissioner came into office he has continued to fund the services at the same level. The Cambridge City Community Safety Partnership also runs local projects for example last year it funded the Freedom Programme for women survivors of domestic abuse and in previous years Stop the Hurt was funded.

The recent Cambridgeshire Domestic Violence/Abuse Needs Assessment notes that considerable resources were allocated to domestic abuse services and activities in 2012/13 such as the Independent Domestic Violence Advocacy Service and Multi-Agency Referral Unit. The assessment also notes that a Home Office funded peer review found that Cambridgeshire had 'excellent' specialist domestic violence/abuse services. However, the assessment also identifies some key inequalities including gaps in local knowledge and services which is hindering the work to address domestic abuse. Among the issues identified are: Awareness raising and training for frontline staff to ensure clear and timely referral pathways to relevant services. Opportunities for children and young people to access the same specialist interventions as adults are not available, and the Partnership will work through the CDASVP to increase those opportunities.

Delivery

To deliver against this priority the Partnership will:

Continue to work with the Cambridgeshire Domestic Abuse and Sexual Violence Partnership supporting them to bridge the gaps and inequalities in service as identified in the Needs Assessment.

Work with the Domestic Violence Implementation group to deliver within the local community a programme of awareness raising and frontline staff training.

Targets

3 Awareness campaigns completed. 40 frontline staff trained (City Council target) other targets to be agreed with partner organisations when the Lead Officer is agreed

Lead Officer: to be confirmed

Tracking and supporting the county led work on re-offending

The Partnership has also committed to tracking and supporting County led work on re-offending. The work to address re-offending is carried out mainly but not exclusively by the Integrated Offender Management Scheme, the scheme manages the most prolific adult offender.

The aims of the scheme will be delivered via the joint working arrangements brought together through the Cambridge Community Safety Partnership and other relevant partnerships, such as the Cambridgeshire Domestic Abuse Partnership, Local Safeguarding Children Board (LSCB), Children's Area Partnerships and Health and Wellbeing Board.

Keeping a watching Brief on road safety issues

The Partnership will keep a watching brief on road safety issues by working collaboratively with politicians and the County Road Safety Partnership and addressing local issues through the Neighbourhood profiles at Area Committees.

Contact us

Any comments or queries on this draft Year One (2014/15) version of the Community Safety Plan, should be addressed to:

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To: The Leader and Executive Councillor for Strategy:
Councillor Tim Bick

Report by: Liz Bisset

Relevant scrutiny committee: Strategy & Resources 17/3/2014
Scrutiny Committee

Wards affected: All wards

NEIGHBOURHOOD RESOLUTION PANEL SCHEME Progress Report

Not a Key Decision

1. Executive summary

1.1 A report was presented to the committee on 7 July 2012 which set out the initial steps taken to establish the Neighbourhood Resolution Panel Scheme (NRPS). The report was noted and approved by the Leader.

1.2 Considerable further progress has been made to date which is outlined in this report and detailed in Appendix One. Key points are summarised below:

- A framework to manage, train and support NRPS volunteer facilitators was established in March 2013 in line with good practice.
- Following a period of consultation with partner agencies, an effective method of processing referrals was completed in June 2013.
- The scheme co-ordinator made a presentation to the Cambridgeshire Constabulary Senior Management Team which was well received.
- Weekly presentations were delivered to the reactive and neighbourhood policing teams in order to promote the scheme and to inform staff of the relevant processes and procedures.
- Referrals began to be processed by the scheme in July and to date, ten have been received.

- A successful panel meeting took place in December 2013 with very positive feedback. Extracts are included below:

Victim ‘...even after the process was over there was further progress with my neighbour, which would not have happened without the panel.....’

Wrong doer’I found the panel meeting helpful and to realise how upset and agitated my neighbour was, due to the incident involved. The meeting has made me look at my neighbours needs more...’

Both parties said that they would highly recommend the process to others in a similar situation.

1.3 This report also set out recommendations for the future development of the scheme in the short term to include:

- Increasing the number of NRPS volunteers.
- Broadening the scheme to encompass other partner agencies and to ensure a co-ordinated approach to restorative practice across the city.
- Establishing a board of governance.

2. Recommendations

2.1 The Executive Councillor is recommended:

1. to note the report attached as Appendix One which sets out progress since July 2012 with regard to the establishment of the NRPS and
2. to endorse progress made and the recommendations for further development of the scheme.

3. Background

3.1 A detailed account of the progress to date is attached at Appendix One. The NRPS is a new ‘restorative justice’ initiative, working collaboratively with the police and anti-social behaviour (ASB) team, to address crime and non-crime incidents, including anti-social behaviour and disputes between neighbours, in a positive and constructive way.

3.2 The NRPS focuses on bringing parties together in a restorative justice (RJ) meeting, known as a ‘panel’, which is facilitated by volunteers who have completed RJ practitioner training. The parties agree the outcomes which are then recorded in a written agreement. Compliance with the

agreement is monitored by the scheme co-ordinator and any non-compliance is referred back to the original referring agency to decide how best to deal with the matter thereafter.

3.3 Considerable progress has been made with regard to establishing the scheme in conjunction with partner agencies, in particular with the police. A framework to manage, train and support volunteer facilitators has been established along with an effective method of processing referrals received by the scheme.

3.4 The NRPS started to process referrals in July 2013 and to date over half of those referrals have been received from the police. Experience elsewhere shows that the referral process is slow to take off, however, with one or two successes the referrals begin to come in greater volume. The process has to be carefully managed ensuring capacity within the volunteers to take on the referred cases. We are seeing more interest from the police since the outcome on the common assault. We would expect a steady flow from now on and in expectation are running a volunteer campaign for new volunteers, focusing particularly on the universities.

3.5 The first panel meeting took place at the end of 2013 with a very positive outcome and work is continuing to ensure that current live referrals achieve the same outcome.

4. Implications

(a) **Financial Implications**

As noted in Appendix One the volunteer pool needs to be quite extensive and is resource intensive in management terms. The hours of the co-ordinator post have for this reason been increased. Training of the newly recruited volunteers will also have a cost attached.

(b) **Staffing Implications**

See above

(c) **Equal Opportunities Implications**

An Equality Impact Assessment was conducted in 2012. It is currently being reviewed and will be revised accordingly.

(d) **Environmental Implications**

Nil

(e) **Procurement**

None

(f) **Consultation and communication**

The campaign to recruit volunteers has included the Cambridge Volunteer Centre, Cambridge University Students Union, Anglia Ruskin Students Union, Cambridgeshire.net, ShapeYourPlace, Cambridge Student Community Action and the Cambridge Hub, as well as internal sources.

(g) **Community Safety**

As reported

5. Background papers

See below.

6. Appendices

Appendix One: Neighbourhood Resolution Panel Scheme Progress Report

Appendix Two: Referral Process Map

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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APPENDIX ONE:

Neighbourhood Resolution Panel Scheme (NRPS) Progress report

1.0 Background

1.1 The current NRPS co-ordinator started in post in January 2013, working 18.5 hours per week (Monday to Wednesday). Considerable work was undertaken in the first half of 2013 to:

- establish a framework to manage, train and support volunteer facilitators in line with good practice and,
- to develop an effective method of processing referrals received by the scheme.

1.2 A number of discussions took place to inform this process in particular with the police, the council's anti-social behaviour (ASB) team, Restorative Solutions (a not-for-profit company which provided training for the NRPS volunteer facilitators) and with other established restorative justice (RJ) projects such as Sheffield Community Justice.

1.3 A framework and resource pack for volunteer facilitators was completed in March 2013 which included details of the council's policy on volunteering and provided guidance to volunteers on matters such as confidentiality, safeguarding, personal safety, claiming expenses and so on.

1.4 Progress was also made with regard to shaping the detail of the referral process in consultation with partners, in particular with the police. The referral process was completed in June 2013 and the scheme co-ordinator made a presentation to the Cambridgeshire Constabulary Senior Management Team (SMT) on 25 June to provide an overview and to invite feedback. The presentation was well received and the SMT reaffirmed their commitment to the scheme.

1.5 During August and September 2013, the co-ordinator met with neighbourhood policing sergeants at Parkside Police Station and delivered weekly presentations to the reactive and neighbourhood policing teams in order to promote the scheme and to inform staff of the relevant processes and procedures. The co-ordinator recently shadowed reactive officers to gain an insight into the challenges that they face on a daily basis and how best the NRPS could assist them in their work.

2.0 The referral process

2.1 The objectives of the NRPS are to:

- improve outcome satisfaction levels for those affected by crime and anti-social behaviour and to provide victims and complainants with a greater 'voice'
- maintain/restore community cohesion and to increase public confidence
- encourage wider community engagement and to train and support community volunteers to ensure the sustainability of the scheme
- reduce the risk of re-offending and/or repeated unacceptable behaviour
- encourage and maintain positive agency collaboration

2.2 The scheme focuses on bringing parties together in a restorative meeting, known as a 'panel' which is facilitated by volunteers who have successfully completed the RJ practitioner training provided by Restorative Solutions.

2.3 Referrals to the scheme currently come from the police and the council's ASB team, with a view to broadening this over time (see further detail below).

2.4 Before referring a matter to the scheme, all parties must have given their consent and have expressed a willingness to participate in a panel meeting. The wrongdoer/s must also have accepted some responsibility for their actions. Potential referrals are considered on a case-by-case basis, focusing on the specific circumstances of the case, the needs and wishes of the complainant and any associated risk assessments.

2.5 Matters considered suitable for referral include low-level crime (this would normally include cases with a score of 3 or below on the Association of Chief Police Officers Gravity Score Matrix) and non- crime incidents such as;

- low level criminal damage
- low value theft
- minor assault
- anti-social behaviour
- disorder
- nuisance
- neighbour disputes

2.6 Matters that would not normally be considered suitable include serious assaults, domestic violence and breach of trust cases.

2.7 Once a matter has been referred, the co-ordinator decides whether or not it is suitable for the scheme, in consultation with the referring agency, and, where appropriate, with the Safer Communities Manager.

2.8 An overview of the referral process is attached at Appendix Two.

3.0 The Panel Meeting

3.1 When a matter is referred, the co-ordinator undertakes risk assessments in conjunction with the referring agencies, and identifies two volunteers to co-work to prepare participants and facilitate all aspects of the panel meeting.

3.2 The volunteers meet all those involved on a one to one basis before getting them together in the panel meeting. This gives everyone the chance to tell their side of the story – it also helps the volunteers to get to know the issues and to build a rapport.

3.3 Thorough preparation is key to the success of the panels and more than one prep meeting may be needed to ensure that all of the parties are adequately prepared and ready to participate. Once everyone is happy to proceed, the panel meeting will take place in a neutral venue such as a community centre.

Representatives from referring agencies are welcome to attend and participate.

3.4 The panel itself is quite structured - the wrongdoer is asked to explain their actions and is invited to listen to the views of the complainant. All parties, including appropriate supporters (for example, a parent, partner or friend) and representatives from referring agencies, are given the opportunity to express their views. The volunteers ask a range of set questions commonly used in RJ, such as – tell me what happened, who do you think has been affected, what do you think you need to happen now...and so on. Ground rules for the meeting will have been agreed beforehand and everyone will get a chance to speak. The structure is simple and effective.

3.5 The meeting could take up to an hour, depending on the issues being discussed, and once everyone has had their say, the volunteers will help the parties come to some kind of agreement. This might be anything from an apology through to a written undertaking or a good neighbour agreement. It might be that the wrongdoer does something that benefits the whole community. There are lots of possibilities and over time it is hoped that the scheme will be able to offer a number of reparative options for a range of different circumstances.

3.6 Often, for the victim, simply having the opportunity to 'be heard' is enough to help them to draw a line under the matter and to move on, and for the wrongdoer, it can prove to be a turning point.

3.7 Whatever has been agreed by the parties is recorded in writing and signed by all those involved. The beauty of the scheme is that the parties are encouraged to talk to each other and to work things out face to face, which can help prevent escalation and ultimately save time on repeat visits by the police and other agency interventions.

3.8 Compliance with the agreement is monitored by the scheme co-ordinator and any non-compliance is referred back to the original referring agency to decide how best to deal with the matter.

3.9 Once a panel meeting has been completed, parties are invited to complete a participant feedback form to assist with the monitoring and evaluation of the scheme. The co-ordinator provides the referring agency with feedback as soon as possible following the panel meeting and provides copies of any written agreement within five working days.

4.0 Referrals

4.1 The scheme began to process referrals in July 2013. To January 2014, there have been ten referrals as follows:

- Two referrals were considered to be unsuitable for the NRPS.
- Four are currently being processed, of which one is a common assault and three are neighbour disputes. Three of these have been referred by the police.
- Two referrals are on hold (both long-standing neighbour disputes) due to intermittent engagement by the parties.
- A case of theft was closed because the victim withdrew (she felt the young person involved had reformed).
- A case of common assault referred by the police went to a panel meeting in December 2013 with very positive feedback. The wrongdoer provided a written apology and the parties made efforts following the panel meeting to further repair their relationship.

4.2 Extracts from the feedback received is included below:

4.3 Victim *'...even after the process was over there was further progress with my neighbour, which would not have happened without the panel.....'*

4.4 Wrong doer *.....'I found the panel meeting helpful and to realise how upset and agitated my neighbour was, due to the incident involved. The meeting has made me look at my neighbours needs more...'*

4.5 Both parties said that they would recommend the process to others in a similar situation.

5.0 Volunteer Facilitators

5.1 Twelve volunteers initially completed the Restorative Solutions RJ training course in October 2012, following a successful bid to the Ministry of Justice for their training resource. All volunteers were interviewed and their criminal records checked via the Disclosure & Barring Service (DBS). They have all signed a confidentiality agreement stating that they will not disclose personal and/or sensitive data, or use it for their own or another's benefit without the consent of the party concerned. The co-ordinator and volunteers use the E-CINS database to report on cases and share confidential information in a secure way, which was introduced in August 2013.

5.2 Over the last twelve months, the volunteers have been provided with guidance, training and support including a resource pack, refresher training with Restorative Solutions, support meetings, personal safety training and other relevant courses, as well as regular 1-1 support provided by the co-ordinator as and when it is needed.

5.3 As is usual and expected, some of the volunteers have moved on, largely due to changes in their personal circumstances, and the scheme currently has a team of six volunteers.

6.0 Recommendations for further development of the NRPS

6.1 Co-ordination of the NRPS

6.1.1 The co-ordinator is the main point of contact for the NRPS and it became clear that cover limited to three days (Monday-Wednesday) might impede the effectiveness of the scheme. The police, in particular, expect prompt responses to potential referrals so that they can quickly take decisions about any alternative action. In addition, the co-ordinator was regularly undertaking additional tasks outside of her normal working hours in order to ensure the effective development and running of the scheme.

6.1.2 To address these issues, the co-ordinator commenced an additional four working hours per week (on a Thursday) in November 2013. This helps to ensure that referrals to the scheme, and any issues raised by those involved in the process,

are responded to in a timely and effective manner, which is essential to the on-going development of the scheme. As such, it is recommended that the role of the co-ordinator continues on the basis of a 22.5 hour working week.

6.2 Volunteer Recruitment Campaign

6.2.1 When the NRPS started to receive referrals, it became clear that managing potential conflicts of interest for volunteers was an issue that needed consideration. On four occasions to date, volunteers have had to withdraw due to a potential conflict of interest. Volunteers tend to be active members of their community and/or their employment brings them into contact with a wide range of people. In addition, as many volunteers are in full time employment and have a number of personal commitments, their time is scarce, and valuable, which means that the scheme cannot rely solely on a small team of dedicated individuals for all of its support.

6.2.2 Without more active volunteers, the scheme faces a capacity issue. With six volunteers, the scheme can only deal with three or possibly four referrals at any given time as the volunteers work in pairs on each case.

6.2.3 This has underlined the importance of having a large pool of available volunteers to ensure that the scheme is effective and can respond quickly to referrals. In response to this we are currently running a campaign for new volunteer facilitators, with a view to running a training course in March/April 2014.

6.2.4 Restorative Solutions have provided some additional support and mentoring to the co-ordinator, and to the volunteers, since the provision of the original training in October 2012 and it makes sense for the training of further volunteers to be led by them, and the course tailored to the particular needs of scheme. The cost of training approximately ten new volunteers on a three day RJ course provided by Restorative Solutions is £2850.

6.2.5 It is recommended that a team of approximately ten new volunteers are trained as proposed. Thereafter, as the NRPS becomes more established, and the current team of volunteers become more experienced, it is hoped that the scheme will be able to provide in-house training for further volunteers.

6.3 Scope

6.3.1 The overall experience of newly established NRPSs indicates that the referral process can be slow to take off. However, with one or two successes, referrals start to come in greater volume.

6.3.2 The Sheffield scheme has been working successfully with the police and other agencies since 2009. Following a slow start, referrals in Sheffield are now averaging twenty per month. Sheffield has a population of approximately 500,000 to Cambridge's 130,000 and the scheme currently has a large team of around forty volunteers. Scaling the Sheffield example to Cambridge, referrals are currently as expected, with the likelihood that they will rise to three or more a month once the scheme is more established.

6.3.3 To ensure that this is the case, the process has to be carefully managed ensuring capacity within the volunteer team, as discussed above. Following the very positive feedback from the panel meeting at the end of last year, a steady flow of referrals is now expected during 2014.

6.3.4 Referrals are currently limited to those received from the police and the ASB team. This approach was adopted partly to allow time for processes and procedures to embed before widening the net and partly due to the small number of available volunteers.

6.3.5 Restorative practices can be used beneficially in a wide range of settings, particularly in environments such as educational establishments and residential communities. Good progress has been made with regard to developing links with the police and the ASB team. It is recommended that further work is carried out over the next twelve months to build on this and to promote the work of the scheme, and to invite referrals, from other partner agencies, ensuring that there is a co-ordinated approach to restorative interventions and practices across the city.

6.4 Board of Governance, Monitoring and Evaluation

6.4.1 It is recommended that a board of governance is established to help to steer the continuing development of the scheme, involving representatives from a number of key referring agencies.

6.4.2 In keeping with the tenor of the scheme, it is proposed that governance arrangements will be comprehensive but also "light touch" so that the scheme proceeds with the minimum of bureaucracy and the maximum 'ownership' by complainants and members of the community.

6.4.3 It is anticipated that the board will meet to monitor and advise the scheme on a six-monthly basis, once there is a steady flow of referrals, and will meet on other occasions as necessary. The board will also contribute to an annual report on the progress of the scheme.

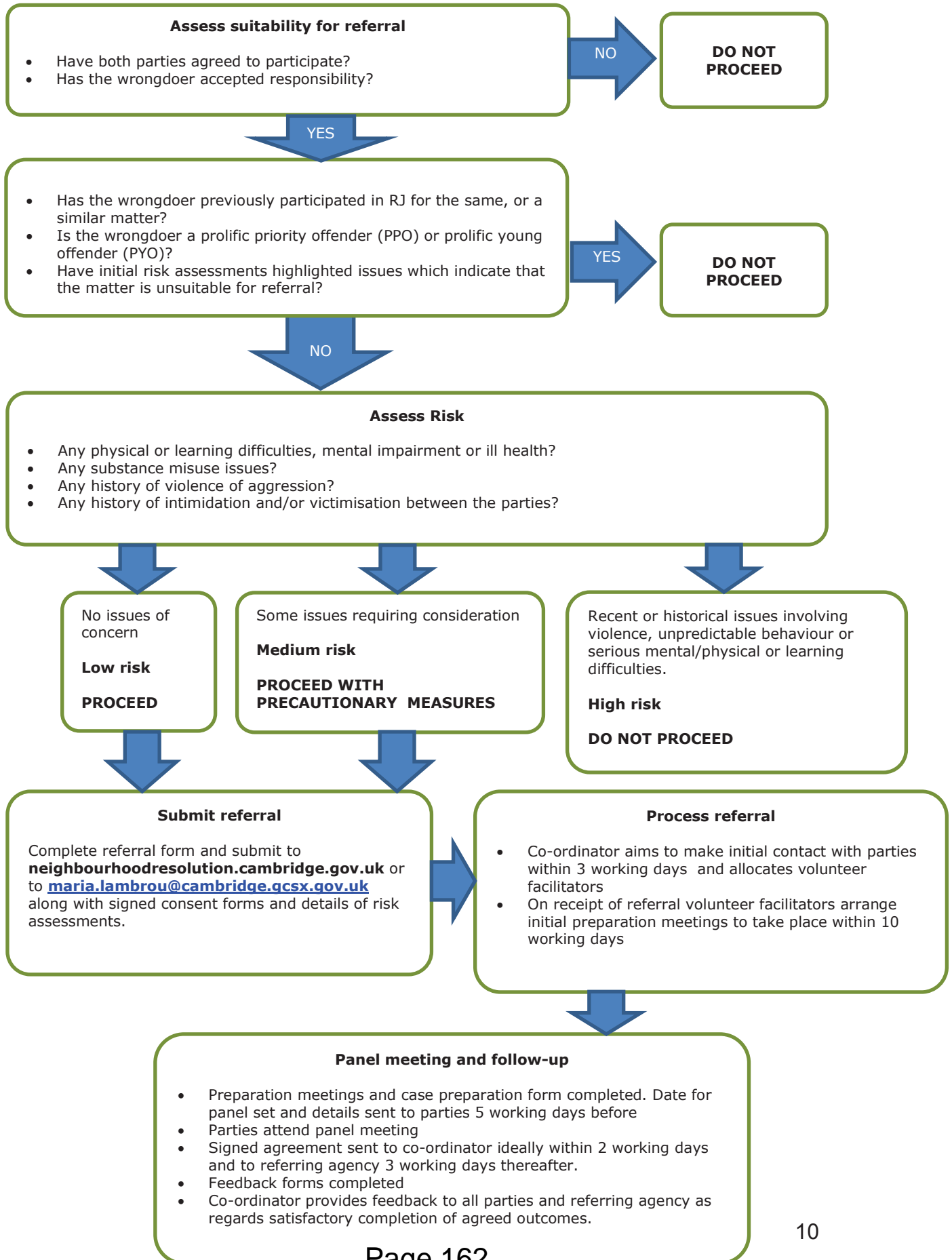
6.4.4 Some discussion has taken place with regard to identifying and approaching potential representatives from appropriate bodies such as – the police; fire service; victim support; YOT, magistrates and probation. Further work will be carried out during 2014 with a view to holding the inaugural meeting of the board by the autumn.

6.4.5 The co-ordinator met with Dr.Heather Strang and Professor Loraine Gelsthorpe at the University of Cambridge Institute of Criminology, both of whom reaffirmed their interest in the scheme. Both expressed support for the scheme and a willingness to be involved in its governance and in helping to establish a formal method of monitoring and evaluation the NRPS, once it is more established.

6.5 Promotion of the NRPS

6.5.1 It is recommended that a comprehensive communications strategy is developed to include matters such as establishing a dedicated web page for the NRPS and agreeing a formal launch date for the scheme with attendant publicity. Work will be carried out on this during 2014.

REFERRAL PROCESS MAP



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