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Cambridge City Council

STRATEGY AND RESOURCES SCRUTINY COMMITTEE

To: **Scrutiny Committee Members** - Councillors Robertson (Chair), Sinnott (Vice-Chair), Baigent, Benstead, Bick, Cantrill, C. Smart and M. Smart

Alternates: Councillors Sarris and Smith

Leader of the Council: Councillor Herbert

Executive Councillor for Finance and Resources: Councillor Owers

Despatched: Wednesday, 11 March 2015

Date: Monday, 23 March 2015

Time: 5.00 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: James Goddard

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 Meeting** (*Pages 7 - 44*)

To confirm the minutes of the meetings held on 19 January 2015 and 13 February 2015.

4 **Public Questions**

5 Record of Urgent Decision

5a Record of Urgent Decision by the Executive Councillor for Finance and Resources: 1 Engineers House *(Pages 45 - 58)*

To note a decision taken by the Executive Councillor for Customer Finance and Resources since the last meeting of the Strategy and Resources Scrutiny Committee.

Attached: RoD and project appraisal.

Appendix B: NOT FOR PUBLICATION: The report relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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 Leader

Items for Debate by the Committee and then Decision by the Leader

6 **Strategy and Transformation Portfolio Plan for 2015/16** *(Pages 59 - 70)*

7 **Public Spaces Protection Order - Mill Road** *(Pages 71 - 112)*

8 **Annual Update About the Work of our Strategic Partnerships** *(Pages 113 - 128)*

Decisions for the Executive Councillor for Finance and Resources

Items for Decision by the Executive Councillor for Finance and Resources, Without Debate

9 Risk Based Verification Review

Report to follow

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

10 Finance and Resources Portfolio Plan 2015/16 *(Pages 129 - 142)*

11 Anti-Poverty Strategy *(Pages 143 - 234)*

12 Replacement Telecommunications & Local Area Network

Report to follow

13 Action on Energy Progress Update *(Pages 235 - 256)*

14 Sale of Section of Barnwell Drive *(Pages 257 - 262)*

15 Review of Finance, Property and Human Resources Delegations *(Pages 263 - 270)*

16 Review of the Procurement Strategy 2015-18

Report to follow

17 Office Accommodation - Hobson House *(Pages 271 - 272)*

NOT FOR PUBLICATION: The report relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Information for the Public

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The meeting is in the Guildhall on the Market Square (CB2 3QJ).

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- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 19 January 2015
5.00pm - 8.52 pm

Present: Councillors Robertson (Chair), Sinnott (Vice-Chair), Baigent, Benstead, Bick, Cantrill, C. Smart and M. Smart

Leader of the Council: Councillor Herbert

Executive Councillor for Finance and Resources: Councillor Owers

Officers Present:

Chief Executive: Antoinette Jackson

Director of Customer and Community Services: Liz Bisset

Director of Environment: Simon Payne

Director of Business Transformation: Ray Ward

Head of Corporate Strategy: Andrew Limb

Head of Revenue and Benefits: Alison Cole

Benefits Manager: Naomi Armstrong

Head of Finance: Caroline Ryba

Head of Property Services: Dave Prinsep

Strategy and Partnerships Manager: David Kidston

Committee Manager: Glenn Burges

FOR THE INFORMATION OF THE COUNCIL**15/1/SR Apologies for absence**

There were no apologies.

15/2/SR Declarations of interest

Councillor	Item	Interest
Baigent	15/13/SR	Personal: Member of FBU
Benstead	15/13/SR	Personal: Member of GMB
Owers	15/15/SR	Personal: Masters and Fellows of Selwyn College were his landlords
Sinnott	15/13/SR	Personal: Member of Unison
C. Smart	15/13/SR	Personal: Worked for Trade Union for 20 years

15/3/SR Minutes of the Previous Meeting

The minutes of the meeting held on 20 October 2014 were approved as a correct record and signed by the Chair.

15/4/SR Public Questions

There were no public questions.

15/5/SR Single Equality Scheme 2015-2018

Matter for Decision: The City Council has developed a draft Single Equality Scheme that sets out how the organisation will challenge discrimination and promote equal opportunity in all aspects of its work over the next three years.

Decision of the Leader

The Leader resolved to:

- i. Approve the draft Single Equality Scheme 2015-2018 for public consultation.
- ii. Approve the objectives of the draft Single Equality Scheme, as set out at 3.11 of the officer's report, as the interim objectives for the City Council's work on equalities, pending the outcome of public consultation and approval of the final scheme in July 2015.

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 Strategy and Partnerships Manager.

The committee made the following comments on the report

- i. Thanked officer for a comprehensive and detailed report.

In response to member's questions the Strategy and Partnerships Manager said the following:

- i. Confirmed that the terminology within the Single Equality Scheme and the Equalities Act would be consistent in the final draft of the City Council's scheme.
- ii. The Single Equality Scheme of 2012-2015 set six objectives. The five objectives proposed for 2015-2018 combined the objectives relating to workforce and also placed more emphasis on ensuring equal access to public activities and spaces in the City.
- iii. The five objectives identified build on the City Council's previous work and achievements on the equality agenda and were identified by an analysis of how communities in Cambridge had changed over recent years.
- iv. Whilst some areas were obviously cross-cutting the aim was to keep the Single Equalities Scheme and the Anti-Poverty Strategy separate. This would ensure that neither policy was 'diluted'.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Leader approved the recommendation.

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

Not applicable.

15/6/SR Environmental Policy Statement

Matter for Decision: The Environment Policy Statement is a single document that brings together all the commitments on effective action in one place for clarity and accountability. The report recommended approval of the Statement which set out how the City Council would achieve its vision of a high quality and sustainable environment for the City

Decision of the Leader

The Leader resolved to:

- i. Approve the Environment Policy Statement as set out in the appendix to 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 Environment.

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

- i. Whilst the specific actions may feature across a variety of service Operational Plans the approval of the Leader emphasises the overarching commitment of the Council to achieve a high quality and sustainable environment for the City.
- ii. The report being brought to a central strategic committee also follows best practice from across the country.
- iii. The reference to '*our* land, water bodies and landscapes...' refers to examples across the *whole* city, not just those under ownership of the City Council.

The Scrutiny Committee considered the recommendation and endorsed it unanimously.

The Leader approved the recommendation.

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

Not applicable.

15/7/SR Review Of Use Of The Regulation Of Investigatory Powers Act

Matter for Decision: A Code of Practice introduced in April 2010 recommended that Councillors 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.

Decision of the Leader

The Leader resolved to:

- i. Review the Council's use of RIPA set out in paragraph 5.1 of the officer's report.
- ii. Note and endorse the steps described in paragraph 5.1 and in Appendix 1 of the officer's report as amended to ensure that surveillance is only authorised in accordance with RIPA.
- iii. Approve the amended general surveillance policy in Appendix 1 of the officer's report as amended.

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.

In response to member's questions the Head of Legal Services said the following:

- i. Whilst the City Council had never used this course of action, access to communication data would be covered by the RIPA regulations.
- ii. Whilst fraud investigations were currently carried out internally by City Council staff, RIPA regulations would still apply for any outsourced investigations.
- iii. Routine overt CCTV operations were not covered by RIPA regulations.

At the request of Councillor Bick the Head of Legal Services proposed the following amended wording for the RIPA Procedure Guide at Appendix 1 of the officer's report (deletions ~~struck through~~ and additions underlined):

Section 7: Directed Surveillance and Social Media

Any activity likely to interfere with an individual's Article 8 rights should only be used when necessary and proportionate to meet the objectives of a specific case. If your proposed use of social media in connection with an investigation amounts to covert directed surveillance within the scope of RIPA by electronic means, an authorisation in accordance with the procedure set out in section 9. Where an investigator may need to communicate covertly online, for example contacting individuals using social media websites, a CHIS authorisation should be considered is likely to be needed and the Head of Legal Service should be consulted.

The Scrutiny Committee considered the amendment and endorsed it unanimously.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Leader approved the amended recommendation.

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

Not applicable.

15/8/SR Procurement and Blacklisting

Matter for Decision: On 24th July 2014 the Council resolved that:

“Cambridge City Council deplores the illegal practice of “blacklisting” within the construction industry and will ensure that any company known to have been involved in blacklisting practices and not to have indemnified their victims will not be invited to tender for contracts until they have:

- (i) Identified the steps taken to remedy the blacklisting for affected workers*
- (ii) Identified the steps taken to ensure that blacklisting will not happen again; and*

- (iii) Given assurances that they do not employ individuals who were named contacts for The Consulting Association*

The Council asks officers to prepare a report for the Leader and Strategy and Resources Scrutiny Committee on implementation of this policy.

The report will develop the policy and consider how it will be embedded into the Council's procurement process and practice".

This report responded to that decision and set out, at Appendix 1, a draft of the Council's policy toward the practice of blacklisting and explained how the policy would be embedded into the Council's procurement processes.

Decision of the Leader

The Leader resolved to:

- i. Approve the draft policy with regards to Blacklisting set out at Appendix 1 of the officer's report.
- ii. Approve the actions to embed the policy in the Council's procurement processes set out at Section 6 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.

In response to member's questions the Head of Legal Services said the following:

- i. Whilst the new Public Contracts Regulations had been published in draft no date had been given for a final version or an implementation timescale. It was likely that this would be within the next 12 months and at this point the City Council would review its Policy if required.
- ii. The City Council's policy could now be implemented.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Leader approved the recommendations.

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

Not applicable.

15/9/SR Council Tax Reduction Scheme 2015/16

Matter for Decision: The report provided details of the review of the Council's 2014-15 Council Tax Reduction Scheme and proposals for the continuation of the current scheme rules for the financial year 2015-16 and details of the Discretionary Council Tax Reduction Scheme.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

- i. Agree to continue to administer the Cambridge City Council - Council Tax Reduction Scheme 2013 (Persons who are not Pensioners).
- ii. Understand the change in the way that Council Tax Reduction Schemes would be funded by Government from 2015-16 onwards as detailed in Section 4 of the officer's report.
- iii. Agree to invoke the Council's right under paragraph 42(2) of the Scheme to set the applicable amounts in Schedule 1 in accordance with the annual uprating of applicable amounts, which would shortly be laid by Parliament as an amending statutory instrument to the Regulations.
- iv. Agree under paragraph 48(10) of the scheme to set the amounts of non-dependent deductions annually and to increase the amounts set in subparagraphs (1) and (2) by 1.2% in line with the published Consumer Prices Inflation (CPI) for September 2014 or to set them at the rate under the Prescribed Regulations, whichever is the higher.

- v. Agree to retain the End of Calculation Deduction as set out in paragraph 49A of the Scheme at “zero” per cent.
- vi. Agree to continue with the current position regarding discounts for empty dwellings and second homes.
- vii. Approve the attached Cambridge City Council Discretionary Council Tax Reduction Scheme, incorporating powers to grant a reduction or further reduction under section 13A(1)(c) of the Finance Act 1992.
- viii. Delegate authority to the Head of Revenues and Benefits to determine such applications for Council Tax Discretionary Reduction where they relate to individual cases of exceptional financial hardship.

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.

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

- i. The number of people receiving a Council Tax reduction had fallen from 7112 in 2011-12 to 6838 in 2014/15. This was due to more people being in paid employment and the subsequent reduction in support needed.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Executive Councillor approved the recommendations.

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

Not applicable.

15/10/SR Money Transmission (Banking) Contract

Matter for Decision: The existing banking contract expires on 31 March 2016. Approval was being sought to re-tender and at the end of the tender process, to award a Banking Contract to a chosen banking provider.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

Recommend to Council the following three items:-

- i. To authorise the delegation to the Director of Business Transformation to undertake the re-tendering and award of the Council's Banking Contract for a period of 5 years (with the Council's option to extend up to a further 5 years), subject to the preferred tender price being within 10% over the estimated contract value;
- ii. To commence the tender process by not using a Framework option i.e. using a 'full' tender process; and;
- iii. To use an 'open' tender route and to evaluate bidders using the same creditworthiness criteria as used to select the City Council Counterparty List.

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 Finance.

In response to member's questions the Head of Finance and the Accountant (VAT & Treasury) said the following:

- i. The estimated total contract value was £360,000 for a term of 10 years (not 8 years as incorrectly noted in the officer's report). Recent activity data had been used to estimate this value.

- ii. Acknowledged members concerns but confirmed that the tender selection criteria would ensure that the City Council was protected from undue risk.
- iii. The Contract could be let to a bank already used by the Council for its other deposits. The separate deposit values would however be combined to ensure they remain within existing limits. This would ensure the Council managed its *overall* risk.
- iv. The tender criteria would be wide to ensure as much choice for the Council as possible.
- v. Whilst some Councils had looked into setting up their own banks, it would not be suitable for this type of contract.

The Head of Finance further acknowledged the committees concerns regarding risk. It was agreed that the creditworthiness criteria used to evaluate bidders for this contract would mirror that used for the City Council's Counterparty List.

Recommendation iii) of the officer's report was therefore amended to read (addition underlined):

iii. To use an 'open' tender route and to evaluate bidders using the same creditworthiness criteria as used to select the City Council Counterparty List.

The Scrutiny Committee considered the amended recommendations and endorsed them unanimously.

The Executive Councillor approved the amended recommendations.

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

Not applicable.

15/11/SR Annual Treasury Management Strategy Statement 2015/16

Matter for Decision: The Council is required by regulations issued under the Local Government Act 2003, to produce an Annual Treasury Management Strategy Report. The officer's report complied with the CIPFA Code of Practice on Treasury Management (February 2011) and the CIPFA Prudential Code for Capital Finance in Local Authorities (May 2013 edition). The report also included any changes to the prudential & treasury indicators, since they were last reported within the Mid-Year Financial Review (MFR), to Council, on 6th November 2014.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

- i. Recommend to Council the Annual Borrowing Statement at Paragraph 3.2 of the officer's report, the Council's Minimum Revenue Provision (MRP) Policy at Paragraph 3.3 of the officer's report and the Council's Annual Investment Strategy as contained within Paragraph 6 of the officer's report.
- ii. Recommend to Council an amendment to counterparty limits as follows (which puts these financial instruments in line with the other products in use):

Name	Recommended Limit (£)
Supranational Bonds - AAA	15m
UK Government Treasury Bills	15m
UK Government Gilts	15m

- iii. Recommend to Council changes to the estimated Prudential & Treasury Indicators for 2014/15 to 2017/18, inclusive, as set out in Appendix D.

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 Finance.

In response to member's questions the Head of Finance, the Director of Customer and Community Services and the Accountant (VAT and Treasury) said the following:

- i. Pointed out that the HRA Business Plan was currently making a provision so that 25% of HRA debts could be repaid from 2038 onwards. However, this would depend on the financial situation at the time.
- ii. The Council's proposed £10m investment with the Charities, Churches and Local Authorities' Property Fund (CCLAPF) would represent 10% of the available cash balances.
- iii. CCLAPF actively manage portfolios to limit voids and have performed consistently well in this area. They also renovate property to a high standard to ensure quality tenants.
- iv. The yield of the fund is based on the rental income.
- v. The administration costs are within the industry standards.
- vi. The City Council's Treasury Management Advisors are supportive of this proposed investment.
- vii. New investors increase the size of CCLAPF. The City Council would therefore be buying new 'units' not ones previously been sold on by other Local Authorities.
- viii. Any capital appreciation would be released upon sale of the 'units'.

With regard to the concerns raised about the investment with CCLAPF the Executive Councillor for Finance and Resources said the following:

- i. This type of investment provided a very stable and long term return for the Council.
- ii. Returns were generally in the 3.5% - 10% range.
- iii. A diverse geographical and property type portfolio reduces risk as differing areas and property types may be affected differently at the same point in any property cycle.
- iv. Since 1971 no Local Authority who had invested in this fund had sold any of its 'units'.
- v. Whilst the capital value of properties did vary over time, the rental income stayed very stable.
- vi. Had been very reassured by his meetings and ongoing dialogue with the CCLAPF Managers.

- vii. CCLAPF held a very diverse portfolio of property and it was therefore very unlikely that the City Council would be bidding on the same properties. This could however be further discussed between the two parties.
- viii. Whilst the overall governance structure was controlled by the LGA, individual investors did have an input into this.
- ix. Any capital appreciation would only be realised if and when 'units' were sold.
- x. This was a safe long term investment for the City Council and the tax payers of Cambridge.

Councillor Bick proposed the following additional recommendation:

- i. To defer investment in CCLAPF for 1 month to allow for alternative proposals to be considered.

On a show of hands this proposal was lost by 3 votes to 5.

Councillor Bick requested that separate votes be taken on the recommendations included in the officer's report.

The Scrutiny Committee considered recommendation i) and endorsed it by 5 votes to 0.

The Scrutiny Committee considered recommendation ii) and endorsed it unanimously.

The Scrutiny Committee considered recommendation iii) and endorsed it by 5 votes to 0.

The Executive Councillor approved the recommendations.

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

Not applicable.

15/12/SR Strategy and Transformation Portfolio Revenue and Capital Budgets 2015/16 (Estimate), 2016/17, 2017/18, 2018/19 and 2019/20 (Forecast)

Matter for Decision: The report detailed the budget proposals relating to Strategy and Transformation portfolio as included in the Budget-Setting Report (BSR) 2015/16. The report also included consideration of any recommendations concerning the review of charges and project appraisals for schemes in the Capital Plan.

Decision of the Leader

The Leader resolved to:

Revenue:

- i. Consider the revenue budget proposals as shown in Appendix B of the officer's report.

Capital:

- ii Consider the capital budget proposals as shown in Appendix C of the officer's report.
- iii Delete some schemes from the Capital Plan as shown in Appendix C of the officer's report.
- iiii Adjust capital funding for items 2 (c) to 2 (e) as appropriate.

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 Finance.

In response to member's questions Officers and Executive Councillors said the following:

- ii. Budget Reference PROG3558 and 3561 (self-service and electronic enquiry service/voice activated switchboard): The Director of Business Transformation said that callers to the City Council would be given a limited number of voice activated automated choices in order to direct their query to the appropriate person/service. Where required the caller could be connected directly to a member of staff.
- iii. Budget Reference PROG3747 and 3748 (shared Planning and Building Control Service): The Director of Environment said that these were two separate proposals – one for a Shared Planning Service and one for a shared model for Building Control. Whilst Building Control had been discussed in detail at the Environment Scrutiny Committee on 13 January 2015 the Shared Planning Service proposals were at an earlier stage of development. It was however envisaged that a saving of £50k could be achieved.
- iv. Budget Reference PROG3686 and 3746 (Support Services): The Director of Business Transformation said that the objective, over a medium term period, would be to tackle legacy support costs. A full analysis and benchmarking had been undertaken and savings were achievable. It was also confirmed that support cost savings had not been 'double counted' across numerous budget lines.
- v. Budget Reference PROG3688 (Shared Legal Service): The Director of Business Transformation said that the savings quoted would be the minimum amount achievable and could increase as the service review progressed.
- vi. Budget Reference S3528 (contribution to Cambridgeshire Constabulary): The Leader said that the Police and the Assistant Police Commissioner had confirmed that this reduction would not result in fewer PCSO's on the streets of Cambridge. Other Local Authorities had withdrawn their contributions in 2007/08 and it had had no effect on PCSO numbers. It was felt that the number of PCSO's in Cambridge was adequate.
- vii. Budget Reference PPF3539 (Neighbourhood Resolution Panel initiative): The Leader said that this was a positive initiative and he was confident that, long term, it would succeed.
- viii. The Executive Councillor for Finance and Resources said that the Food Bank had only been funded for two years as their property lease was due to expire at the end of this time and they were looking to relocate.

- ix. Budget Reference C3703 (Keep Cambridge Moving Fund): The Leader said that whilst an overall commitment of £1.5m remained, this money would not be spent before 2020 and there was therefore little point in allocating it in this budget.

The Scrutiny Committee considered the recommendations and endorsed them by 5 votes to 0.

The Leader approved the recommendations.

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

Not applicable.

15/13/SR Finance and Resources Portfolio Revenue and Capital Budgets 2015/16 (Estimate), 2016/17, 2017/18, 2018/19 and 2019/20 (Forecast)

Matter for Decision: The report detailed the budget proposals relating to Strategy and Transformation portfolio as included in the Budget-Setting Report (BSR) 2015/16. The report also included consideration of any recommendations concerning the review of charges and project appraisals for schemes in the Capital Plan.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

Review of Charges:

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

Revenue:

- ii Consider the revenue budget proposals as shown in Appendix B of the officer's report.

Capital:

- iii Consider the capital budget proposals as shown in Appendix C of the officer's report.
- iiii Delete some schemes from the Capital Plan as shown in Appendix C of the officer's report.
- iv Adjust capital funding for items 2 (c) to 2 (d) as appropriate.

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 Finance.

In response to member's questions Officers and Executive Councillors said the following:

- ii. Budget Reference PPF3706 (Trade Union Facilities Agreement): The Executive Councillor for Finance and Resources said that, whilst comparisons with the practice of other Local Authorities in the region was not relevant, the Human Resources (HR) Department may be able to provide members with information on any such comparisons.
- iii. Budget Reference R13569 (loss of Mill Road Depot income): The Executive Councillor for Finance and Resources said that the estimated figures from the previous administration had been overambitious. The Head of Property Services said that the expected income from the proposed lettable space had not been achieved.

The Scrutiny Committee considered the recommendations and endorsed them by 5 votes to 0.

The Executive Councillor approved the recommendation.

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

Not applicable.

15/14/SR Budget Setting Report February 2015

Matter for Decision: The Budget-Setting Report (BSR) provided an overview of the review of the key assumptions. It included the detailed revenue bids and savings and set out the key parameters for the detailed recommendations and budget finalisation to be considered at the meeting of The Executive on 22 January 2015. The Executive would make final budget recommendations to Council, for consideration at its meeting on 26 February 2015.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

General Fund Revenue Budgets: [Section 5, page 28 of the BSR refers]

- i. Agree any recommendations for submission to the Executive in respect of:
 - Revenue Pressures shown in Appendix B(a) and Savings shown in Appendix B(b).
 - Priority Policy Fund (PPF) Bids as shown in Appendix B(c) of the BSR.
 - Bids to be funded from External or Earmarked Funds as shown in Appendix B(d) of the BSR.
 - Non Cash Limit items as shown in Appendix B(e) of the BSR
- ii Formally confirm delegation to the Chief Financial Officer (Head of Finance) of the calculation and determination of the Council Tax taxbase (including submission of the National Non-Domestic Rates Forecast Form, NNDR1, for each financial year) as set out in Appendix A(a) of the BSR.
- iii Recommend to Council the level of Council Tax for 2015/16 as set out in Section 4 [page 26 of the BSR refers].

Note that the Cambridgeshire Police and Crime Panel will meet on 28 January 2015 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 12 February 2015 and Cambridgeshire County Council will meet on 17 February

2015 to consider the amounts in precepts to be issued to the City Council for the year 2015/16.

Treasury Management (see separate report).

Other Revenue:

- ii Delegate to the Head of Finance 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).
- iii Approve an amendment to the remit for the “Sharing Prosperity Fund” so that the revised remit (changes are underlined) is

Sharing Prosperity Fund Formal Remit:

To provide resources to fund fixed-term and one-off projects and proposals that support the interim and final objectives of the council’s Anti-Poverty Strategy, namely:

- 1) Helping people on low incomes to maximise their income and minimise their costs
- 2) Making the move into work easier
- 3) Helping low income families with the cost of raising a child
- 4) Breaking the link between poor health and poverty
- 5) Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience
- 6) Helping people with high housing costs and improving the condition of people’s homes
- 7) Working in partnership to tackle wider barriers to employment and engagement (e.g. transport, learning and skills)

In accordance with the Council’s delegation and approval processes outlined in Part 3 Section 9.3 of the Council Constitution, approval of allocations to be made from the Sharing Prosperity Fund will differ depending on the amount of funding requested and whether it is capital or revenue.

Projects costing £15,000 or less will be approved by the Head of Corporate Strategy, subject to endorsement by The Anti-Poverty Strategy Project Board.

Projects costing more than £15,000 will be considered in the first instance by The Anti-Poverty Strategy Project Board and then submitted for approval by the Executive Councillor for Finance and Resources.

Projects over £75,000 will be reviewed at Strategy and Resources Scrutiny Committee before approval, subject to the need to make urgent decisions.

Where a project includes capital spending of more than £15,000, capital approval processes are also required.

Capital: [Section 7, page 35 of the BSR refers]**Capital Plan:**

- ii Agree any recommendations to the Executive in respect of the proposals outlined in Appendix D(a) of the BSR for approval to include in the Capital Plan, or put on the Projects Under Development or Hold Lists, including any additional use of revenue resources required.
- iii Agree the revised Capital Plan as set out in Appendix D(c) of the BSR, the Projects Under Development and Hold lists set out in Appendices D(d) and D(e) respectively and the Funding as set out in Section 7, page 41 of the BSR for the General Fund.

General Fund Reserves:

- iiii Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to support the budget proposals as set out in the table [Section 6, report page 34 and Section 8, page 46 of the BSR refers].

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 Finance.

In response to member's questions the Head of Finance said the following:

- ii. With regard to the process for non-vehicular repair and renewal (R&R) bids:
 - Revenue R&R would be funded from the Revenue Repairs Budget
 - Capital R&R would be funded via a capital bid through the budget setting process.

It was noted that the current Capital process was very complex and officers were working to simplify and standardise it.

- iii. Commitments against the New Homes Bonus (NHB), as shown on page 31 of the BSR, are the same headings as in last year's budget, and the priority order would be dependent on City Deal arrangements. It was unlikely, with current allocations, that homelessness prevention would be affected.
- iv. Car park income was very difficult to accurately estimate. Whilst the Council used consultants to help predict the income this was not an exact science and was affected by many variables.

The Director of Environment added that, whilst there were many variables, there were also many constants i.e. growth of the City and surrounding areas which could help estimate car park income. It was confirmed that the Transport Strategy took account of the Park and Ride sites.

- iv Budget Reference NCL3716 (New Homes Bonus - additional): This represented income being put into projections for future years.
- iv Budget Reference NCL3716 (New Homes Bonus - unallocated): This was the balance of unallocated income which would go into the NHB reserve fund.
- ivi Agreed to provide capital bid documentation prepared in line with existing procedures for new projects to Councillor Bick prior to the meeting of The Executive, if required.
- ivii A new prioritisation process was being developed by officers. Whilst the old style paperwork would still be used during this transition period officers were looking in more detail at projects during the prioritisation stage.

The Executive Councillor for Finance and Resources added that, in the past many projects had been added with little or no business case and the new prioritisation process would address this. Park Street Car Park and the public convenience project were examples of this.

- iviii Options for Park Street Car Park had been consulted on but they had very different costings and timings. Until a preferred option had been agreed upon the project was therefore placed on the Projects Under Development (PUD) list.
- ix Whilst the Council needed to be *aware* of projects upcoming for the Capital Plan, there was no need to allocate the money before a Business case had been developed.

The Executive Councillor for Finance and Resources added that more efficiency with the Capital Plan process was needed. Placing items on the Plan that had not been fully costed simply tied up money that could be used elsewhere.

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

- v. The funding for public conveniences would be released pending the outcome of the review of provision. The funding had therefore been placed on the Projects Under Development section (PUD) list.

The Scrutiny Committee considered the recommendations and endorsed them by 5 votes to 0.

The Executive Councillor approved the recommendation.

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

Not applicable.

15/15/SR Combined Colleges Boathouse, Logan's Way - Grant of New Lease

Matter for Decision: The Council owned the freehold of a 0.36 ha (0.9 acre) site off Logan's Way which was currently let to Selwyn College for use as a boat house. Selwyn College in conjunction with Churchill College, King's College and The Leys School, known as the Combined Colleges, want to undertake a comprehensive re-development of the existing boat house and had approached the Council regarding the grant of a longer lease to secure funding. The length of the proposed lease requires Executive Councillor approval.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

- i. Agree to a surrender of the existing lease and grant of a new 99 year lease to the Combined Colleges on the terms set out in the officer's report.

- ii. Delegate authority to the Head of Property Services to finalise lease terms.

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 Property Services.

In response to member's questions the Head of Property Services said the following:

- i. The under-lease and the sub-lease terms had been agreed between the Combined Colleges, the Cambridge Rowing Association and the Cam Rowers.
- ii. Retail Price Index (RPI) was an appropriate index used to calculate rental income increases.
- iii. Security issues would make public access to the river frontage difficult. This would be discussed in more detail between the parties.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Executive Councillor approved the recommendations.

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 for the following items on the grounds that, if they were present, there would be disclosure to them of information defined as exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

15/16/SR Commercial Property Investment

Matter for Decision: The Council's commercial property portfolio had consistently produced good rates of return compared to Treasury Management investments over the past few years. This reflected recent exceptionally low bank interest rates on cash investments and that the Cambridge commercial property market had proved resilient. The Budget Setting Report for 2015/16 recommended the allocation of £8m for investment in commercial property to generate additional income of £400,000 p.a. from 2016/17. For the reasons set out in the report, it was recommended that the funding available be invested directly in acquiring new property.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved that:

- i. The Council allocates £8m for investment in acquiring commercial property, subject to the 2015/16 Budget Setting Report being approved.
- ii. Authority is delegated to the Head of Property Services to acquire commercial property up to £8,515,000 (inclusive of acquisition costs) in consultation with the Executive Councillor for Finance and Resources, the Chair and Opposition Spokesperson for Strategy & Resources Scrutiny Committee and the Head of Finance

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 Property Services.

The Scrutiny Committee considered the recommendations and endorsed them by 5 votes to 0.

The Executive Councillor approved the recommendation.

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

Not applicable.

15/17/SR Lease of Land at Cheddars Lane

Matter for Decision: Lease of Land at Cheddars Lane

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

- i. Agree details of the lease of Land at Cheddars Lane.

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 Property Services.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Executive Councillor approved the recommendation.

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

Not applicable.

15/18/SR General Debts - Bad Debts for Write-off

Matter for Decision: Items recommended for write-offs in the financial year ending 31st March 2015.

Decision of the Executive Councillor for Finance and Resources

The Executive Councillor resolved to:

- i. Write-off two debts totalling £26,398.45.

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:

N/A

The Executive Councillor approved the recommendation.

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

Not applicable.

The Chairman of the Committee noted that this would be the last meeting to be supported and serviced by Glenn Burgess. The Committee voiced its thanks to Mr Burgess for his work for the Committee and the Council over many years.

The meeting ended at 8.52 pm

CHAIR

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 13 February 2015
5.00 - 6.45 pm

Present: Councillors Robertson (Chair), Sinnott (Vice-Chair), Baigent, Benstead, Bick, Cantrill, C. Smart and M. Smart

Councillor Smart joined the Committee after the decision on item 15/22/SNRa

Leader of the Council: Councillor Lewis Herbert

Executive Councillor for Finance and Resources: Councillor George Owers

Other Councillors:

Executive Councillor for Community, Arts and Recreation: Councillor Richard Johnson

Executive Councillor for Housing: Councillor Kevin Price

Officers:

Chief Executive: Antoinette Jackson

Director of Customer and Community Services: Liz Bisset

Director of Environment: Simon Payne

Director of Business Transformation: Ray Ward

Head of Finance: Caroline Ryba

Safer Communities Section Manager: Lynda Kilkelly

Committee Manager: James Goddard

Other Officers:

Head of Legal Services: Simon Pugh

FOR THE INFORMATION OF THE COUNCIL

15/19/SNR Apologies for absence

No apologies were received.

15/20/SNR Declarations of interest

No declarations of interest were made.

15/21/SNR Public Questions

There were no public questions.

15/22/SNR Amendments to the Budget Setting Report February 2015

15/22/SNRa Executive Amendment

Matter for Decision

The Head of Finance introduced the Executive Amendment.

The Officer's report detailed amendments to the Budget-Setting Report 2015/16 that was recommended to Council by the Executive at its meeting on 22 January 2015.

These amendments include corrections and also reflect new or updated information that has been received since that meeting and the consequent changes required.

Unless otherwise stated, any references in the recommendations to sections, pages and appendices relate to Version 1 of the Budget Setting Report (BSR) 2015/16.

Corrections and new or updated information:

- **Collection Fund Deficit, Appendix B(e):**
Change to item NCL3740 - increasing the City Council's share of the projected year-end deficit from £24k to £60k (revised calculation based on updated information), the additional £36k to be met from general fund reserves in 2015/16.
- **Budget Pressures, Appendix B(a):**
Inclusion of omitted item CF3672 £1m
- **Projects Under Development (PUD) List, Appendix D(a):**
Inclusion of omitted item UD016 Public Conveniences
- **City Deal:**
Change the "**City Deal Infrastructure Investment Fund**" to "**City Deal Investment and Delivery Fund**" - the Council has committed to pooling a proportion of gross NHB receipts with its local authority partners to provide funding to enable delivery of City Deal objectives to support and address the impacts of growth. The change in wording reflects ongoing discussions on the use of this funding [pages 22, 24, 31 and 100 in Appendix E refer].

Decision of Executive Councillor for Finance and Resources

The Executive Councillor approved the amendments:

i. Collection Fund Deficit:

Change to item NCL3740 – increasing the City Council's share of the projected year-end deficit from £24k to £60k, the additional £36k to be met from general fund reserves in 2015/16.

ii. City Deal:

- Change the “City Deal Infrastructure Investment Fund” to “City Deal Investment and Delivery Fund”.
- To authorise the Section 151 officer to make necessary changes to the Budget Setting Report 2015/16, to be considered by Council at the meeting on 26 February 2015, to reflect the impact of changes for the above.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee resolved by 5 votes to 0 with 2 abstentions to endorse the recommendations as set out in the Officer's report.

The Executive Councillor approved the recommendations.

Councillor Smart joined the Committee after the decision was taken.

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

No conflicts of interest were declared by the Executive Councillor.

15/22/SNRb Liberal Democrat Amendment

The Leader of the Liberal Democrat Group introduced the item.

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

Finance

- i. (Q) Would the amendment lead to higher spending? (A) The purpose of 2015/16 Budget - Bids & Savings – GF (P16 of Officer's report) was to avoid higher net spend 2015 – 2020.
- ii. (Q) There appeared to be a conflict of information. £97,500 spending increase was implied in Appendix [B(e) Non-Cash Limit] (P16), but tables later in the report suggested a decrease. (A) Tables on P38 showed savings targets.
- iii. (Q) The amendment would lead to an unsustainable budget and higher savings requirements in future. (A) Again referred to tables on P38 showed savings targets. Labour and Liberal Democrats both wished to make savings by 2020, each had their own spending priorities. There were £2.471m of undefined savings.
- iv. Queried details of saving expectations in 2015/16 Budget - Bids & Savings – GF (P16 – 17). (A) Reducing the backlog in delivery would make the process more efficient.
- v. (Q) Referred to 2015/16 Budget - Capital Bids – GF (P17), how would separating a small element of highways project funding for City Council use, instead of the Joint Area Committee, lead to efficiencies? (A) The intention was to decentralise some funding to Area Committees so they could decide how to use it. The role of the Joint Area Committee was different from the Area Joint Committee it replaces.
- vi. (Q) Queried reason for abandoning introduction of self-service telephony and electronic enquiry services 2015/16 Budget - Bids & Savings – GF (P16). (A) An automated and complex self-service system did not provide the service people expected from the Council. The Customer Service Centre was brought in to address this.

Housing

- vii. (Q) Queried housing sites expected to come forward. (A) Sites in Council General Fund ownership
 - Mill Road Depot.
 - North West Cambridge.
 - Park Street Car Park.
- viii. (Q) What is the average timescale to execute housing projects and make potential sites available? (A) To be set out in future for scrutiny by relevant committees. The timescales in Liberal Democrat and Labour 2015 – 2016 budgets were similar.

The Director of Environment said the Mill Road Depot site should come free for housing by 2018. Three operational sites needed to be released before the land as a whole could be released. A detailed plan was being worked up regarding the timeframe. This was also dependent on the Local Plan timetable. Three years seemed a realistic timeframe.

Timeframes for making intermediate housing sites available depended on particular site factors such as ensuring access and undertaking consultation. Eighteen months to three years seemed a realistic timeframe.

- ix. (Q) Requested clarity on how £450,000 of income would be generated from housing sites in 2017 – 2018. (A) The income figures were based on briefing details given by Officers. Councillor Bick undertook to share the briefing information with The Executive to show the evidence base for amendment figures.

If sites were brought forward for use quickly, the Council would get the income sooner.

- x. (Q) Sought clarity on how planning process could be speeded up to bring more sites forward for development and build housing. (A) Undertake due planning process faster ie in parallel not in series.
- xi. (Q) Why had the Liberal Democrats not undertaken faster house building when they were in control of the Council? (A) A number of factors had come into place recently such as some sites only now becoming available.

Community, Arts and Recreation

- xii. (Q) Were living wage sums appropriate? (A) The premise of the amendment was to expect employers contracted by the Council to pay a living wage. This would be paid for by contractors making operational efficiencies. The situation would not be cost free, the Council would have to negotiate with contractors.
- xiii. (Q) Why should the Council subsidise contractors to pay the living wage when they should be doing this already? (A) Some contracts were put out to tender prior to the Council implementing its living wage policy, therefore changes to contract terms would have to be negotiated (as a moral expectation), not expected arbitrarily. New contracts would reflect living wage expectations.

- xiv. (Q) Were funding sources appropriate for Nightingale Recreation Ground Pavilion refurbishment (P17)? (A) £400,000 was appropriate funding. The intention was to re-instate the scheme in the Capital Plan.
- xv. (Q) Was Jesus Green Pavilion sufficiently developed to receive funding (P17)? Had appropriate consultation been undertaken on the scheme? Should the scheme should be listed in 'projects under development' rather than the Capital Plan? (A) The project had received funding for two years prior to removal from the Capital Plan. The intention was to re-instate the scheme. Detailed consultation information was not set out in the Capital Plan.
- xvi. (Q) 2015/16 Budget - Bids & Savings – GF (P16) set out tapering living wage costs. Please clarify details. (A) Figures provided a platform/expectation that could be used for future negotiation. Also for Lion Yard toilets and partnership work with the Police.
- xvii. (Q) Had Liberal Democrat budget amendment figures 2015/16 Budget - Bids & Savings – GF (P16) been drawn up in conjunction with advice from the Police in terms of their resource expectations? Labour had liaised with third parties when in opposition. (A) The budget amendment was Liberal Democrats saying that Labour had got its spending priorities wrong. The Police need resources to assist the Council.
- xviii. (Q) Would revealing that the Council was prepared to negotiate on living wage terms and conditions (ie provide subsidies) weaken its bargaining position? (A) No.
- xix. (Q) Sought clarification regarding Deletion of proposed cutback in Maternity Fund funding 2015/16 Budget - Bids & Savings – GF (P16). (A) Accept that saving will be made here if they cannot be found elsewhere, but object to making savings in the Maternity Fund on principle.

15/23/SNR Public Spaces Protection Order

Matter for Decision

The report set out the result of the officers' review of potential areas for public spaces protection orders proposed by the Area Committees and asked the Executive Councillor to approve in principle the proposal to make a public spaces protection order in respect of Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place; in the form set out at Appendix A of the Officer's report. Also to authorise officers to publicise the proposed order and to consult.

Decision of the Leader

- i. Approved in principle the proposal to make a public spaces protection order for Mill Road Cemetery, Petersfield Green and the front garden of

Ditchburn Place, Cambridge in the form set out at Appendix A of the Officer's report.

- ii. Authorised officers to publicise the proposed order and to carry out consultation as required by the Anti-Social Behaviour Crime and Policing Act 2014.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Communities Section Manager.

The Committee made the following comments in response to the report:

- i. It was recognised that some areas of the city such as Mill Road Cemetery were affected by anti-social drinking. The Council wished to take steps to address this.
- ii. The PSPO was designed to stop anti-social street drinking, not displace it by moving drinkers from one area to another.

Liberal Democrat Councillors made the following comments in response to the report:

- i. Sought clarification regarding the scope of the PSPO, and if it would impact on people having social drinks in public, as well as those who behaved in an anti-social way.
- ii. Asked how 'anti-social drinking' could be quantified in a meaningful way. There were no specifications in the document on how the Police should implement the power. An agreed protocol as discussed in proposals for a Designated Public Places Order in 2006 would address this and ensure the power was used with discretion.

In response to Members' questions the Leader said the following:

- i. The intention of the PSPO was to discourage anti-social drinking in public places. It was not expected to stop people having social drinks at picnics etc.
- ii. The power was not automatically available to the Police, it had to be given by the Council. This would decentralise its use and enable Officers to make on the spot decisions on whether to exercise the power or not. A Police Constable would have discretion by not having a

bureaucratic protocol in place, to be considered alongside any other rules and regulations. The Leader undertook to liaise with the Police regarding the PSPO implementation process. Labour Councillors did not think there was a need for a usage protocol as the PSPO would not stop general drinking, only anti-social street drinking.

- iii. The evidence base of need for a PSPO was set out in P4 – 7 of the Officer's report.
- iv. A PSPO was part of the range of options the Police could use to stop anti-social drinking.

Liberal Democrat Councillors requested a change to the recommendations. Councillor Bick formally proposed to add the following text (shown in bold) to recommendation 1 from the Officer's report:

To approve in principle the proposal to make a public spaces protection order for Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge in the form set out at Appendix A **subject to agreement with the Police on a protocol defining situations where the power to enforce would be used, namely in response to incidents of anti-social behaviour;**

On a show of hands the proposal was lost by 5 votes to 3.

The Leader and Labour Councillors said the amendment would delay the introduction of the PSPO and a protocol was not needed as the PSPO and 2006 DPPO were two separate entities, and he had arranged a meeting with the police to ask appropriate questions on implementation.

The Committee resolved by 5 votes to 0 with 3 abstentions to endorse the recommendations as set out in the Officer's report.

The Leader approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

15/24/SNR Procedural Item: Change to February 2016 Meeting Date

The Committee agreed they would like the Committee Manager to investigate if it were possible to move future February Committee meetings from Fridays to another eg Mondays or Thursdays.

The meeting ended at 6.45 pm

CHAIR

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**Recommendation to Dispose of a HRA Asset
(1 Engineers House) on the Open Market**

Decision of: Councillor George Owers,
Executive Councillor for Finance and Resources

Reference: 14/URGENCY/HSC/13

Date of decision: 9 March 2015 **Recorded on:** 9 March 2015

Decision Type: Non Key

Matter for Decision: The disposal of a dwelling in the city, in line with the HRA Acquisition and Disposal Policy. In this instance the market disposal of the HRA residential dwelling known as 1 Engineers House, following consideration under the HRA Acquisition and Disposal Policy. The property is currently vacant.

Why the decision had to be made (and any alternative options): This is due to the level of investment required for the dwelling (which is currently void) and the difficulties in managing and maintaining the property on an ongoing basis, due to both age and location. It would save the Council having to meet further additional costs, and allow alternative use of the resource received as a capital receipt for the disposal

The Executive Councillor’s decision(s):

- Approve, following receipt and consideration of an independent valuation report, disposal of the HRA dwelling known as 1 Engineers House, following advertisement on the open market.
- Approve delegation of authority to the Director of Customer & Community Services, in consultation with the Head of Finance and Head of Property Services, to negotiate upon the original valuation to arrive a sale which demonstrates the best value achievable for the

HRA in the market at the time of disposal.

- Approve the up-front capital costs associated with the project, estimated to be up to £10,350 (Valuation Fee, Agents Sales Fee, Legal Fee), which will be fully met from the capital receipt once the sale is complete.
- Recognise that the notional revenue loss arising from disposal of this dwelling has been excluded from the financial appraisal, as the property is not in lettable condition without significant investment.

Reasons for the decision:

As outlined above

Report:

A report detailing the background is attached

Scrutiny consideration:

The Executive Councillor for Housing agreed the proposal prior to submitting to the Executive Councillor for Finance and Resources. The Chair and Opposition Spokes for Housing and Strategy & Resources were consulted prior to the action being authorised. A report is being considered by the Leader at S&R Scrutiny Committee on 23 March 2015 which recommends HRA disposals in future will sit with the Ex Cllr for Housing.

Conflicts of interest:

No conflicts of interest were declared by the Executive Councillor.

This urgent decision will be reported to the next Housing Scrutiny Committee and next Strategy & Resources Committee.

Comments:

None.

Project Appraisal and Scrutiny Committee Recommendation

Project Name	Recommendation to Dispose of an HRA Asset (1 Engineers House) on the Open Market
Committee	Housing Scrutiny Committee / Strategy & Resources
Portfolio	HRA
Committee Date	Urgent Decision
Executive Councillor	Councillor Kevin Price, Executive Councillor for Housing & Councillor George Owers, Executive Councillor for Strategy & Resources
Lead Officer	Julia Hovells, Business Manager / Principal Accountant

Recommendation/s

Financial recommendations –

In line with the HRA Acquisition and Disposal Policy, the Executive Councillor for Housing, with the agreement of the Executive Councillor for Strategy & Resources, is asked to:

- Approve, following receipt and consideration of an independent valuation report, disposal of the HRA dwelling known as 1 Engineers House, following advertisement on the open market.
- Approve delegation of authority to the Director of Customer & Community Services, in consultation with the Head of Finance and Head of Property Services, to negotiate upon the original valuation to arrive a sale which demonstrates the best value achievable for the HRA in the market at the time of disposal.
- Approve the up-front capital costs associated with the project, estimated to be up to £10,350 (Valuation Fee, Agents Sales Fee, Legal Fee), which will be fully met from the capital receipt once the sale is complete.
- Recognise that the notional revenue loss arising from disposal of this dwelling has been excluded from the financial appraisal, as the property is not in lettable condition without significant investment.

1 Summary

1.1 The project

- This report considers and recommends the market disposal of the HRA residential dwelling known as 1 Engineers House, following consideration under the HRA Acquisition and Disposal Policy. The property is currently vacant.
- The HRA Acquisition and Disposal Policy includes a number of criteria upon which the disposal of a dwelling should be considered, including whether the property requires significant investment, its construction type and location.

1.2 The Property

Property Address	1 Engineers House Riverside Cambridge CB5 8HN
Property Type	House
Number of Bedrooms	3
Number of Reception Rooms	2
Garage in Curtilage	No

1.3 The Criteria

1	Property where the business case indicates a negative contribution to the business plan, with anticipated costs of managing, maintaining and improving to the required standard, expected to outweigh the rental stream realisable, with no clear social benefit to retention.	Yes
2	Property where the location detracts from ease of housing management and maintenance activity.	Yes
3	Property where the build type detracts from ease of housing maintenance.	Yes

1.4 Target Dates / Deadlines

Void Date	13/10/2014
Instruction to Valuer	4/12/2014
Stock Condition Survey completed	23/1/2015
Valuation Report received	29/1/2015
Circulation of Business Case to HMT for officer decision	6/2/2015
Urgent Decision circulated	TBC
Property marketed	March 2014

1.5 The Cost (using January's valuation report)

Capital Cost	
Sales Fee	£8,400
Legal Fees	£1,000
Valuation Fee	£950
Total Capital Cost	£10,350

Capital Cost Funded from:

Funding:	Amount:	Details:
Reserves	£0	
Repairs & Renewals	£0	
Section 106	£0	
Borrowing	£0	
Right to Buy Receipts	£0	
Other	(£10,350)	Capital receipt for the market disposal

Total Revenue Cost **Per Annum**

Management Costs	£470
Maintenance / Repairs	£750
Major Works / Improvements (MRA/Depreciation)	£1,250
Total Revenue Expenditure	£2,470
Revenue Income (Rent)	(£6,700)
Net Revenue Cost / (Surplus)	£4,230

The net revenue impact of the loss of the dwelling has not been incorporated into the financial appraisal for the option to dispose of the dwelling in its current condition, as the property is not considered to be lettable as it is today. If remedial works were to be carried out, then the revenue impact shown above would be realised by the HRA were the asset to be disposed of.

Capital Project Appraisal and Committee Report

1.6 What is the project?

The project has considered the options available to the HRA in relation to a 3 bedroomed house at 1 Engineers House, where it has been identified that considerable investment is required to bring the property up to an acceptable standard, The property is currently void, allowing the authority to fully explore all options.

The options considered include, full refurbishment and re-let as social housing, full refurbishment and disposal on the open market and disposal on the open market in its existing condition.

1.7 What are the aims & objectives of the project?

The aim of this project is to ensure that the HRA makes best use of its asset base and limited housing resources to maximise the delivery of affordable housing across the city.

1.8 Summarise the major issues for stakeholders & other departments?

The project has required input from the Estates & Facilities team to identify the investment required in the property should it be retained or refurbished and sold on. An initial stock condition survey has been undertaken, the findings of which have been incorporated into this report.

Legal are required to undertake and complete on the sale of the property, and have already been approached to allocate a Solicitor to this project.

Property Services will act on behalf of housing in respect of instructing an agent for the sale of the property and leading on any sales negotiations.

1.9 Summarise key risks associated with the project

There are risks associated with each of the options that have been investigated.

In either of the options which would require the authority to carry out the refurbishment works there is a significant risk that once works begin, the need for additional investment will be uncovered, due to the age and location of the property. This risk could jeopardise the anticipated pay-back that would be expected of the up-front investment in the case of retention, or the additional return that will have been assumed in the case of a market sale.

A decision to sell the property on the open market in its current condition is considered to carry a lower level of risk, but risks are still inherent in that the estimated value may not be achieved due to market forces. The only way to determine the property's actual worth is to market it for sale.

1.10 Financial and operational implications

An indication of the estimated market value of the property in its current condition, was provided by January's on 29th January 2015.

To refurbish the property to an acceptable standard to allow re-let, a significant level of investment would be required. It is estimated that following these works, a higher market value could be achieved.

Financial viability assessments have been carried out, considering three scenarios. These include:

- Refurbish and rent at Social Housing rent levels, 100% funded through HRA resources (Scenario 1)
- Refurbish and dispose of the property on the open market, using the receipt towards the delivery of 3 new affordable homes (using the Homerton scheme as a benchmark), assuming the balance of funding to be met from HRA resource (Scenario 2)
- Dispose of the property on the open market in its existing condition, using the receipt towards the delivery of 3 new affordable homes (using the Homerton scheme as a benchmark), assuming the balance of funding to be met from HRA (Scenario 3)

Refurbishment and re-let at social housing rent levels (Scenario 1) would take 27 years to pay back (recover the up-front investment from future net revenue streams) and would also carry significant risk in terms of the cost of the refurbishment work itself. The property is an old building and does not have easy access for vehicles for either the refurbishment works, or any future repair works that might be required. It is not located in the immediate vicinity of other City Council housing, making general housing management activity more complex.

Refurbishment and disposal of the property on the open market (Scenario 2) would generate a larger capital receipt than disposal of the dwelling in its existing condition, but would also carry significant risk in terms of the cost of the refurbishment work itself. Recognising that at this point the authority would be disposing of an asset which would then be lettable, in place of generating a capital receipt to re-provide 3 affordable homes, the scheme would take 10 years to pay back.

Disposal of the dwelling in its existing condition (Scenario 3) carries the lowest level of risk, and the anticipated capital receipt would allow for the re-provision of 3 affordable homes, with a pay back of 9 years, recognising that the property at 1 Engineers House is not a lettable asset in its current condition.

With this in mind, this business case has been prepared and presented on the basis of disposal of the property at 1 Engineers House in its existing condition.

1.11 VAT implications

There are no adverse VAT implications associated with the sale of this HRA dwelling.

Any decision to make alternative use of the property would require specific consideration of any potential negative vat implications, although these would not be anticipated to be significant.

1.12 Other implications

There are no other direct implications associated with this project.

1.13 Estimate of staffing resource required to deliver the project

A Surveyor in the Estates & Facilities Team has already completed the initial stock investment survey. This was a one-off visit to the property plus time to quantify the investment need and write the report.

The Business Team have undertaken the initial financial analysis required to evaluate the options and prepare the business case for decision.

Property Services will act to appoint an external sales agent and will negotiate a sales value with them at the point at which an offer is made. Input is not expected to exceed 10 hours.

Legal will be required to undertake the legal work associated with the sale of the property, and although the timeframe is unpredictable and dependent upon market forces, the workload is expected to be approximately 10 hours, unless negotiations become protracted, and is considered deliverable within existing staffing resources.

1.14 Identify any dependencies upon other work or projects

There are no direct dependencies upon other work or projects in relation to this project, as the input from each of the professionalisms from this point forward is not considered to be significant and is possible to deliver within existing capacity.

1.15 Confidential Background Papers / Appendices

(Exempt from publication under category 3 part 4b appendix 1 access to information procedure rules)

- January's Independent Valuation Report of 29th January 2015 (incorporating the findings from the Stock Condition Survey).
- Resulting financial implications for the Council

1.16 Inspection of Papers

Lead Officer	Julia Hovells
Lead Officer's Phone No.	01223 457822
Lead Officer's e-mail:	julia.hovells@cambridge .gov.uk
Date prepared:	6 th February 2015

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

	2014/15	2015/16	2016/17	2017/18	2018/19	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works	0					
Purchase of property, vehicles, plant & equipment	0					
Professional / Consultants fees	10,350					
Other capital expenditure:	0					
Total Capital cost	10,350	0	0	0	0	
Capital Income / Funding						
Government Grant	0					
S106 funding	0					
R&R funding	0					
Right to Buy Receipts	0					
Capital Receipts	10,350					
Revenue contributions	0					
Total Income	10,350	0	0	0	0	
Net Capital Bid / (Capital Receipt)	0	0	0	0	0	

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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To: Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert
Report by: Andrew Limb, Head of Corporate Strategy
Relevant scrutiny committee: Strategy and Resources 23/3/2015
Scrutiny Committee
Wards affected: All Wards

DRAFT STRATEGY AND TRANSFORMATION PORTFOLIO PLAN 2015-16 Key Decision

1. Executive summary

1.1 This report covers the draft Strategy and Transformation Portfolio Plan 2015-16, 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 and Transformation Portfolio Plan 2015-16

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 and Transformation Portfolio Plan for 2015-16 has been developed by officers and the Executive Councillor, in parallel with the budget planning process. In comparison to previous years, the draft Strategy and Transformation Portfolio Plan for 2015-16 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) Equality and Poverty 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. Action 3.2 will have a positive impact on female and male victims of domestic violence through work with the community including business, voluntary sector and partner agencies to deliver the White Ribbon Campaign (WRC) action plan.

(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 (3.1 to 3.5) focus on 'Work with the police, the voluntary sector and other agencies to make Cambridge a safer, tolerant and inclusive city'.

5. Background papers

N/A

6. Appendices

Appendix A - Draft Strategy and Transformation Portfolio Plan 2015-16

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 & Transformation Portfolio Plan 2015-16

Portfolio Holder: *Councillor Lewis Herbert*

Lead Officer: ***Andrew Limb***

Email address: ***Andrew.Limb@Cambridge.gov.uk***

Phone number: ***01223 457004***

Vision Statement 1:	Supports delivery of all vision statements
Strategic Objective 1:	Work with neighbouring councils and other partners to increase the efficiency, accessibility and inclusiveness of council services
By March 2016 we will have:	<p>1.1 Identified and progressed alternative models for delivering a range of services more efficiently, including by working in collaboration or sharing services, buildings and costs to create efficiencies and improve service resilience. In particular, we will have implemented shared service arrangements for:</p> <ul style="list-style-type: none"> • Waste and recycling services • Information & Communications Technology services • Legal services • Planning, including plans for greater integration with transport • Building Control • Some aspects of Finance <p>1.2 Implemented “arms-length” delivery models for tourism (via a Destination Management Organisation) and culture (via Cambridge Live, the cultural trust)</p> <p>1.3 Developed a digital strategy that aims to provide better services for residents at lower cost, whilst investing in the online skills, capacity and capability of those who are currently digitally excluded.</p>
Lead Officer:	<p>1.1 Ray Ward & Simon Payne</p> <p>1.2 Ray Ward, Debbie Kaye & Emma Thornton</p> <p>1.3 Antoinette Jackson</p>

Performance Measures:	<p>ST1.1 & 1.2 Achievement of benefits and savings identified in the relevant business plans; Maintenance of service outcomes including waste collection and recycling rates</p> <p>ST1.3 Agreement of strategy; and progress against timescales and objectives in the associated action plan; skills, capacity and capability of digitally excluded residents is increased</p>
Delivery Risks:	<ul style="list-style-type: none">1.1 Complexity of partnership arrangements1.2 Newness of governance and resourcing arrangements1.3 Skills and capacity within the organisation to develop and deliver a new strategy and approach

Vision Statement:	<p>An entrepreneurial city with a thriving local economy, in which businesses are assisted to build on their global and national pre-eminence in learning, discovery and production, and develop a full range of local employment and skills development, while also recognising and delivering on their social responsibilities.</p> <p>A city where 'town' and 'gown' combine, and where mutual understanding and partnerships are developed through joint working, community initiatives and volunteering.</p> <p>A city where getting around is primarily by public transport, bike and on foot.</p>
Strategic Objective 2:	<p>Build partnerships with other Councils (particularly South Cambridgeshire and the County Council), businesses, educational institutions and others to achieve City Deal and Greater Cambridge objectives for enhanced sustainable economic growth; and to advocate the needs of Greater Cambridge with Whitehall and other external partners</p>
By March 2016 we will have:	<p>2.1 Taken forward work including delivery on the City Deal infrastructure programme, skills targets and affordable housing projects to support sustainable growth of the Greater Cambridge economy and facilitate delivery of the homes and jobs envisaged in the submitted Local Plans.</p> <p>2.2 Progressed partnership thinking on plans for a Combined Authority for the City Deal with South Cambridgeshire and Cambridgeshire County Council and initiated the required governance review, subject to necessary change in the relevant legislation</p> <p>2.3 Worked with the Cambridgeshire councils, Key Cities Group, LGA and others to lead work to increase devolution to Cambridge and Greater Cambridge; identified those powers which would enable us to deliver enhanced outcomes if devolved; increased joint working</p>

	<p>with Cambridgeshire councils; and made the case to national Government to deliver genuinely localist solutions.</p> <p>2.4 Supported the development of a “Cambridge Promotion Agency” approach for the Greater Cambridge economy to ensure a more pro-active and coherent way of promoting Cambridge linked to Council and City Deal delivery.</p>
Lead Officer:	Antoinette Jackson & Andrew Limb
Performance Measures:	<p>2.1 Progress against timescales for delivering the transport improvements in the City Deal infrastructure programme and the additional apprenticeship and extra homes set out in the project plans for skills and housing</p> <p>2.2 Progress against project plan for undertaking governance review</p> <p>2.3 Progress against timescales and objectives for developing the promotion agency approach</p> <p>2.4 Commitments secured at national level to implement change</p>
Delivery Risks	Complexity of City Deal programme schemes and delivery arrangements; ability of partners to sustain commitment and resourcing; Uncertainty around Parliamentary election outcomes and any future Government’s commitment to legislation;

Vision Statement:	<p>A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.</p> <p>An international city which celebrates its diversity and actively tackles discrimination on gender, race, nationality, ethnic background, religion, age, disability, gender identity, and sexual orientation.</p>
Strategic Objective 3:	Work with the police, the voluntary sector and other agencies to make Cambridge a safer, tolerant and inclusive city.
By March 2016 we will have:	<p>3.1 Strengthened partnership working and delivered joint initiatives with the police including work to implement the Prevent initiative, focusing on what is expected of local government working in partnership with local community groups and organisations.</p> <p>3.2 Work with the community including business, voluntary sector and partner agencies to deliver the White Ribbon Campaign (WRC) action plan.</p> <p>3.3 Expand the Neighbourhood Resolution Panels in the City and integrate with the Victim Support Hub set up by the Police and Crime Commissioner.</p> <p>3.4 Work with the police and partner agencies through the Alcohol Related Violent Crime group to tackle violent crime in Abbey.</p> <p>3.5 Introduce Public Space Protection Orders where appropriate responding to suggestions made at Area Committees and put forward by the public.</p>
Lead Officer:	Lynda Kilkelly & Liz Bisset
Performance Measures:	3.1 Action plan for working together produced following community engagement workshop

	<p>in January 2015</p> <p>3.2 Fulfilled the ongoing requirements for White Ribbon Campaign status as detailed in our action plan</p> <p>3.3 Business plan for integration of the Neighbourhood Resolution Panels within the County wide Victim Support Hub developed</p> <p>3.4 Seek an improvement in the volume and seriousness of alcohol related violent crime, linked to the rolling 12 month figure as 31st March 2015</p> <p>3.5 Introduce Public Spaces Protection Orders where appropriate and reduce the number of incidents of Anti-social behaviour related to street drinking from the 2014/15 baseline.</p>
Delivery Risks	Complexity of partnership models

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To: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert

Report by: Liz Bisset, Director of Customer and Community Services

Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 23/3/2015

Wards affected: Petersfield

PUBLIC SPACES PROTECTION ORDER - MILL

ROAD

Not a Key Decision

1. Executive summary

The purpose of this report is to ask the Executive Councillor to approve the proposal to make a public spaces protection order in respect of Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge, in the form as set out at Appendix A.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To make the public spaces protection order in the form set out at Appendix A.
- 2.2 To authorise officers to publicise the proposed order as required by the Anti-Social Behaviour, Crime and Policing Act 2014.

3. Background

- 3.1 On 13th February 2015, the Executive Councillor approved in principle the proposal to make a public spaces protection order in relation to Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge.
- 3.2 Before making a public spaces protection order the Council must consult with the Chief Officer of Police, the local policing body, whatever community representatives the Council thinks appropriate to consult and the owner or occupier of the land within the restricted area. The Executive Councillor agreed the consultation process and the consultees as recommended in the report to committee in February.

- 3.3 The Council must publish the text of a proposed order on its website
- 3.4 The proposed order in the form set out in Appendix A was published on the Council's website between 16th February and 1st March 2015 and the following people and organisations were consulted:
- The Chief Officer of Police
 - The Local Policing Body at Parkside
 - Petersfield Area Community Trust
 - Glisson Road & Tenison Road Area Residents Association
 - Chair of the Parishes Committee – regarding Mill Road Cemetery
 - Mill Road Traders Association
 - Ward Councillors
 - Friends of Mill Road Cemetery.
- 3.5 A survey was also set up on the Council website. The responses to the consultation are set out in Appendix B.

Summary of the consultation responses:

- 3.6 The majority of the responses to the consultation were in favour of the public spaces protection order.
- 3.7 The response from the Police and Crime Commissioner, Sir Graham Bright supported the order as the extract from his letter demonstrates; *'I support Cambridge City Council's proposal for a PSPO as given in the consultation for the purpose of controlling the consumption of alcohol. I hope that the PSPO is effective in preventing the detrimental effect that public drinking and alcohol related disorder and nuisance is having so that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour'*. The full response is attached as Appendix C.
- 3.8 Inspector Matt Johnson responding on behalf of Parkside Police said *'There is a long history of complaints relating to alcohol fuelled anti-social behaviour at Petersfield Green, Mill Road Cemetery and the gardens in Ditchburn Place. There are strong links between members of the street-life community and incidents of alcohol related anti-social behaviour and/or violence and the calls for service at those locations support this; there were two calls for service from separate residents in Ditchburn Place – Wed 25th Feb – relating to street drinking and anti-social behaviour which were having a detrimental effect on their quality of life. The proposed PSPO focuses on areas where alcohol is consumed by members of the street-life community, as opposed to the drinking of alcohol as part of a family/recreational activity such as a picnic or community event. Therefore, by virtue of the locations*

selected, responsible drinkers are less likely to be affected. The Constabulary directs resources on the basis of threat, risk and harm; consequently, the police response to incidents should be graduated. Whilst the order prohibits certain activities, the police response will be proportionate to the harm being caused; where there is no harm being caused or likely to be, there would not be a need to challenge individuals. This approach is supported by guidance from the Police National Legal Database relating to Sect 63 which reads: Breach of an order prohibiting the consumption of alcohol is only an offence when an individual does not cease drinking or surrender alcoholic drinks when challenged by an enforcement officer. This could be a police officer, PCSO or local authority officer. This ensures that officers are able to exercise discretion in each situation. Where there is no threat of anti-social behaviour, they need not challenge the individuals, for example a family picnic with a bottle of wine.'

3.9 The majority of respondents to the consultation were in favour of the order. 68.2% said they thought that the Public Spaces Protection Order should be introduced by Cambridge City Council to tackle anti-social street drinking in Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place.

3.10 In the online survey people had the opportunity to comment or provide evidence with regard to anti-social drinking in the areas referred to in the order. The comments made covered a wide range of responses the main ones being:

- Some respondents felt that the order should only be aimed at those whose drinking is accompanied by anti-social behaviour
- Street drinkers should be offered support to overcome their alcohol dependency
- Concerns were expressed about displacement
- Some respondents had experience of litter and debris associated with street drinking
- A number of people expressed having experienced anti-social behaviour associated with the consumption of alcohol and said they felt threatened

The full details of the comments made are attached at Appendix B.

Measures in place to address street based anti-social behaviour

3.11 The Council supports a range of strategies and interventions targeted at reducing street drinking and alcohol related disorder. These interventions are having an impact, however, a study carried out by the Cambridge Community Safety Partnership in 2013 found that there are a small group who may only respond to legal remedies, who have deeply entrenched anti-social habits and the public spaces

protection order will give the police an additional tool when responding to calls for service.

- 3.12 There are a number of support systems and initiatives in place for vulnerable and homeless people, provided by the City Council and other agencies, the approach is always to offer support first and only to enforce when all other options have been tried and failed, or when there is a danger to the individual or the public.
- 3.13 The Task and Target group, chaired by the City Council Housing Advice Partnerships Manager, supports and addresses the behaviour of the most vulnerable but also most problematic group of street drinkers. This group has an individual action plan for each of the people in this cohort and they work together to offer support where appropriate and enforcement where necessary. The group consists of the Street Life Sergeant, and Police Constable, the Crime Outreach team and the Chronically Excluded Adults (CEA) initiative, which offers intensive support to the most disengaged and vulnerable. City Council funds the Street Life Police Officer and partially funds the CEA.
- 3.14 The City Council is currently running a pilot 'Supporting People and Preventing Anti-social Behaviour' funded by the Community Safety Partnership. The pilot is working across agencies with people who have been involved with street based anti-social behaviour and who have complex needs but who want to engage with support to manage alcohol and substance misuse or mental health issues. Action plans are produced for each individual with partner support agencies and the overall aim is to develop a model that will best serve the individual. The people involved have identified their own difficulties with accessing support services, which for them may trigger disengagement or relapse.
- 3.15 The City Council also has 2 tenancy sustainment officers who work with vulnerable people in danger of losing their tenancies for reason including being in trouble with the police or for anti-social behaviour. Many of the street drinkers have tenancies but because of dependencies chose to socialise on the streets and may get into trouble. The tenancy sustainment officers offer support and practical help at times of difficulty and help prevent homelessness.
- 3.16 The Council is also investigating the feasibility of introducing a 'Reduce the Strength' Campaign in targeted areas in the City. It may target licensed premises around the proposed public space protection orders as a pilot for the Campaign.

- 3.17 Some of the agencies that the Council works closely with through the Task and Target group and the 'Supporting People and Preventing Anti-social Behaviour' and on a daily basis when tackling ASB and homelessness are:
- Cambridge Street Outreach & Mental Health Outreach Team, managed by the Crime Reduction Initiatives (CRI), engage with the streetlife community and rough sleepers – encouraging them to link in with support and attend services and positive activities. They provide a free and confidential service offering assessments, advice, information and support.
 - Wintercomfort has a wide programme of activities that are well attended. They offer activities, opportunities for education, basic amenities and somewhere to go away from the street during the day. Breakfasts and lunches are provided daily.
 - Jimmy's Assessment Centre provides emergency accommodation assessment. The centre helps service users to address their issues, gain new skills and take control of their lives, so they can move away from the streets and into more permanent accommodation elsewhere.
 - Link up is a service user led group for the homeless community.
 - Women's Resources Centre – Dawn Project. Is a one stop service for women who are or were at one time in the criminal justice system and those who are at risk of offending.
 - Inclusion – Drug and Alcohol services provide prevention and treatment services including outreach support.
 - Cyrenians provide support and specialist service for homeless people.
 - A number of charities are doing work to help the homeless community such as providing food / activities / friendship.
 - Citizens Advice Bureau / Shelter provide legal and housing advice.
 - Foodcycle organises a meal for those in need.
 - Churches have supported the Council's Severe Weather Emergency Provision.

Licensing – Cumulative Impact/Licensing reviews

3.18 Reviews of licences are initiated by responsible authorities, usually from the police and have been successfully used in Cambridge to impose conditions on licences that help to address street drinking.

3.19 Cumulative impact zones have been successfully used in police representations on a number of occasions in the City with several premises being refused licences to sell alcohol or in securing conditions such as curtailing the hours that alcohol can be sold or limiting the type of alcohol that can be sold.

Conditions for a Public Spaces Protection Order

3.20 The Council can make a public spaces protection order if satisfied on reasonable grounds that two conditions are met.

The first condition is that:

- (a) activities carried on in a public place within the Council's area have had a detrimental effect on the quality of life of those in the locality, or
- (b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

The second condition is that the effect or likely effect, of the activities:

- (a) is or is likely to be, of a persistent or continuing nature,
- (b) is, or is likely to be, such as to make the activities unreasonable, and
- (c) justifies the restrictions imposed by the notice

3.21 A public spaces protection order is an order that identifies the public place and

- (a) prohibits specified things being done in that public place
- (b) requires specified things to be done by persons carrying on specified activities in that place; or
- (c) does both of those things

3.22 The only prohibitions or requirements that may be imposed are ones that are reasonable to impose in order to prevent or reduce the risk of the detrimental effect continuing, occurring or recurring.

3.23 Prohibitions can apply to all persons, or only to persons in specified categories, or to all persons except those in specified categories.

3.24 The order can specify the times at which it applies and the circumstances in which it applies or does not apply.

3.25 Unless extended the order may not have effect for more than 3 years, however we are suggesting a review of the proposed order after a 12 month period.

3.26 Breach of a public spaces protection order without reasonable excuse is a criminal offence. The Police or a person authorised by the Council can issue fixed penalty notices.

Fixed Penalty Notices

3.27 The fixed penalty notice is to be set at £75 in keeping with fixed penalty notices for breach of dog control orders to avoid complications in issuing and following up on unpaid notices and also because it is possible that in the future we may have dog control orders included in public spaces protection orders.

Evidence

3.28 The report to Strategy and Resources Committee in February 2015 contained evidence to demonstrate that the areas of Mill Road Cemetery, Petersfield Green and the garden in front of Ditchburn Place fit the criteria for the introduction of a Public Spaces Protection Order as set down in the Act. That is the drinking of alcohol in these areas is having or is likely to have, a detrimental effect on the quality of life of those in the locality; is persistent and continuing in nature; and is unreasonable. Further consultation on the order has demonstrated that those criteria continued to be met, this evidence in contained in the consultation response from the local police, the Police and Crime Commissioner and as detailed on the responses from the public at Appendix B.

Challenges to the Public Spaces Protection Order

3.29 An interested person can challenge a public spaces protection order in the High Court within six weeks of the order being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge.

3.30 There are only two grounds on which an order can be challenged, that the Council did not have power to make the order, or to include particular prohibitions or requirements, or that one of the statutory requirements (for example consultation) has not been complied with.

4. Implications

(a) Financial Implications

If an order is agreed the Council must 'cause to be erected on or adjacent to the land in relation to which the public spaces protection order has been made such notice or notices as it considers sufficient to draw the attention of any member of the public using that land to -

- (i) the fact that a public spaces protection order has been made; and
- (ii) and the effect of that order being made.

Consequently, there will be a financial cost to introducing the order. The signs will cost £32.50. The total cost is estimated at £1,050. New notices would need to be produced and erected if the order was extended, varied or discharged.

(b) Staffing Implications

There may be staffing implications, dependent on how the Council wants to designate the issuing of fixed penalty notices for breaches of the order. The expectation is that the Council will pursue unpaid notices and will need to have a protocol agreed with the police for dealing with this.

(c) Equality and Poverty Implications

An equalities impact assessment is attached. Details of a possible disadvantage or negative impact has been identified with regard to people whose first language is not English or who cannot read and will therefore be unable to read the signage. The impact will be mitigated by having a clear partially pictorial representation showing that drinking alcohol is not permitted in the area. Appendix D

(d) Environmental Implications

- Nil: to indicate that the proposal has no climate change impact.

(e) Procurement

Cost are unlikely to fall within the procurement criteria.

(f) Consultation and communication

Consultation has taken place as detailed in section 3

(g) Community Safety

As indicated in the report

Human Rights

- (h) In deciding whether to make a public spaces protection order and if so, what it should include, the Council must have particular regard to the rights of freedom of expression and freedom of assembly set out in articles 10 and 11 of the European Convention on Human Rights.
Appendix F

5. Background papers

Home Office guidance –
Anti-social Behaviour,
Crime and Policing Act
2014

6. Appendices

The Public Spaces Protection Order and Maps – Appendix A

Consultation Results – Appendix B

Letter of response from the Police and Crime Commissioner – Appendix C

Equalities Impact Assessment – Appendix D

Draft notice – Appendix E

Human Rights Articles 10/11 – Appendix F

7. Inspection of papers

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

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ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

SECTION 59
PUBLIC SPACES PROTECTION ORDER

THE CAMBRIDGE CITY COUNCIL Mill Road Cemetery, Petersfield Green and the front garden at Ditchburn Place, Cambridge PUBLIC SPACES PROTECTION ORDER 2015

THIS ORDER is made by Cambridge City Council (“the Council”) because the Council is satisfied on reasonable grounds that activities carried out or likely to be carried out in a public space, namely Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge shown coloured red on the attached 3 maps:

- Have had or are likely to have a detrimental effect on the quality of life of those in the locality
- Are or are likely to be unreasonable and
- Justify the restrictions imposed

The Council is satisfied that the following activities have been or are likely to be carried out in the public space:

DRINKING ALCOHOL

1. RESTRICTIONS:

You are prohibited from consuming alcohol or having an open container of alcohol in your possession within the area shown coloured red on the attached map.

PERIOD FOR WHICH THE ORDER HAS EFFECT

This order will come into force on 1st June 2015 and lasts until 31st May 2016

At any point before the expiry of this 12 month period the Council can extend the order by up to three years if they are satisfied on reasonable grounds that this is necessary to prevent the activities identified in the order from occurring or recurring or to prevent an increase in the frequency or seriousness of those activities after that time.

2. WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER?

Section 63 of the Anti-Social Behaviour Crime and Policing Act says that where a constable or authorised person reasonably believes that you:

- Are or have been consuming alcohol in breach of this order; or
- Intend to consume alcohol in breach of this order

The constable or authorised person may require you

- (a) Not to consume, in breach of the order, alcohol, or anything which the constable or authorised person reasonably believes to be alcohol;

- (b) To surrender anything in your possession which is, or which the constable or authorised person reasonably believes to be, alcohol or a container for alcohol

It is an offence for a person, without reasonable excuse, to fail to comply with a requirement imposed by a constable or authorised person under section 63.

A person guilty of an offence is liable on conviction in the Magistrates' Court to a fine not exceeding level 2 on the standard scale.

FIXED PENALTY

A constable or authorised person may issue a fixed penalty notice to anyone he or she believes has committed an offence. You will have 14 days to pay the fixed penalty of £75. If you pay the fixed penalty within the 14 days you will not be prosecuted.

APPEALS

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part or in totality. The High Court has the ability to uphold the order, quash it, or vary it.

Dated.....

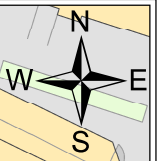
The Common Seal of
Cambridge City Council
was affixed in the presence of

.....

Head of Legal Services

Section 67 Anti-Social Behaviour Crime and Policing Act 2014

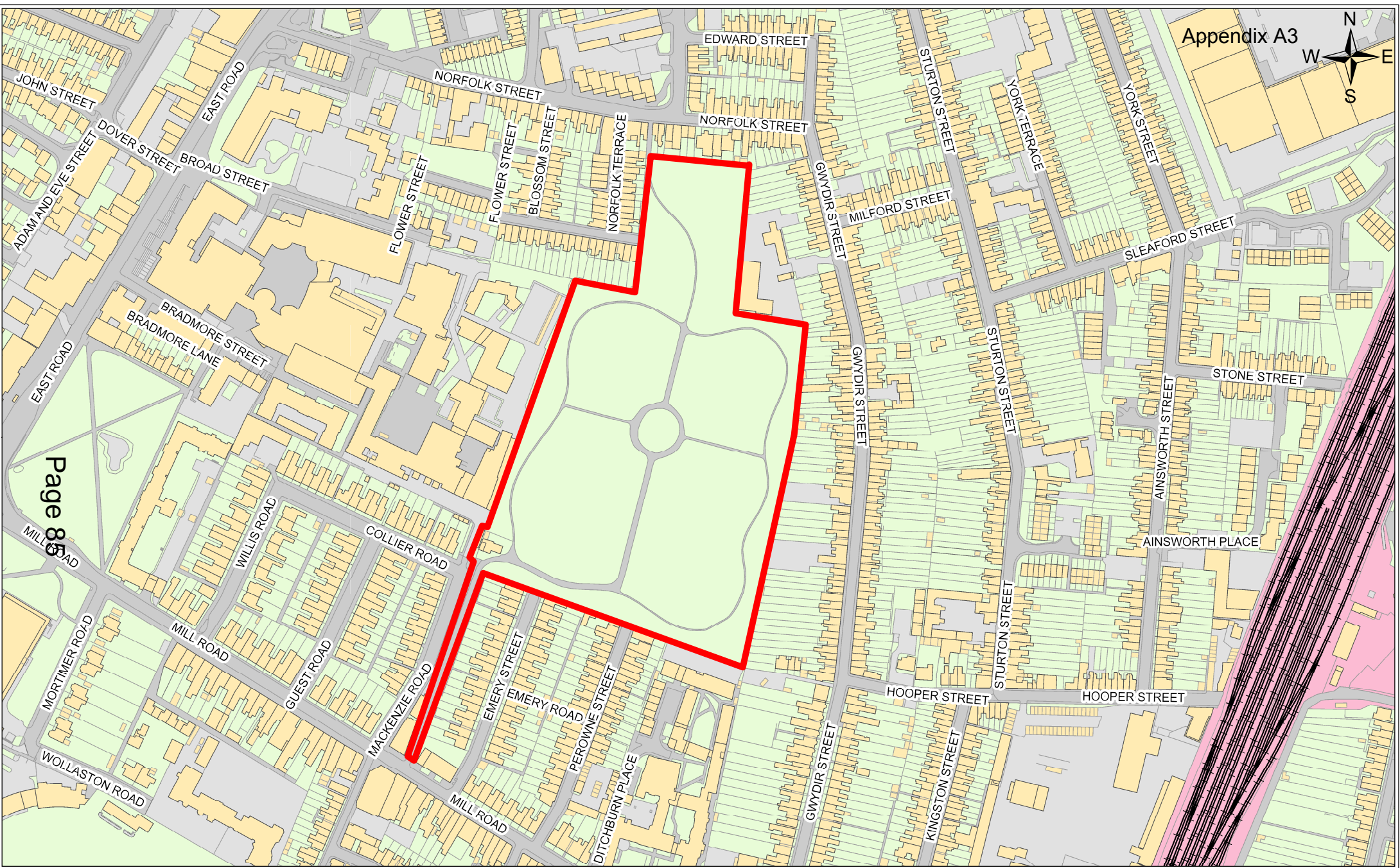
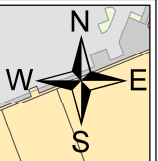
- (1) It is an offence for a person without reasonable excuse-
 - (a) To do anything that the person is prohibited from doing by a public spaces protection order, or
 - (b) To fail to comply with a requirement to which a person is subject under a public spaces protection order
- (2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale
- (3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order
- (4) Consuming alcohol in breach of a public spaces protection order is not an offence under this section (but see section 63)



Petersfield Green

Date:	28 January 2015
Produced by:	Safer Communities
	from Intranet Mapping
Scale:	1:1,225 @ A4

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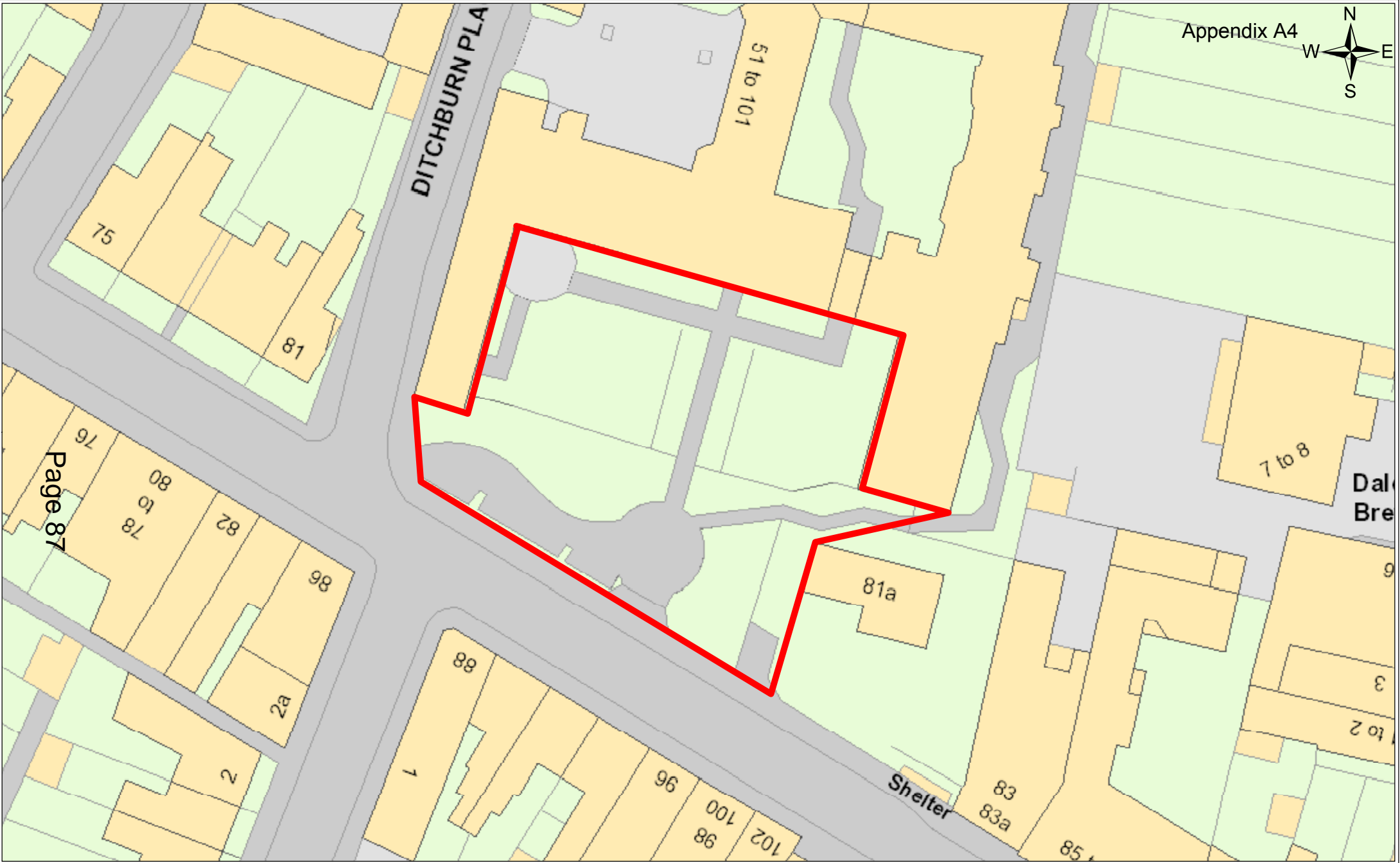
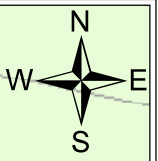
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Mill Road Cemetery

Date:	28 January 2015
Produced by:	Safer Communities
	from Intranet Mapping
Scale:	1:3,063 @ A4

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Front Garden of Ditchburn Place



(c) Crown copyright and database right 2015. Ordnance Survey Licence No. 100019730.

Date:	02 March 2015
Produced by:	Safer Communities
	from Intranet Mapping
Scale:	1:500 @ A4

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SurveyMonkey: 16 February 2015 – 1 March 2015

Yes/No	Comment
Yes	"It's a constant issue for residents"
Yes	"I like the idea of a trial period, but I do not think the council should have the ability to extend the order by three years without additional consultation. I presume these areas will be well-signed, etc so people are not caught unaware having a casual social drink in one of these areas and forced to pay a fine by a heavy handed officer"
Yes	"You should add the space in front of the Co-op to that list!"
Yes	"The Anti-social street drinking seriously detracts from the area and is intimidating, especially towards women and those with children"
No	"The proposed order is illiberal in that it targets all drinking regardless of whether there is anything "anti-social" about it"
No	"There is a constant attack on street drinkers. They are part of our community and bring positive as well as negative things to our community"
No	"What a biased, pathetic, sham of a survey. Any questions that aren't loaded? My evidence is of 15 years walking down mill road without any trouble with drunks. Your puritanical, pathetic, heavy handed approach is indicative of completely failing to grasp the mature of the alcohol problems we actually do have in Cambridge. I lament of an electorate who voted you morons in"
No	"None. However, it does happen further along mill road (the public space at the end of Cavendish Road), The park off the back of the great eastern street car park, and of course, outside coop. Any restriction will just further concentrate the problem in these areas"
No	"I think efforts need to be made to find ways of helping people with alcohol problems overcome them. Sending them elsewhere (as this is likely to do) does nothing to address that. It could easily criminalise people drinking socially"
No	"If the people who the Order would be aimed at are verbally aggressive or physically aggressive then it may be a problem. But I know that some of these people who are drinking in public places around here are people who live/have lived in the area and are drinking as a coping mechanism to deal with losing their job, marriage break-ups, having their homes repossessed etc. Regardless of who they are and why they are drinking, they need help - not criminal punishment. In any case, they can be very useful to police in helping with tackling real crime - although drinking, they observe a lot"

	throughout the day and can help with informing police of unusual activity. In fact, their drinking in public spaces helps prevent real crime and would-be gangs from taking over these very public spaces. Although their chatter can sometimes be a little loud, I do feel reassured to see them - as it suggests all is well and nothing untoward going on. My advice would be that the police should actually patrol the areas from time to time and befriend the drinkers, as it will help tackle crime”
No	“location related orders only drive the problem elsewhere”
No	“this will only move the problem and will not solve it. Introduce a city wide ban. Or be prepared to chase the problem”
No	“I witnessed aggressive behaviour - mostly loud arguments and shouting - in these areas which I found unpleasant and sometimes made me feel threatened. But mostly people drinking were not threatening or unpleasant. On a practical level, the Protection Order is likely just to move the drinkers into other areas eg further down Mill Rd, onto Tenison Rd green, Parkers Piece etc- more people concentrated into smaller areas is likely to cause more problems. I'd rather see enforcement focussed on tackling aggressive behaviour not drinking”
Yes	“Drinking in Mill Road Cemetery, particularly in the late evening deters me from using the footpath between Mill Road & Norfolk Street after dark even on a bicycle. I often hear loud brawls at night. The number of empty cans attests to the problem. The problem increases in the summer months when some people choose to sleep over in the Cemetery. I know many of them and they are not homeless but just prefer the companionship that street life affords; others are drawn temporarily from elsewhere because the students here are more generous with handouts than elsewhere. Whether or not the sporadic vandalism of graves is due to alcohol or drugs I do not know, but I strongly suspect that one or is a contributing factor. Petersfield Green can be unpleasant when used by groups sitting on the grass at the north side consuming large amounts of alcohol, which alas impacts on the right of children to enjoy this play space free from any perceived threat”
No	“(1) The police already have powers to arrest and deal with anti-social troublemakers. No need for this PSPO. (2) The PSPO is unfair because it will punish the majority for the actions of a minority. Why shouldn't responsible non-troublemakers be allowed to enjoy an outdoor drink in these places?”
No	“This is bad law that punishes some of the most vulnerable members of our community. I have lived on Mill Road for 8 years now and constantly go up and down it at all times of day and night. I can honestly say I have never had any problems with those individuals which this law is aimed at. I can only assume it is targeted at them to change Mill Road from a vibrant community in which ALL individuals are welcome to a bland middle class enclave where only those who get drunk in pubs (and then subsequently have to walk home) are welcome”

No	“Street drinking is a problem in many places, and this favours only one place with attention”
Yes	“Most of the those who cause disturbance/ annoyance by drinking in these areas are homeless people. So, it is a deeper social problem”
Yes	“Yes, often see people passed out in mill road cemetery, or congregating in mill road cemetery which can be very distressing for people walking through”
No	“This is a cynical attack on vulnerable people in society, who should be offered help, not prosecution”
No	“I support the order for Mill Road cemetery and Ditchburn Place, but not for Petersfield Green. Drinkers in Petersfield Green tend to congregate away from the main path and play area, and are less likely to cause a problem for other park users. If the order was introduced they would likely move to either the area outside the swimming pool or Parker's Piece, which would result in increased conflict with other users”
Yes	“Do not want to see my children playing in the garden and drunk people next to them”
Yes	“have seen people who are drinking from cans / bottles in each of these areas; they have then made comments or nuisance to people in the area. I am concerned that this measure will move the problem though to areas such as the St Matthew St car park etc so other steps need also need to be taken”
Yes	“I can hear shouting and foul language from my garden, mainly in the summer. The garden backs onto the Cemetery avenue. I have often seen people in poor state of drunkenness on Mill road. Does this Order apply to Mill Road? I can't imagine a fine is an appropriate deterrent. These people do not have any money. Does the police have enough officers to patrol these areas? Unless the police makes an appearance on a regular basis there will be no change”
Yes	“Discarded syringes, threatening behaviour and early morning drinking are comment and evidence enough I think! (also, have you even tried to get into A&E lately!)”
Yes	“Playing with my children in Petersfield we have found discarded beer bottles, sleeping bags and witnessed public urination and defeacation, lewd, rowdy, drunken behaviour, out of control dogs”
Yes	“A work colleague who travels by train from Downham Market each day then cycles from Cambridge Railway Station to Cambridge Business Park via Tenison Road, Mill Road, East Road tells me that when they cross Petersfield Green on the corner of Mill Road and East Road around 9am

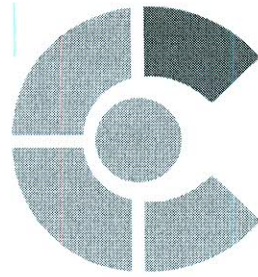
	more often than not there are people sitting on the benches or hanging around at various points drinking alcohol . I sometimes see this in the evening 6pm to 7pm”
Yes	“Street drinkers in Ditchburn Gardens are causing ingress and egress to and from the site to be inhibited by the locking of garden gates. This affects the integration of the Independent Living Scheme and prevents the community from enjoying the open space provided, at a time when available open space is being cut back by development”
Yes	“There were two men sitting on a bench on the East Road side of Petersfield Green drinking. They had a black dog which was not on a lead and which ran over to me as I was crossing the green on the diagonal path to the corner of East Road and Mill Road. One of them shouted "he's friendly"”
Yes	“The bench in Petersfield Green is used by alcohol consumers from early morning until night. Other drinkers are occupying the porches of Petersfield flats until about 11pm. Some have dogs which roam off lead on the Green & in some cases frighten pedestrians”
No	“It's a minor nuisance which will only be displaced to another area”
Yes	“Constant observation of drinking in Ditchburn Place, with associated aggressive behaviour which is intimidating to all but must be especially frightening to the residents”
No	“First on the consultation process. Little publicity has been given beyond posting this document on line. Second, the document and consultation is entirely leading in relation to the problems associated with these areas and are clearly designed to provide a positive outcome in support of PSPO's. We are only being given an opportunity to support the contention that street drinking is a problem. You do not prompt or consult in anyway as to whether a PSPO is an appropriate tool to tackle the issues of street drinking, and nor is any substantial objective evidence provided that this needs a long term imposition of an order that will lead to further criminalisation of vulnerable members of our community whose support networks have been subject to increased financial pressure and cuts. Yes we need to do respond to the issues relating to street drinking but the PSPO ensures that this becomes a policing rather than a social issue. These orders are too draconian in impact and effect, and will fail to deal with root cause”
Yes	“Street drinking has been a growing problem over the past 10 years. This can be intimidating even for a healthy adult and creates a bad atmosphere that is not conducive either to the residents or shoppers”
Yes	“I think the problems that happen each summer in Petersfield should be sorted out”

Yes	“While I support this order, it's relatively easy to enact punitive measures against often homeless drunks in public spaces. The real problem in the neighbourhood is the late night drunken noise on the street coming mostly from students. They are usually heading toward Mill Road, where a number of shops primarily exist to cater to these late night drunks. Mill Road itself needs to be cleaned up if you really want to tackle anti social street drinking”
Yes	“They are only as good as the enforcement being done! Like collecting fines... does that work?”
Yes	“Walking in the cemetary with my young children, and having a garden which backs on to the cemetary, we have been perturbed and disturbed by people seemingly affected by alchol and acting in an anti social manner. I hope that these occurences might be less with the PSPO”
Yes	“I have witnessed such drinking and the resulting anti social behaviour regularly on all three sites and have at times been intimidated by the groups that gather, particularly in Mill Road Cemetery but again, on all three sites. I have also found the resulting litter offensive”
Yes	“The anti-social drinking in the front gardens at Ditchburn Place prohibits the enjoyment of the garden for others, including those living on the site who may be elderly and vulnerable”
No	“They aren't anti-social. Other people are just unnecessarily scared of them”
Yes	“Petersfield Green and the Mill Road Cemetery are widely used by families and street drinking causes distress”

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Additional comments.			Appendix B2
Contact	Date	Support for PSPO?	Comments
Phone	19-Feb	Yes	Lives near Ditchburn Place and does not like the constant street drinking as she is an elderly person and feels vulnerable.
Phone	19-Feb	Yes	Street drinkers sit on the steps, drinking, smoking pot, urinating and generally causing a nuisance making it difficult to access the building
Phone	19-Feb	Yes	Street drinkers sit on the steps, drinking, smoking pot, urinating and generally causing a nuisance making it difficult to access the building
Email	19-Feb	Yes	
Email	19-Feb	Yes	Would like to see restrictions on street drinking and associated ASB
Phone	20-Feb	Yes	Street drinkers sit on the steps, drinking, smoking pot, urinating and generally causing a nuisance making it difficult to access the building
Email	20-Feb	Yes	
Phone	23-Feb	Yes	Supports as lives near Ditchburn Place and sees a lot of problems from street drinkers that use the garden
Email	23-Feb	Yes	Supports a PSPO but is concerned about displacement to places such as Parker's Piece
Email	24-Feb	No	Greater nuisance cause by car and lorries mounting the pavement and anti-social cycling
Email	27-Feb	Not stated	Asked whether St Matthew's Piece could be included

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Cambridgeshire
Police & Crime
Commissioner

Lynda Kilkelly
Safer Communities Manager
Cambridge City Council

By email: lynda.kilkelly@cambridge.gov.uk

3rd March 2015

A handwritten signature in blue ink that reads "Lynda Kilkelly".

I refer to your letter dated 17th February 2015 regarding Cambridge City Council's proposal for a Public Space Protection Order (PSPO) for Petersfield Green, Mill Road Cemetery and the gardens in Ditchburn Place, Cambridge.

Firstly, I both welcome and thank Cambridge City Council for undertaking the consultation to seek both my views and those of the public in response to problems that are occurring. This letter is my formal consultation response.

To inform my response I have considered both the views of those members of the public who have raised their concerns with Cambridgeshire Constabulary and those of the Constabulary's Local Policing Team for Cambridge.

I fully appreciate the effects that anti-social behaviour has on individuals, businesses and communities. Continuing to tackle crime and disorder, including responding to and preventing problems caused by alcohol misuse, is a priority in my Police and Crime Plan, and as such is a priority for the Constabulary. Partnership working such as that between the Constabulary and Cambridge City Council is key to co-ordinating both an effective response to anti-social behaviour to protect individuals, communities and businesses from the harm caused and to ensure those responsible are effectively held to account.

The misuse of alcohol has wide ranging implications for everybody – the individual, businesses and communities and the cost to the public purse when public services that have to pick up the pieces. This can put a huge pressure on these resources, including those of the Constabulary.

I understand that there has been a long history of complaints concerning alcohol related anti-social behaviour within the proposed PSPO and the surrounding area and thus is a significant problem. The Constabulary are dealing with an increase in calls to deal with such incidents and are of the opinion that as a result of this behaviour fear within the community has also increased. I appreciate that such behaviour can have a detrimental impact on the quality of life of those residents, views that residents have shared with the Constabulary.

I am not against people enjoying themselves responsibly or safely but drinking so much that puts that person or others at risk of harm is a problem for all. I am cognisant that the area subject to the proposed PSPO focuses on areas where alcohol is consumed by members of the street-life community, as opposed to the drinking of alcohol as part of a recreational activity, such as a picnic or community event. Therefore, by virtue of the locations selected within the proposed area, responsible drinkers are less likely to be affected.

I am very aware of the need to provide support and increase opportunities for preventative work to help people understand the harm that excessive drinking can have on them and others and encourage them to change their behaviour in the future. This will enable all partners to deal with the root cause of this crime and disorder.

I support the Constabulary's call to have the PSPO in place. The Constabulary directs its resources on the basis of threat, risk and harm. Whilst I am unable to get involved in operational matters, including those regarding the allocation of policing resources, I understand that in adopting the threat, risk and harm approach the Constabulary's response to the PSPO will be proportionate to the harm being caused. Consequently, the Constabulary have informed me that where there is no harm being caused or likely to be, there would not need to challenge individuals.

In conclusion, I support Cambridge City Council's proposal for a PSPO as given in the consultation for the purpose of controlling the consumption of alcohol. I hope that the PSPO is effective in preventing the detrimental effect that public drinking and alcohol related disorder and nuisance is having so that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.

I understand that the proposal will be to have the PSPO in place for a year. Should any review of the PSPO be undertaken at that point, I welcome the opportunity to provide any further views.

Yours sincerely,



Sir Graham Bright
Cambridgeshire Police and Crime Commissioner

Cambridge City Council Equality Impact Assessment

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



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

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

Public Spaces Protection Order: Petersfield Green, Mill Road Cemetery and the front garden of Ditchburn Place

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

To introduce a public spaces protection order (PSPO) in three specified public spaces along Mill Road, being: Petersfield Green, the cemetery and the front garden of Ditchburn Place.

The purpose of this particular PSPO is to prohibit the consumption of alcohol in the three specified public spaces identified as suffering from anti-social street drinking. By virtue of [Chapter 2 of the Anti-social Behaviour, Crime and Policing Act 2014](#), a local authority can make a PSPO if satisfied, on reasonable grounds that the following two conditions are met:

(1) that activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

(2) that the effect, or likely effect, of the activities is, or is likely to be, of a persistent or continuing nature; is, or is likely to be, such as to make the activities unreasonable; and justifies the restrictions imposed by the notice.

A [report](#) was presented to the Strategy & Resources Scrutiny Committee on 29 September 2014, with the recommendation to consultation with each of the four area committees on public spaces that could benefit from a PSPO. Together with consultation with the police and using evidence from each of the area committees, it was decided to put in place a PSPO for Mill Road in the three specified public spaces as the evidence was more robust in relation to the impact of certain activities.

A further [report](#) was presented to the Strategy & Resources Scrutiny Committee on 13 February recommending a PSPO for the three specified public spaces, and that further consultation take place.

On 16 February, a [SurveyMonkey](#) was set up to allow members of the public to say whether or not they thought a PSPO should be introduced. This will run until 1 March 2015.

Further consultation will take place with community groups in the local, being: Petersfield Area Community Trust; Glisson Road & Tenison Road Area Residents' Association; Chair of the Parochial Burial Grounds Management Committee; Mill Road Traders' Association; and the Friends of Mill Road Cemetery.

A final report will be made to the Strategy & Resources Scrutiny Committee on 23 March 2015, with the results of this consultation and a likely recommendation to approve the PSPO and put it into force from 1 June 2015 to 31 May 2016.

One in place, prominent notices will need to be displayed drawing the attention of members of the public to the fact that an order has been made and its effect.

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

- Residents
 Visitors
 Staff

A specific client group or groups (please state):
 Street drinkers

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

- New
 Revised
 Existing

5. Responsible directorate and service

Directorate: Customer & Community Services

Service: Strategic Housing

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

- No
 Yes (please give details):

The police, Environment

7. Potential impact

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

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

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

Impact neutral

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

Impact neutral

(c) Gender

Impact neutral

(d) Pregnancy and maternity

Impact neutral

(e) Transgender (including gender re-assignment)

Impact neutral

(f) Marriage and Civil Partnership

Impact neutral

(g) Race or Ethnicity

The notice may not be understood by those whose first language is not English, or who cannot read.

(h) Religion or Belief

Impact neutral

(i) Sexual Orientation

Impact neutral

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

The PSPO is aimed at addressing anti-social street drinking, which, by its nature targets the street life community.

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

The Council has already taken a number of steps to tackle 'street life' anti-social behaviour in the City and a range of services are provided by the Council and its partners to support those who are homeless or who have alcohol and drug dependency problems. There has been much improvement in the last 3 years with anti-social behaviour incidents generally going down in the City and anti-social behaviour linked to street life issues (monitored through key words such as alcohol, homeless, begging) has also decreased from an average number of police recorded incidents over a three year period of 367 to 188 in the last year. However, Mill Road remains an area of focus and complaint and continues to represent a high level of incidents.

9. Conclusions and Next Steps

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

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

10. Sign off

Name and job title of assessment lead officer: Lynda Kilkelly, Safer Communities Manager

Names and job titles of other assessment team members and people consulted:
Tom Kingsley, Safer Communities Project Officer

Date of completion: 18 February 2015

Date of next review of the assessment: 1 June 2016

Action Plan

Equality Impact Assessment title: Public Spaces Protection Order: Petersfield Green, Mill Road Cemetery and the front garden of Ditchburn Place

Date of completion: 18 February 2015

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

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

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

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

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

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

Equality Group	Race or Ethnicity
Details of possible disadvantage or negative impact	Those who first language is not English or who cannot read will be unable to understand the notice
Action to be taken to address the disadvantage or negative impact	The notice will have a clear pictorial representation showing that drinking alcohol is not permitted in the area.
Officer responsible for progressing the action	Tom Kingsley
Date action to be completed by	18 February 2015

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

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

Other factors that may lead to inequality	
Details of possible disadvantage or negative impact	The PSPO targets the street life community
Action to be taken to address the disadvantage or negative impact	The prohibition on the consumption of alcohol in the specified public spaces applies generally, though the actual enforcement of any breach of the PSPO (in that a person has not stopped drinking or given up an alcoholic drink when asked to do so) will be down to the constable or enforcement officer, who will enforce proportionately, assessing each breach on a case-by-case basis.
Officer responsible for progressing the action	Tom Kingsley
Date action to be completed by	18 February 2015

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PUBLIC SPACES PROTECTION ORDER



CAMBRIDGE CITY COUNCIL MADE A PUBLIC SPACES PROTECTION ORDER ON 23 MARCH 2015. THE ORDER COMES INTO FORCE ON 1 JUNE 2015 AND APPLIES TO THE FOLLOWING DESIGNATED AREAS

PETERSFIELD GREEN / MILL ROAD CEMETERY / FRONT GARDEN OF DITCHBURN PLACE

YOU ARE NOT ALLOWED TO CONSUME ALCOHOLIC DRINKS IN THE DESIGNATED AREAS

FAILURE, WITHOUT REASONABLE EXCUSE, TO STOP DRINKING WHAT IS REASONABLY BELIEVED TO BE AN ALCOHOLIC DRINK OR TO GIVE UP ANYTHING IN YOUR POSSESSION WHICH IS REASONABLY BELIEVED TO BE ALCOHOL OR A CONTAINER FOR ALCOHOL WHEN ASKED TO DO SO BY A POLICE OFFICER, POLICE COMMUNITY SUPPORT OFFICER OR COUNCIL ENFORCEMENT OFFICER IS A CRIMINAL OFFENCE, WHICH COULD RESULT IN A FIXED PENALTY OF £75 OR A FINE (IF YOU ARE TAKEN TO COURT) OF UP TO £500

THE PUBLIC SPACES PROTECTION ORDER CAN BE FOUND ON THE CAMBRIDGE CITY COUNCIL WEBSITE AT [ADDRESS]

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Convention for the Protection of Human Rights and Fundamental Freedoms

as amended by Protocols No. 11 and No. 14

Article 10 – Freedom of expression

1. Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. This article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.
2. The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society, in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others, for preventing the disclosure of information received in confidence, or for maintaining the authority and impartiality of the judiciary.

Article 11 – Freedom of assembly and association

1. Everyone has the right to freedom of peaceful assembly and to freedom of association with others, including the right to form and to join trade unions for the protection of his interests.
2. No restrictions shall be placed on the exercise of these rights other than such as are prescribed by law and are necessary in a democratic society in the interests of national security or public safety, for the prevention of disorder or crime, for the protection of health or morals or for the protection of the rights and freedoms of others. This article shall not prevent the imposition of lawful restrictions on the exercise of these rights by members of the armed forces, of the police or of the administration of the State.

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To: Strategy and Resources Scrutiny Committee
Report by: The Head of Corporate Strategy
Relevant scrutiny committee: STRATEGY AND RESOURCES 23 March 2015
Wards affected: All Wards

UPDATE ON KEY EXTERNAL STRATEGIC PARTNERSHIPS AND OUR INVOLVEMENT

Non- Key Decision

1. Executive summary

1.1 This report provides an update on the key external partnerships the Council is involved with. It is given on an annual basis and is part of a commitment given in the Council's "[Principles of Partnership Working](#)". This year the partnerships are shown in a single report to allow members to take an overview of their activities. In some cases members may be aware of current issues arising from a partnership as a result of recent reports about their activities to committees.

2. Recommendations

2.1 The Leader is recommended to:

- a) Continue to work with key external partnerships (LEP, City Deal, Cambridge Community Safety Partnership, Health and Wellbeing Board, Children's Trust and RECAP) to ensure that public agencies and others can together address the strategic issues affecting Cambridge and that the concerns of Cambridge citizens are responded to.

3. Overview

3.1 The strategic partnerships that are covered in this paper include:

- **Greater Cambridge Greater Peterborough Local Enterprise Partnership (GCGP LEP)**
- **Greater Cambridge City Deal (GC City Deal)**
- **Cambridge Community Safety Partnership (CSP)**

- **Cambridgeshire’s Health and Wellbeing Board (HWB)**
- **Cambridgeshire’s Children’s Trust** and,
- **Cambridgeshire and Peterborough Waste Partnership (RECAP).**

4. Greater Cambridge Greater Peterborough Local Enterprise Partnership

- 4.1 Since the Greater Cambridge, Greater Peterborough Local Enterprise Partnership (“the LEP”) started in 2010 LEPs have been given increasing responsibilities and resources for local economic development. The government will be distributing through LEPs, based on their bids, a (single) **Local Growth Fund (LGF)** of £2bn per annum, starting in 2015, and **EU structural and investment funds (EUSIF)** between 2015 and 2020 worth over £5bn.
- 4.2 In addition LEPs are integral partners in City Deals, Enterprise Zones and a number of other government programmes (e.g. Regional Growth Fund), and are significant influencers of sub-national transport and skills decision-making.
- 4.3 The LEP commenced consultations about priorities for inclusion in its LGF and EUSIF bids in autumn 2013. The City Council participated in these consultations, as reported in the previous annual partnerships report, providing evidence to identify local growth issues, suggesting local projects and highlighting the local growth issues and priorities set out in its developing local plan.
- 4.4 The LEP’s offer for growth (in the form of a [Strategic Economic Plan](#)) was submitted to government on 31 March 2014. This formed the basis of negotiations with the government about a Growth Deal for the LEP area. The government revealed in July 2014 that the LEP will be provided with £21.1 million as a part of its Growth Deal. For the LEP this will unlock a further £14.5 million from the private sector, £11 million of public funding and £41 million from future Growth Deal rounds.
- 4.5 The headline projects that will be supported from April 2015 onwards include:
- Cambridge Biomedical Innovation Centre
 - Haverhill Innovation Centre
 - New facilities for The Welding Institute (TWI) at Alconbury Weald
 - Enterprise Campus
 - Food Manufacturing and Processing Centre of Excellence at Peterborough Regional College

- Technical & Vocational Centre at Alconbury Weald Enterprise Campus
 - Agri-Tech Growth Initiative
 - Bourges Boulevard upgrade, Peterborough
 - A47 Junction 20 improvements Peterborough
 - King's Dyke level crossing, near Whittlesey
 - Wisbech Access Study and Growth Hub.
- 4.6 The LEP submitted a revised version of its Strategic Economic Plan, taking on board government comments made in the first round, in late 2014 for second round funding of its Local Growth Deal. On 29th January 2015, the LEP secured an additional £38 million of investment from the government. This will be invested into the following projects over the next five years:
- Ely Southern Bypass
 - Growing Places Fund
 - Institute of Advanced Construction and a Highways & Civil Engineering Academy
 - M11 Junction 8 upgrade.
- 4.7 The final version of the LEP's [European Structural and Investment Funds Strategy](#) (ESIF) was submitted to government on 31 January 2014.
- 4.8 The LEP's ESIF strategy outlined the use of the £72 million that is to be made available for the area between 2014 and 2020. The key themes identified in the strategy are:
- Strengthening research, technological development and innovation
 - Enhancing the competitiveness of small and medium sized enterprises (SMEs)
 - Supporting the shift towards a low carbon economy in all sectors
 - Promoting sustainable and quality employment and promoting labour market mobility
 - Promoting social inclusion, combating poverty and any discrimination
 - Investing in education, training and vocational training for skills and lifelong learning
- 4.9 The government's final sign off of ESIF nationally was delayed, with further negotiations with the EU, but it now looks like the programme will be progressed again either in March or June of this year.

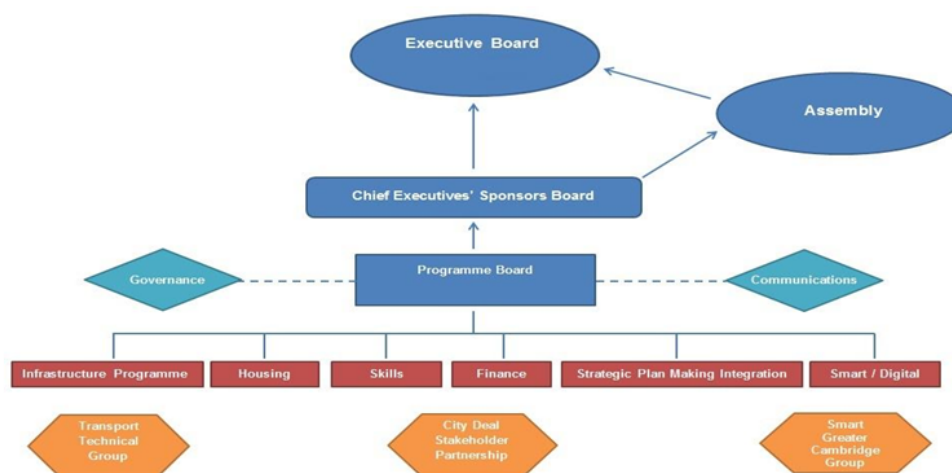
- 4.10 LEPs are one of the government's preferred vehicles for stimulating economic growth and local authorities will need to respond to this, as getting things done may sometimes rely on support from it (financial and collection of evidence). There is presently a national debate about devolution, which may touch on LEP responsibilities around economic growth and LEP geography.
- 4.11 The LEP Board consists of 12 members, including five local authority members. The local authority board members are determined collectively by the 13 member local authorities. The City Council does not presently have a representative on the Board. Board papers can be found [here](#).

5. Greater Cambridge City Deal

- 5.1 The [Greater Cambridge City Deal](#) document was signed on 19 June 2014 on behalf of all five local partners (Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the Greater Cambridge Greater Peterborough Enterprise Partnership and the University of Cambridge) and Government.
- 5.2 The deal is expected to secure hundreds of millions of pounds of additional funding for investment in infrastructure to support high quality economic and housing growth in the area over the longer-term. This investment should overcome some of the main barriers that could get in the way of the sustainable growth of the area, such as an inadequate transport network and lack of affordable housing, and help Greater Cambridge continue its success.
- 5.3 The first £100 million of funding will be made available in the 5 years from April 2015. Transport improvements as a result of the deal should start to be seen within the first year of this period. If the partnership is successful in proving these investments drive economic growth, another £200 million will be available from April 2020 onwards and a final £200 million from April 2025 onwards. Local partners expect to invest around a further £500 million (drawn from developer contributions and other growth-related funding) so that around £1 billion will be spent on supporting the delivery of vital infrastructure.
- 5.4 The Greater Cambridge City Deal will:
- Create an infrastructure investment fund
 - Accelerate the delivery of 33,000 planned homes
 - Enable delivery of 1,000 extra new homes on rural exception sites
 - Deliver over 400 new Apprenticeships for young people

- Provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
 - Facilitate the creation of the 45,000 new jobs envisaged in the local plans
 - Create a governance arrangement for joint decision making between local councils.
- 5.5 For the governance of the City Deal partners have expressed a preference for the creation of a Combined Authority that will integrate more closely the powers and responsibilities of the local authorities relating to strategic and transport planning, to better manage the implementation of the deal, but this will require a change in legislation to achieve.
- 5.6 A combined authority is a particular type of statutory body designed to carry out specific functions across more than one council area, most commonly dealing with economic development and regeneration functions. The Government has been consulting on using a regulatory reform order to amend the existing legislation in such a way that would allow a combined authority to be created for part of a county area (for example, “Greater Cambridge” comprising the part of Cambridgeshire County Council’s area covered by Cambridge City Council and South Cambridgeshire District Council). If this legislative change is enacted as proposed, the three councils affected would bring forward proposals to create a combined authority. The Councils have expressed an intention to delegate and pool strategic plan-making and transport powers into such a body, and potentially other powers and funding as appropriate. Any such proposals will be developed with significant member input from the three councils and brought through committee to full council for decision
- 5.7 In the interim a joint committee in the form of an Executive Board has been put in place for joint decision-making, overseeing the strategic vision of the deal, bringing together expertise to assess projects and to administer the necessary funds. The membership of the Executive Board comprises the leaders of Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District Council, and nominated representatives from the University of Cambridge, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership.
- 5.8 The Executive Board makes decisions by consensus, where possible. Due to legislative constraints, voting rights are exercised by the local authority representatives with a commitment to consider advice from the Local Enterprise Partnership and the University of Cambridge.

- 5.9 The Board is supported by a fifteen person Joint Assembly comprising a mix of elected members and wider stakeholders from the business and education fields. The Joint Assembly acts as an advisory committee for the Executive Board and will usually meet a couple of weeks in advance to pre-scrutinise issues the Board will be taking decisions about and offer advice accordingly.
- 5.10 The draft terms of reference for the Executive Board and the Joint Assembly were considered by the City Council’s Strategy & Resources Scrutiny Committee on 20 October 2014 and, together with appointments, were agreed by the Executive member and endorsed by Full Council.
- 5.11 The first meeting of the Executive Board took place on the 28 January 2015. The Chair is Cllr. Lewis Herbert. The first meeting of the Joint Assembly took place on the 12 January 2015. The Chair is Cllr. Tim Bick. Agenda, papers and minutes can be found [here](#).
- 5.12 The present governance structure for the City Deal is shown below.



- 5.13 The Executive Board at its first meeting, taking into account earlier consultations and the views of the Assembly, decided on a list of priority transport schemes to take forward over the next five years as the first part of its programme, focusing on tackling the worst congested roads in Cambridge, freeing up bus services and improving life for residents, cyclists and pedestrians.
- 5.14 Work will start on the development of transport schemes that will offer many opportunities for public engagement at their key stages of development – options, preferred option, detailed design, planning approvals, etc. The aim is to develop a coherent package to improve connectivity and reliability of people’s journeys and include a mix of major schemes and smaller improvement schemes.

5.15 The move towards creating a single growth plan for the city-region as a part of the substantial City Deal investment will begin with an early review of the Local Plans of the local authorities in 2019. It may be necessary to ensure that responsibilities and powers are joined up in advance of this review to take account of the changed circumstances brought about by the City Deal.

5.16 Work will be carried out in the short-term to look at joint ventures between local partners to deliver housing across all tenure types, but principally to meet the need for affordable housing. There is also a work stream to help tailor spending on skills in Greater Cambridge, including the creation of new apprenticeships.

6. Cambridge Community Safety Partnership

6.1 The Cambridge Community Safety Partnership (“the Cambridge CSP”) involves a number of agencies concerned with tackling and reducing crime and anti-social behaviour in Cambridge. The Cambridge CSP's main task continues to be to understand the community safety issues Cambridge is experiencing; decide which of these are the most important to deal with; and then decide what actions can be taken collectively, adding value to the day-to-day work undertaken by the individual agencies.

6.2 Following consideration of a [Strategic Assessment](#) collective actions for the partnership were set out in a [Community Safety Plan](#) that runs for three years. The current plan started on 1 April 2014 and is reviewed on an annual basis, although in less depth than at the end of a three year plan period. Detailed actions, within the strategy’s broad framework, are published year on year. The priorities for year one (2014/15) were:

- At a strategic level to understand the impact of mental health, alcohol and drug misuse on violent crime and antisocial behaviour.
- At a tactical level to look at personal acquisitive crime – identifying and responding to trends
- Alcohol-related violent crime – extending beyond the city centre where appropriate
- Antisocial 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

6.3 The CSP will also keep a watching brief on road safety issues by:

- Working collaboratively with politicians and the County Road Safety Partnership
 - Addressing local issues through the use of Neighbourhood Profiles at Area Committees.
- 6.4 A review of year one actions, to help consider responses in year two, showed that the partnership had made improvements in recorded crime levels. A number of crime types saw reductions in year one, including: theft from the person reducing by 17.4%; shoplifting down by 2.1%, cycle crime down by 1.2%; criminal damage down by 5.9%, and; ASB reduced by 10.9%. However, there were crime types that saw increases during the period, in particular violence against the person, which was up by 42.5%, dwelling burglary, up by 35.5% and sexual violence up by 91.3%.
- 6.5 The partnership has looked at the reasons for these increases and will revise it's a priorities for year two of the Community Safety Plan, 2015/16, to incorporate additional work to help address them. It is likely that there will be more of a focus on a local strategic approach to domestic abuse with emphasis on reducing victimisation amongst vulnerable individuals.
- 6.6 In producing local plans the partnership is mindful of the pledges of the Police and Crime Commissioner in the [Crime Plan 2013-16](#) and the requirement to 'have regard' to its priorities.
- 6.7 For 2014/15 the Police and Crime Commissioner allocated £41,000 to Cambridge CSP to help with local delivery of objectives in the Policing Plan. This funding has been allocated. Some of the priority areas in the Cambridge Community Safety Plan have multi-agency task groups in place to help commission and guide targeted work.
- 6.8 The Cambridge CSP meets quarterly and requires project priority lead officers to submit progress reports, which are considered by the partnership at its meetings. In addition quarterly crime and disorder reports showing progress against the aims and targets in the Community Safety Plan are considered. Papers for these meetings can be found [here](#).
- 6.9 The Council also has a Safer City element as a part of its grants scheme to help local community and voluntary groups contribute to reducing crime, the fear of crime and anti-social behaviour. Area Committees also consider Neighbourhood Policing Priorities, which form part of the Police's responsibilities to consult local people, understand, and respond to very local issues.

7. Cambridgeshire Health and Wellbeing Board

- 7.1 The Cambridgeshire Health and Wellbeing Board (“the Board”) and its Network were formed in 2011 as a part of the government’s reforms to the NHS. It brings together leaders from local organisations that have a strong influence on health and wellbeing, including the commissioning of health, social care and public health services, to help plan services for Cambridgeshire that will secure the best possible health and wellbeing outcomes for all residents.
- 7.2 The work of the Board is guided by the [Cambridgeshire Health and Wellbeing Strategy 2012-17](#). The strategy focuses on the following six priorities to improve the physical and mental health and wellbeing of Cambridgeshire residents. In particular, within each of these priorities, we will work to improve the health of the poorest fastest:
- Ensure a positive start to life for children, young people and their families.
 - Support older people to be independent, safe and well.
 - Encourage healthy lifestyles and behaviours in all actions and activities while respecting people’s personal choices.
 - Create a safe environment and help to build strong communities, wellbeing and mental health.
 - Create a sustainable environment in which communities can flourish.
 - Work together effectively.
- 7.3 Those included on the Board include representatives from, county council, local councils, public health, education, NHS England, Clinical Commissioning Group, Healthwatch and others. The Board usually meets quarterly and papers can be found [here](#). This year each district council has had a representative on the Board for the first time.
- 7.4 The work of the Board has included coordinating a local response to the government’s Better Care Fund and helping to guide the Older People’s Health and Adult Community Procurement Programme and the Cambridgeshire Health and Care System Transformation Programme. This work is guided by an Officer Support Group and the input of district members by a lead member forum. The City Council suggested local projects as a part of consultations for use of the fund but its aims have since changed.
- 7.5 The [Joint Strategic Needs Assessment \(JSNA\)](#) informs and underpins the Health and Wellbeing Strategy and provides a series of assessments about the needs of people in Cambridgeshire. Progress in improving the health and wellbeing of local populations is assessed

in the [director of public health's annual report](#). The main focus in the report for 2014 is the new national Public Health Outcomes Framework (PHOF), which provides detailed information on how well Cambridgeshire is doing compared with other areas for a range of health outcomes, as well as the lifestyle and environmental factors which influence health.

- 7.6 Life expectancy in overall is significantly above the national average for both men and women for the county and for all districts except Fenland, which is similar to the national average. This does not mean that there are no problems as many deaths each year can still be prevented and district and county level data can also mask small areas and population groups with lower life expectancy.
- 7.7 The Cambridge Local Health Partnership (CLHP), which forms a part of the Board's network, involves local GPs and others with an interest in local health and social care. It is chaired by a City Council Executive member. The role of CLHP is to inform the Board about issues in Cambridge and to develop local responses, where appropriate. The CLHP has used the indicators in the PHOF to help identify local problems and to look at them in more depth.
- 7.8 Recent meetings of CLHP have looked at work to prevent falls for elderly people and fuel poverty, which are areas where there are higher incidents than the national average. As a result some work is being better coordinated and connections between agencies made. One example is the support being offered to the development of an outreach service by Cambridge CAB in a local GP medical practice. The CLHP will also be contributing to the development of the next HWB strategy.
- 7.9 The CLHP meets quarterly, usually a week before the Health and Wellbeing Board meetings, to help inform the City Council's representative. CLHP papers can be found [here](#).

8. Cambridgeshire Children's Trust

- 8.1 The Cambridgeshire Children's Trust ("the Trust Board") is a partnership between organisations with a role in improving outcomes for children and young people in the area. The Trust Board gives strategic direction, commissions county-wide activity and supports the work of the Local Safeguarding Children's Board. Area Partnerships inform the Trust Board about the priorities in their area and commission local activity.
- 8.2 The Trust Board has been the delivery mechanism for Priority 1 of the Health and Wellbeing Strategy: Ensure a positive start to life for

children, young people and their families. It has set out what it wants to achieve over the next three years in the [Cambridgeshire Children's Trust Plan for 2014-17 \("the Plan"\)](#). The priorities in this plan are:

- Addressing the impact of welfare reforms and poverty on educational attainment and health outcomes
- Improving children's mental health and considering parental mental health
- Addressing drug and alcohol misuse within the family environment

8.3 The plan is accompanied by an action plan that captures the key priority work areas for the Trust Board and what it wants to see happen over the three year period. The priority work areas are:

- Refresh of the Narrowing the Gap strategy to 'Accelerate the Achievement of Vulnerable Groups'
- Build understanding across the workforce of health inequalities and action needed to address them
- A focus on early intervention and preventative work with families with children with a disability of special educational need and the development and implementation of a commissioning strategy to meet these needs
- Refreshing the Child Poverty Strategy to mitigate the impact of the welfare reforms on vulnerable families and support families in crisis
- The uptake of Free Schools Meals countywide are increased and the effectiveness of pupil premium to vulnerable families are increased
- A county strategy for mental health, which covers the spectrum of need and early intervention and community service alongside the service provided by CPFT for more acute need
- Issue of guidance on substance misuse and the implementation of a 2 year project to strengthen the link between children's and adult treatment services

8.4 A draft [Child Poverty Strategy "Breaking the Cycle 2"](#) was presented to the Trust Board on 26 November 2014. This strategy is being developed by a Child Poverty Champions Group, which includes a representative from the City Council. The Group have set out four initial objectives and these were considered by Strategy and Resources Scrutiny Committee on 20 October 2014, alongside the objectives of the City Council's own developing Anti-Poverty Strategy. The City Council will look to support the Child Poverty Strategy with local actions and integrate its objectives into its Anti-poverty Strategy.

8.5 The City Council does not have a representative in the Children's Trust, preferring to work through the Local Area Partnership (South

Cambridgeshire and Cambridge City). The Local Area Partnership has a representative on the Trust Board. The Children's Trust is presently subject to a review and its future, in its current format, is uncertain. Local Area Partnership Chairs have expressed the view that whilst the Trust Board set overall priorities, local area partnerships had sufficient scope to carry out activities on the ground. It was felt that an annual Children's Trust Conference could provide the framework required to operate within. A working group will provide recommendations about the future of the Children's Trust at the Board's next meeting in April 2015.

8.6 Each Local Area Partnership has developed its own local commissioning plan. This plan identifies local activities which are delivered collectively with local partners to meet the needs of families. The key work strands for the South Cambridgeshire and Cambridge City Local Area Partnership includes:

- Increasing the take-up of Free school Meals locally
- Hosting a Young People and Mental Health Wellbeing conference in April 2015
- Commissioning mental health support for young people in schools
- Mapping local employability opportunities for young people and identifying options the partnership can take forward
- Looking at areas where young people can be more appropriately involved in decision-making processes
- Developing initiatives in new communities, including Southern Fringe and Cambridge North West, and
- Learning from serious case reviews.

8.7 A local officer group is overseeing the delivery of these work strands, which involves the Council's Children's and Young People's Services Manager.

8.8 Meetings of the Children's Trust Board can be found [here](#). The Local Area Partnership provides an account to the Board. If the governance arrangements for the Board change in the future the Local Area Partnerships may need to operate in a different way.

9. Cambridgeshire and Peterborough Waste Partnership

9.1 The Cambridgeshire and Peterborough Waste Partnership, also known as RECAP, involve the seven local authorities in the area. The purpose of the Partnership is to improve the management of municipal waste (all waste under the control of an authority), environmental quality and the wider waste role of local authorities influencing non-

municipal waste management e.g. commercial and industrial waste. The partnership wants, through joint work, to help protect, maintain and enhance the environment through the provision of excellent services that meet local needs.

9.2 The partnership set out what it wanted to achieve in its [Joint Municipal Waste Management Strategy](#) (JMWMS) and supporting documents, which include a Waste Prevention Plan. Key targets within the strategy include:

- 50 – 55% of household waste recycled/composted by 2015
- 55 – 65% of household waste recycled/composted by 2020

9.3 The partnership has also set the following as priority areas over the next three years:

- Improve value for money
- Improve services
- Improve environmental performance, and
- Levelling up services across the partnership

9.4 The partnership has performed well, with its local authorities diverting a nationally significant proportion of their household waste from landfill. It operates through a networking structure and is directed by a Member level group (RECAP Board), which is supported by a Senior Officer group (Joint Waste Officer Group). It has two sub groups that cover: operations and marketing and communications. They help identify and pursue joint working and funding opportunities, share experience, knowledge and best practice, respond to changes in policy and legislation and maintain dependencies e.g. joint contracts. The Council contributes £11,000 to this partnership.

9.5 In addition RECAP administers a website that provides information on recycling at home, details of local recycling schemes and the location of recycling banks. It also shows how local people can reduce waste and swap and sell unwanted items, to promote and encourage this behaviour, and sponsors a number of events. There is help for local business that shows information on relevant legislation and recycling services.

9.6 The partnership is looking at how it can take forward a Whole System Approach to Waste Management and has agreed to work towards developing a full business case to improve the quality of waste management in the area and to obtain financial benefits. RECAP partners have also been working together to agree an approach on

charging and recycling credits that is beneficial to all, including charges following changes to Controlled Waste Regulations.

- 9.7 Cambridge City Council and South Cambridgeshire District Council are developing a business case to share a waste and recycling depot and a management team. It will involve a single service that will have waste collection rounds that will ignore the local authority boundaries allowing the councils to better respond to housing growth and to collect waste more efficiently. This new service could also involve other local authorities through the RECAP Waste Partnership, including joint procurement opportunities.
- 9.8 An Advanced Partnership Working Charter across the Waste Partnership allows decisions to be taken within a formal framework and permits the partnership to be more ambitious in its collaborative working.
- 9.9 Recent partnership campaigns include:
- Love your clothes campaign – reducing textile waste and supporting make and mend recycling, and
 - Dry recycling campaign – to boost use of recycling bins and make residents aware of the whole range of materials that can be recycled in the blue bins.
- 9.10 The Council should continue to work with the Cambridgeshire and Peterborough Waste Partnership (RECAP) to ensure that the strategic issues affecting the management of municipal waste (all waste under the control of an authority), environmental quality and wider waste management issues are responded to in a way that is appropriate for Cambridge.

10. Implications

- (a) **Financial Implications**
The LEP is responsible for drawing down significant levels of resources to improve infrastructure to support the growth of Cambridge. By working together with other public agencies the Council may be able to achieve more than working on its own.
- (b) **Staffing Implications**
This will depend on how the development of joint working opportunities is taken forward within each partnership.
- (c) **Equal Opportunities and Anti-poverty Implications**
The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be

on providing affordable housing, training and other measures to move people back into work and addressing health inequalities.

(d) **Environmental Implications**

Business models that promote low carbon use and improve the sustainability of developments will be supported.

(e) **Procurement**

The partnerships are likely to procure or commission services to achieve their aims.

(f) **Consultation**

Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.

(g) **Community Safety**

To improve community safety is the purpose of the Cambridge Community Safety Partnership.

11. **Background papers**

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

- Cambridge City Council's [Principles of Partnership Working](#)
- LEP Offer for Growth [Strategic Economic Plan](#)
- LEP [European Structural and Investment Funds Strategy](#) (ESIF)
- LEP Board papers can be found [here](#)
- [Greater Cambridge City Deal](#) document
- GC City Deal papers can be found [here](#)
- Cambridge CSP [Strategic Assessment](#)
- Cambridge CSP [Community Safety Plan](#)
- Police and Crime Commissioner's [Crime Plan 2013-16](#)
- Cambridge CSP papers can be found [here](#).
- [Cambridgeshire Health and Wellbeing Strategy 2012-17](#).
- HWB Board papers can be found [here](#)
- The [Joint Strategic Needs Assessment \(JSNA\)](#)
- [Director of public health's annual report](#)
- CLHP papers can be found [here](#).
- Children's Trust Board can be found [here](#)
- Draft [Child Poverty Strategy "Breaking the Cycle 2"](#)
- Children's Trust Board papers can be found [here](#)
- [Joint Municipal Waste Management Strategy](#)

12. **Appendices**

None.

13. **Inspection of papers**

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

Author's Name: Graham Saint
Author's Phone Number: 01223 457044
Author's Email: Graham.Saint@cambridge.gov.uk



To: Executive Councillor for Finance and Resources:
Councillor George Owers
Report by: Caroline Ryba, Head of Finance
Relevant scrutiny Strategy and Resources 23/3/2015
committee: Scrutiny Committee
Wards affected: All Wards

DRAFT FINANCE AND RESOURCES PORTFOLIO PLAN 2015-16 Key Decision

1. Executive summary

1.1 This report covers the draft Finance and Resources Portfolio Plan 2015-16, 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 Finance and Resources Portfolio Plan 2015-16

3. Background

3.1 This is the fifth 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 Finance 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 Finance and Resources Portfolio Plan for 2015-16 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) Equality and Poverty 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. The Portfolio Plan includes a strategic objective 'To improve the standard of living and reduce financial pressures for residents on low incomes in Cambridge' and a series of 9 actions under this objective which will support residents on low incomes.

(d) Environmental Implications

The objectives contained in the plan are not expected to have a significant environmental impact, with the exception of action 1.7 (helping residents on low incomes to reduce their energy and water costs), which will include messaging around reducing water and energy consumption, and action 2.2 (Progressed projects and activities within the Office Accommodation Strategy, to enable us to exit Mill Road Depot during 2018) which may reduce the size of the Council's operational estate and therefore its carbon emissions.

(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 Finance and Resources Portfolio Plan 2015-16

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

Finance and Resources 2015-16

Portfolio Holder: George Owers

Page 133

Lead Officer: Caroline Ryba

Email address: caroline.ryba@cambridge.gov.uk

Phone number: 01223 458134

Vision Statement 1:	A city which believes that the clearest measure of progress is the dignity and well-being of its least well-off residents, which prioritises tackling poverty and social exclusion, recognising that greater social and economic equality are the most important pre-conditions for the city's success
Strategic Objective 1:	To improve the standard of living and reduce financial pressures for residents on low incomes in Cambridge
By March 2016 we will have:	<p>F&R1.1- Ensured that on-going welfare reforms are efficiently and effectively planned, managed and implemented, and that support is given to the most vulnerable in the city with action being taken to mitigate hardship where possible.</p> <p>F&R1.2 - Supported the roll-out of Universal Credit (dependent on implementation date, as yet not known), and worked with partners such as Jobcentre Plus and Citizens Advice Bureau to provide support to the most vulnerable in terms of claiming Universal Credit</p> <p>F&R1.3 - Built on existing partnerships to provide a framework (Universal Support – triaging of support, financial and digital inclusion) to ensure that residents in Cambridge are supported in claiming and maximising entitlement to Universal Credit</p> <p>F&R1.4 - Continued to work with Cambridgeshire County Council in terms of the Cambridgeshire Local Assistance Scheme (dependent on the outcome of recent consultation) and other areas of welfare reform.</p> <p>F&R1.5 - To the extent permitted by law, required all new contractors to pay the Living Wage; reviewed existing contracts to identify opportunities to introduce requirement to the pay the Living Wage; and promoted Living Wage accreditation to local businesses and</p>

	<p>organisations</p> <p>F&R1.6 – Agreed an approved Anti-Poverty Strategy, with action plan, and started delivery of that action plan in line with timescales included. In particular, supported voluntary organisations in tackling poverty.</p> <p>F&R1.7 - Helped residents on low incomes to reduce their energy and water costs</p> <p>F&R1.8 - Increased the number of apprenticeship opportunities in City Council services</p> <p>F&R1.9 – Helped people who need it get debt and other financial advice, and increased access to affordable loans, bank accounts and other financial products for those who currently have difficulty accessing them</p>
Lead Officer:	<p>F&R1.1to 1.4 - Alison Cole, Head of Revenues and Benefits</p> <p>F&R 1.5 - Andrew Limb, Head of Corporate Strategy</p> <p>F&R1.6 – David Kidston, Strategy and Partnerships Manager</p> <p>F&R1.7 - Jas Lally, Head of Refuse and Environment</p> <p>F&R1.8 - Deborah Simpson, Head of HR</p> <p>F&R1.9 - Debbie Kaye, Head of Communities, Arts and Recreation</p>
Performance Measures:	<p>F&R1.1to 1.4a - Time taken to process benefit new claims</p> <p>F&R1.1to 1.4b - Levels of rent arrears (Council tenants only) – [Indirect measure – Robert Hollingsworth]]</p>

F&R1.1to 1.4c - Minimised number of homeless [Indirect measure – Alan Carter / David Greening]]

F&R1.1to 1.4d - Minimised numbers of people on the housing needs register [Indirect measure – Alan Carter / David Greening]

F&R1.5a - All new City Council contracts let on a Living Wage basis, where this is legally possible

F&R1.5b - Number / percentage of existing contracts reviewed for the Living Wage position at the earliest opportunity

F&R1.5c - Number of Cambridge employers that have achieved Living Wage accreditation, and number of employees working for employers that have achieved Living Wage accreditation

F&R1.6 – Anti-poverty Strategy approved and actions delivered to target dates

F&R1.7a - Number of residents in low income target areas taking up water meters or moving to an assessed rate

F&R17b - Number of residents switching to cheaper energy deals as a result of the collective-switching scheme

F&R1.8 - Number of apprenticeship opportunities created in total by 2017/18 (target = 20)

F&R1.9 - Number of affordable loans, jamjar accounts and other financial products taken up by residents living in wards in Cambridge with higher levels of deprivation

Delivery Risks:

- Insufficient resources to deliver on welfare reform, universal credit and advice to residents
- Partners unable or unwilling to commit to working with the council
- Late or inadequate detailed information provided through secondary legislation
- Inadequate support for advice and advocacy linked to welfare reforms
- Software suppliers unable to provide system changes within the required timescales
- Potential for damage to social cohesion in the city and other impacts on social and personal well-being from failure to effectively implement and communicate welfare reforms.
- Current contractors and local businesses unwilling or unable to pay their employees the Living Wage
- Residents unwilling or unable to act on advice and opportunities to reduce energy and water costs
- Unable to find suitable providers of financial products and services to work with

Vision Statement 2:	Supportive of all vision statements
Strategic Objective 2:	To ensure use of Council's assets for the maximum benefit of the citizens and businesses of Cambridge.
By March 2016 we will have:	<p>F&R2.1 – Identified and evaluated investment opportunities for further appraisal, development, and where feasible, implementation. These will be focused on commercial property and the development of activities within the Invest for Income Fund.</p> <p>F&R2.2 – Progressed projects and activities within the Office Accommodation Strategy, to enable us to exit Mill Road Depot during 2018. These will include both property-related projects, such as the consolidation of office space ('right-spacing'), and the progression of work on alternative delivery models to enable services, such as Waste, Streets and Open Spaces etc, to relocate.</p> <p>F&R2.3 – Produced a strategy to reduce the technology asset base of the Council by adopting alternative methods of delivering applications (such as cloud based services), enabling costs to flex with demand and software tools that support the Council to be kept up to date.</p>
Lead Officer:	<p>F&R2.1 – Ray Ward, Director of Business Transformation, supported by Heads of Service (Finance, Property, Specialist Services, Strategic Housing etc as required)</p> <p>F&R2.2 – Ray Ward, Director of Business Transformation, supported by Heads of Service (Property and services based at the depot)</p>

	F&R2.3 - Ray Ward, Director of Business Transformation, supported by James Nightingale, Head of ICT
Performance Measures:	<p>F&R2.1a – Projects to develop investment opportunities identified and brought within Transformation Programme Office governance processes F&R2.1b - Investment opportunities evaluated</p> <p>F&R2.2a – Coherent programme of projects assembled and planned to achieve 2018 exit date F&R2.2b – Project actions / milestones within his programme delivered to schedule within the year</p> <p>F&R2.2a – Technology road map developed and agreed with partners (assuming ICT Shared Services are implemented) F&R2.2b – Programme of projects to deliver the road map assembled and planned F&R2.2c - Project actions / milestones within his programme delivered to schedule within the year</p>
Delivery Risks	<ul style="list-style-type: none"> • Lack of capacity and capability • Reluctance to accept risks inherent in potential investments • Legal constraints and concerns • Inertia within the organisation / resistance to change • Inflexible policies preventing progress towards objectives • Difficulty in identifying alternative delivery models and associated accommodation requirements • Additional revenue funding not available approved to support technology change

Vision Statement 3:	Supportive to all 10 vision statements
Strategic Objective 3:	To support the council in protecting services and transforming delivery by delivering stable finances and targeted, effective change
By March 2016 we will have:	<p>F&R3.1 – Delivered ICT and telephony changes to support staff working in different ways, in different places, and seamlessly with partners</p> <p>F&R3.2 - Changed the way we work to simplify, standardise and reduce or avoid costs, ensuring that we understand what people need from us, and how it can be provided efficiently and effectively</p> <p>F&R3.3 – Delivered the planned activities and benefits from the transformation programme, with appropriate consultation, governance and reporting</p> <p>F&R3.4 – Developed and started implementation of a long term accommodation strategy to support the way we will work and deliver services in the future, and to produce savings</p> <p>F&R3.5 – Developed the workforce to deliver and support services by working in different, more flexible, ways – through recruitment, training and retention</p> <p>F&R3.6 – Listened to and consulted with the workforce throughout the design and delivery of transformation projects</p>
Lead Officer:	<p>F&R3.1 – James Nightingale, Head of ICT</p> <p>F&R3.2 - Ray Ward, Director of Business Transformation</p> <p>F&R3.3 – Ray Ward, Director of Business Transformation</p>

	<p>F&R3.4 – Dave Prinsep, Head of Property F&R3.5 – Deborah Simpson, Head of HR F&R3.6 - Deborah Simpson, Head of HR, all project managers</p>
Performance Measures:	<p>All – delivery of the council’s net savings requirements F&R3.1 – Route map of changes agreed, subject to the agreement of new ways of working and partnerships, and delivery started to support these changes F&R3.2 – All phases of the support services review delivered and benefits realised F&R3.3 – Transformation activities delivering to plan, with regular review and reporting processes in place F&R3.4 – Detailed plans in place to deliver modern, flexible workplaces, aligned with service moves and savings plans F&R3.5 – Recruitment, training and redundancy policies and plans reframed and implemented to support more agile, productive workforce F&R3.6 – All transformation projects contain actions covering employee consultation</p>
Delivery Risks	<ul style="list-style-type: none"> • Failure to achieve savings targets • Resistance of staff to new ways of working • Uncertainty around sharing and collaboration stalls planning for ICT and building changes • 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• Capacity and skills required to deliver multiple changes simultaneously not available• Commitment to change not obtained from members and senior management• Pace of change too slow to deliver savings and transformation required |
|--|--|



To: Executive Councillor for Finance and Resources:
Councillor George Owers

Report by: David Kidston, Strategy and Partnerships Manager

Relevant scrutiny committee: Strategy & Resources
23/3/2015
Scrutiny Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge
East Chesterton King's Hedges Market Newnham
Petersfield Queen Edith's Romsey Trumpington
West Chesterton

ANTI-POVERTY STRATEGY

Key Decision

1. Executive summary

- 1.1 The City Council has developed an Anti-Poverty Strategy, which aims to: improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and alleviate issues that can lead households on low incomes to experience financial pressures.
- 1.2 This report sets out the results of public consultation on a draft version of the Strategy between 27 October 2014 and 30 January 2015. It seeks approval for a final version of the Strategy, which addresses the main points raised by respondents to the consultation.
- 1.3 The City Council received accreditation from the Living Wage Foundation as a Living Wage employer on 3 November 2014, and appointed a Living Wage Coordinator in November 2014 to promote the Living Wage to businesses and organisations in Cambridge. This report summarises progress to date and proposes an action plan for future work (attached at Appendix C).
- 1.4 The Fuel and Water Poverty Action Plan has been developed in response to the 'Anti-Poverty Strategy', which acknowledges the problem of increasing energy and water costs on lower income residents contributing to poverty in the district. Following research and consultation a series of actions have been identified focussing predominantly on low income households. The aim of the action

plan is to reduce the number of households in fuel and/or water poverty across the district. This report seeks approval for the key areas of focus in the Action Plan.

2. Recommendations

The Executive Councillor is recommended:

1. To approve the final Anti-Poverty Strategy (Appendix E)
2. To approve the Living Wage Action Plan (Appendix C)
3. To approve the key areas of focus for the Fuel and Water Poverty Action Plan (Appendix D)

3. Final Anti-Poverty Strategy

3.1 The City Council has developed an Anti-Poverty Strategy (attached at Appendix E), which aims to: improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and alleviate issues that can lead households on low incomes to experience financial pressures.

3.2 The strategy identifies the key issues relating to poverty in Cambridge, based on a review of available empirical evidence, and initial consultation with stakeholders. It also identifies 7 objectives for City Council activity to address poverty, and some detailed actions that City Council services will undertake during 2014/15 and 2015/16 to address the key issues. The key objectives are:

- 1 Helping people on low incomes to maximise their income and minimise their costs
- 2 Increasing community pride, raising aspirations and making the move into work easier
- 3 Reducing the impact of poverty on children and helping low income families with the cost of raising a child
- 4 Reducing the link between poor health and poverty
- 5 Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience
- 6 Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
- 7 Working in partnership to tackle wider barriers to employment and engagement

- 3.3 The City Council can have a direct impact on poverty through the types of services it provides, how these services are targeted, and how it spends its capital and revenue budgets. The strategy brings greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact. This will include some new initiatives that will improve the lives of residents experiencing poverty, and opportunities to refocus existing services.
- 3.4 The Council also recognises that much can be achieved through working in partnership with other local organisations from the public, voluntary and private sectors. It currently engages actively in a range of partnerships and joint-working arrangements which have an impact on poverty. As we implement this Anti-Poverty Strategy, we will identify opportunities for further and more effective partnerships with external organisations.

4. Results of Consultation on the Anti-Poverty Strategy

- 4.1 The City Council carried out public consultation on the draft Anti-Poverty Strategy between 27 October 2014 and 30 January 2015. This consultation built on initial consultation carried out in July to September 2014 to inform the development of the draft Strategy. As part of these two phases of consultation, residents and stakeholders were engaged through:
- Publication of the draft strategy and a questionnaire survey on the City Council website. In total, 59 responses were received to the survey. The survey was publicised via: the City Council's Twitter account, a media release and other corporate communications channels; direct messages to residents associations, members of Cambridge Community and Voluntary Services (CCVS), organisations funded by City Council grants, and other relevant partner organisations; and the Cambridge Network, which has a membership of more than 1500 businesses based in Cambridge, ranging from start-ups and SMEs through to global corporations..
 - Focus groups with low income residents, delivered as part of regular service user meetings organised by the City Council and partner agencies. These included: Wintercomfort service users meeting, Sheltered Schemes Residents' Association, Tenants and Leaseholders Forum, Hanover Court Residents Association meetings, and Cherry Hinton Mingle Munch.
 - Detailed case studies of six residents in different circumstances, which aim to explore their experiences and views on living on a low income in Cambridge. These case studies were based on in-depth

conversations with City Council officers or staff at Cambridge and District Citizen's Advice Bureau (CAB).

- A stakeholder workshop, which brought together key stakeholders to consider the key issues in Cambridge, and identify interventions which have been successful, both in Cambridge and in other towns and cities.
- 25 face-to-face meetings with representatives of local organisations that are working to address different aspects of poverty in the city. Officers also attended stakeholder groups to discuss the strategy with other local organisations, such as the Equalities Panel, Local Health Partnership, Guidance Employment and Training (GET) Group, and the Homelessness Service Information Group.

4.2 A full list of the organisations and stakeholders engaged through the face-to-face meetings, workshop and stakeholder meetings is provided at Appendix A.

4.3 The key issues raised by residents and stakeholders who participated in the above consultation activities are summarised in Appendix B. The City Council has provided a reply to each of these issues, to explain if each suggestion can be incorporated in the strategy, or if the City Council already has a means or an alternative way of doing what is being suggested. Where a suggestion cannot be taken forward, the City Council has explained why not.

4.4 The final version of the Anti-Poverty Strategy attached at Appendix E has been updated to reflect those suggestions that can be incorporated. The key changes that have been made to the Strategy since it was last presented to Strategy and Resources Committee on 10 October are:

- Additional text in the executive summary to distinguish between key existing activities that will be continued, and new action that will be taken as part of the strategy.
- Including additional evidence gathered from empirical sources and consultation with stakeholders and services users (including on benefits at 4.5, on disability and poverty at 12.0, and on women and poverty at 13.0)
- Updating existing actions in the action plan to reflect the consultation feedback and developments since the draft (e.g. action 1.8 on credit unions, action 2.5 on the City Deal Skills Service).
- Including additional actions identified through the consultation and developments since the draft strategy (e.g. 1.16 on premises support for voluntary and community groups supporting low income residents, 2.10 on Cambridge Northern Fringe East, 5.7 on

supporting groups for older people, 5.10 on promoting volunteering and befriending schemes to reduce isolation for older people, and 7.1 – 7.3 on digital inclusion activities)

5. Living Wage Action Plan

5.1 On the 6 November 2014, Council passed a motion on the Living Wage, which included a commitment to

“To set a target of achieving the Living Wage City status in the medium term period (as defined by 75% of employers within the city paying the living wage) and asks the executive councillor in consultation with the Living Wage Coordinator to set out plans as to how this goal will be achieved.”

5.2 The City Council received accreditation from the Living Wage Foundation as a Living Wage employer on 3 November 2014. Since April 2013, the Council has paid its own employees the Living Wage, but in accordance with the requirements of accreditation, the City Council is working to ensure that all its contractors pay the Living Wage to Qualifying Staff at the earliest opportunity, unless it would be unlawful or inappropriate to do so.

5.3 The City Council Living Wage Coordinator in November 2014 to promote the benefits of paying the Living Wage to businesses and organisations in Cambridge. This report summarises progress to date and proposes an action plan for 2015 (attached at Appendix C).

5.4 Progress to date in the Living Wage external promotion campaign includes are:

- Establishing stronger relationships with the campaign team at the Living Wage Foundation and visits to Councils and visiting other organisations that have launched successful local campaigns, including York City Council, the Greater London Authority and Living Wage Norwich to learn from their approach.
- Information gathering and initial research, including: establishing a baseline number of Living Wage accredited organisations in Cambridge (see 3.0 in Appendix C) establishing the total number and size of enterprises in different sectors in Cambridge and identifying target sectors; and statistics on the number of Cambridge workers affected by low pay.
- Organising an event at the Guildhall on 3 November 2014 to celebrate the start of national Living Wage week, which was

attended by accredited local employers and enterprises that are interested in paying the Living Wage.

- Following up the interest shown by businesses at the Living Wage event to encourage them to seek accreditation, and holding initial discussions with other key employers in the city to explore the potential for them to pay the Living Wage.
- Contacting employers that the City Council has a relationship with, including: grant funded organisations and tenants of City Council properties.
- Development of a number of campaign tools and channels, including a Facebook page and page on the City Council website.

6. Fuel poverty and Water Poverty Action Plan

6.1 The 'Anti-Poverty Strategy' acknowledges the impact of increasing energy and water costs on household incomes. Those on low incomes are most vulnerable as rising energy and water costs mean that the percentage of income being used to cover these utilities bills is increasing, which impacts on disposable income and other areas of household spending.

6.2 Following budgetary approval at Strategy and Resources Committee on 14 July, officer time for additional work on fuel and water poverty issues. Research and consultation with City Council services and local partner agencies has been conducted to establish:

- the issues facing low income families across the district in relation to both fuel and water costs;
- what support is already in place (both nationally and locally); where gaps exist in this support; and
- what opportunities exist to help fill these gaps and provide further support.

6.3 A Fuel and Water Poverty Action Plan for April 2015-March 2017 has been developed in response to the key research and consultation findings. The key areas of focus for the Action Plan are summarised for approval in Appendix D, and the full detailed Action Plan has been circulated separately to Members for information.

6.4 The aim of the Action Plan is to reduce the number of households in fuel and/or water poverty through a series of activities to reduce their energy and water bills through a series of activities. These will be delivered through a variety of mechanisms including: practical projects; dissemination of information; and ensuring linkages between

City Council activity and local groups that are already working in this area. Three key priority actions for 2015-2016 are:

- a pilot water meter study, targeting 1 or 2 bedroom council owned properties to compare water costs both before and after having a meter installed.
- Continuing to promote the County-wide energy-switching scheme, which seeks to secure better deals for residents through collective bargaining with energy companies; and
- Investigating the viability of a targeted energy and water scheme specific to landlords with tenants receiving housing benefit.

6.5 One of the key issues raised through consultation is the potential difficulties in engaging residents on low incomes and ensuring that they take up the measures identified in the action plan. This will be addressed by targeting activities to key sectors of the community:

- City Council tenants
- Tenants in private rented accommodation
- Those in receipt of benefits (in particular Housing Benefit which can be paid to those in low paid work, as well as those not in work)
- Older residents, irrespective of property tenure
- Low income areas of the city, as identified in the Anti-Poverty Strategy

6.6 The council recognises the need to work in partnership with other local organisations from the public, voluntary and private sector, utilising expertise already present in this area. The key role for the City Council is to act an enabler, predominantly through dissemination of information and engagement. The Action Plan will help co-ordinate activities across partners and maximise the benefits offered to low income households in the district.

7. Implications

(a) Financial Implications

The Anti-Poverty Strategy will primarily seek to co-ordinate and refocus City Council activity so that it focuses on tackling poverty where possible. However, some additional one-off, fixed term initiatives which contribute to the objectives of the Anti-Poverty Strategy will be supported by the 'Sharing Prosperity Fund'.

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

It is anticipated that much of the work to develop and deliver the Anti-Poverty Strategy will be achieved within existing staff resources. However, some of the initiatives proposed to support the Anti-Poverty Strategy (e.g. Living Wage Co-ordinator, and the Youth Apprenticeship Programme) will involve the recruitment of a limited number of additional staff.

(c) Equality and Poverty Implications

An Equality Impact Assessment has been carried out and is attached for information at Appendix F.

(d) Environmental Implications

Some of the activities already identified in the action plan are likely to have a medium positive environmental impact. For example:

- The Water Meter Anti-Poverty Scheme will promote take-up of water meters and water efficiency measures to residents in low income areas of the City, and reduce water consumption and associated carbon emissions.
- The additional promotion of energy efficiency measures to residents in low income areas of the City will reduce energy consumption and associated carbon emissions from households in these areas.

(e) Procurement

One of the actions included in the Strategy is for the City Council to seek accreditation from the Living Wage Foundation as a Living Wage. As part of this, the City Council has adopted a Living Wage policy in respect of contractors. As set out in a separate report by the Head of Legal Services to this Committee on 14 July 2014, this policy requires contractors to pay the Living Wage to Qualifying Staff unless it would be unlawful or inappropriate to do so.

(f) Consultation and communication

See 3.1 above for details of consultation activity. Communications activity for the Living Wage and Fuel and Water poverty are set out in Appendix C and D. The final Anti-Poverty Strategy as a whole will be communicated to residents and stakeholders through a press release and local media coverage, a dedicated page on the City Council website, and symposium on 5 March 2015 at Buchan Street Neighbourhood Centre and subsequent events linked to the Strategy.

(g) Community Safety

There are no specific community safety implications for the Strategy as a whole, but some of the actions identified in the action plan will have a positive impact on anti-social behaviour, such as: work with city retailers and other partners to develop a voluntary code on the sale of high strength beers and ciders (Action 4.6); and piloting new ways of working with people involved in street-based anti-social behaviour (Action 4.7).

6. Background papers

There are no background papers for this report.

7. Appendices

Appendix A - Organisations consulted on the Anti-Poverty Strategy
Appendix B – Responses to consultation on the Anti-Poverty Strategy
Appendix C – Living Wage action plan
Appendix D – Summary of the Fuel Poverty Action Plan
Appendix E – Anti-Poverty Strategy
Appendix F - Anti-Poverty Strategy Equality Impact Assessment

8. Inspection of papers

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

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Appendix A - Organisations consulted on the Anti-Poverty Strategy

Stakeholders	One-to-one meeting	Workshop	Stakeholder meetings
Abbey People Neighbourhood Action Group	✓	✓	
Age UK	✓		
Barnwell Baptist Church	✓	✓	
Bedfordshire Pilgrims Housing Association	✓		
Cambridge City Foodbank	✓		
Cambridge Hub	✓		
Cambridge Council for Voluntary Service	✓	✓	
Cambridge Credit Union	✓		
Cambridge Cyrenians	✓		✓
Cambridge Women's Aid	✓		
Cambridge Women's Resources Centre	✓		✓
Cambridgeshire County Council	✓		
Cambridgeshire Ethnic Community Forum	✓		
Cambridgeshire Police		✓	
CamHealth		✓	
Care Network			✓
Centre 33	✓		
CHS Group	✓	✓	✓
Citizen Advice Bureau	✓	✓	✓
Crime Reduction Initiatives			✓
Disability Cambridgeshire	✓		
Future Business	✓		
Guidance Employment and Training (GET) Group	✓	✓	✓
Jimmy's	✓		✓
Kings Hedges Neighbourhood Partnership	✓	✓	
Lifecraft	✓		
Rainbow Savers Credit Union	✓		
Richmond Fellowship			✓
Riverside Housing			✓
University of Cambridge	✓	✓	
Winter Comfort	✓		✓
YMCA			✓

Appendix B – Key issues raised through consultation on the Anti-Poverty Strategy

	Issues raised by consultees	Cambridge City Council comments
Overall objectives of the Strategy		
Page 153	<p>1 Most respondents to the online survey felt that the seven objectives in the draft strategy were the right objectives, but a number of respondents felt that the objectives could be more specific and measurable. Some respondents to the online survey that the objectives should include additional issues, including:</p> <ul style="list-style-type: none"> • food and maintaining healthy diets • working with the voluntary sector • supporting people with disabilities, especially those with poor mental • increasing the provision of social housing • supporting schools in deprived areas and raising standards • involving people on low incomes in decisions about services and budgets • reducing excessive alcohol and drug consumption • promoting community cohesion, pride in place and community resilience • improving childcare • supplying good jobs for local young people • responding to travellers' issues 	<p>We welcome the overall support for the objectives of the Strategy. The objectives are intended to set out the aspects of poverty that the City Council is aiming to tackle through the Strategy. As set out in section 14 of the strategy we will measure progress primarily through the project-based targets in the action plan.</p> <p>We have amended some of the objectives to reflect this feedback. For example, we have amended objective 5 to encompass people with disabilities. However, the majority of the suggestions are more specific issues, which fall within the broad objectives of the strategy. For example, 'food and maintain healthy diets' is a key area of focus under objective 4 (Reducing the link between poor health and poverty).</p>
Objective 1 - Helping people on low incomes to maximise their income and minimise their costs		
	<p>Benefits - Stakeholders and service users suggested that the Strategy should address a number of issues relating to changes to benefits resulting from national welfare reforms, including:</p> <ul style="list-style-type: none"> • The digital by default approach proposed for Universal Credit will make it more difficult for disabled people to access benefits. • Universal Credit may be difficult to manage for those who lack good budgeting skills, as they may not set aside some of the money to pay their rent. • Tougher eligibility criteria may mean that some people with 	<p>The draft Strategy identifies a number of these issues at 4.5 in the 'key issues' section. The additional issues relating to Universal Credit and disability benefits have been added to the final Strategy at 4.11.0.</p> <p>The City Council can have limited impact upon nationally-driven changes to benefits. However, the City Council has sought to influence government agencies on these issues, such as JobCentre Plus over the local application of sanctions and difficulties arising from disability assessments. The City Council will also provide</p>

	Issues raised by consultees	Cambridge City Council comments
	<p>disabilities who currently claim Income Support, Incapacity Benefit or Disability Living Allowance, may not be able to claim Employment Support Allowance (ESA) or Personal Independence Payments (PIP) in future.</p> <ul style="list-style-type: none"> • Some residents with disabilities waiting for assessments for Personal Independence Payments (PIP) for a number of months and having no or reduced income for this period. • Some residents with disabilities having to travel to Haverhill for assessments for Personal Independence Payments (PIP). • ‘Sanctions’ for missing an appointment with JobCentre Plus, or for not completing agreed job search activities, which include benefits being stopped for a period of weeks. • The Spare Room Subsidy has led to increased housing costs for some low income households 	<p>support to vulnerable people during the transition to Universal Credit (see p24 in the final Strategy) and post implementation with digital and financial inclusion.</p> <p>Cambridge City Council supports people affected by changes to Welfare Benefits with advice on finding suitable accommodation, budgeting skills and with applications for Discretionary Housing Payments.</p>
	<p>Debt - A number of stakeholders and respondents to the online survey identified debt as a key issue that should be reflected and addressed through the Strategy. They raised the following issues:</p> <ul style="list-style-type: none"> • Due to high living costs and low incomes, some residents have very limited disposable income or savings. As a result they do not have the financial reserves needed to weather unforeseen events, and may take out high interest loans to cover these costs, which they are unable to repay. • The desire to have the same standard of living as friends and acquaintances or wider societal pressures can lead to unsustainable levels of debt • Some residents do not have the budgetary skills needed to manage on a low income and avoid going into debt. Financial literacy training is needed, but schools do not have the capacity in the curriculum to deliver financial literacy sessions. 	<p>The draft Strategy identified a number of these issues at 4.7 and 4.8 in the ‘key issues’ section. The City Council is taking steps to address debt and financial literacy issues, including the following actions in the action plan:</p> <ul style="list-style-type: none"> • Assisting City Council tenants to apply for welfare benefits, and provide a rent advice and debt counselling service to City Council tenants • Funding Citizen’s Advice Bureau (CAB) to provide debt advice and other voluntary organisations to deliver financial literacy projects through the Community Grants budget for 2015/16 • Signposting people with financial capability issues to the CAB, credit unions and Money Advice Centre for advice
	<p>Fuel poverty - Some consultees identified fuel costs as a key issue for some people on low incomes, particularly for older people on low incomes who are not living in supported housing</p>	<p>The draft Strategy identified fuel poverty issues at 4.2 and 7.7 in the ‘key issues’ section. The action plan identifies a number of key actions to respond to this issue:</p>

	Issues raised by consultees	Cambridge City Council comments
		<ul style="list-style-type: none"> • Helping residents to get better fuel deals (1.9) • Helping residents to reduce energy and water costs (1.10) • Investing energy efficiency improvements to City Council homes (6.3), and promoting energy efficiency improvements to private landlords and homeowners through the Green Deal (6.4).
	<p>In work poverty – some stakeholders, survey respondents and workshop attendees commented that, as well as out-of-work benefit recipients, the Strategy also needs to focus on measures to support those who are working or receiving a pension, but whose income is not much higher than it would be if they were claiming benefits.</p>	<p>While we have used information on benefit claimants as a proxy measure for poverty in Cambridge strategy, the City Council recognises that there are some residents in the City who are working on low incomes, who may only be marginally better off than if they were claiming benefits. The Action Plan includes a number of actions that will specifically benefit working people on low incomes, including promoting the Living Wage (1.2 and 1.3), and providing additional childcare spaces (3.1).</p>
Page 155	<p>Credit Unions – Most consultees felt that providing support for credit unions would provide residents on low incomes with access to a range of low cost financial products, from basic bank accounts to low-interest loans, and provide an alternative to high interest loans from pay day lenders and loan sharks. However, some respondents queried whether exploring the potential for a city centre credit union shop might not benefit residents on low incomes who use local shops rather than city centre services.</p>	<p>As set out on page 24 of the Strategy, providing additional support for credit unions is a key element of the City Council's approach to supporting residents to minimise their costs. We will explore how the Council can further support and promote the services offered by credit unions in Cambridge, including investigating the feasibility and business case for a city centre shop unit, but also exploring opportunities for increased outreach services in neighbourhood centres across the city.</p>
	<p>Outreach advice project – Many consultees supported the proposed pilot project to provide advice and support to residents presenting at Barnwell Medical Centre with mental health issues due to low income, debt or addiction. It was felt that the project would provide much-needed support to residents in these circumstances, while enabling GPs to focus on medical concerns. However, one stakeholder commented that people with more severe mental health needs would require more intensive support on financial issues, involving a case-worker approach rather than referrals to advisors in GP surgeries.</p>	<p>The City Council welcomes the support for this project, and will evaluate the impact of the project at the end of the year to determine whether it could be rolled out more widely in the city by partner organisations. We recognise that the pilot will focus on providing support to residents who experience issues such as depression and anxiety due to financial concerns, but that more intensive support from appropriate agencies is necessary for those with more severe mental health needs.</p>
	<p>Living Wage – Most consultees were supportive of the City Council promoting the Living Wage in the city in order to increase incomes for low income residents. However, some stakeholders and service users felt</p>	<p>The City Council recognises that there is a need for a range of actions, including those which help increase residents' income, such as the Living Wage, and those which help people to manage budgets</p>

	Issues raised by consultees	Cambridge City Council comments
	<p>that supporting residents on low incomes to manage their costs and live within their existing income would be more effective. Some consultees felt that some residents, including some homeless people, might use any increase in income to buy drugs or alcohol. They suggested that crisis loans would be more helpful, because they help provide homeless people moving into new accommodation with furniture and washing machines, helping them to sustain tenancies.</p>	<p>and reduce costs deliver. The City Council has supported financial literacy projects through the Community Grants budget for 2015/16, and signposting people with financial capability issues to the CAB, credit unions and Money Advice Centre for advice. The action plan also includes a number of actions to help people reduce their costs, through energy efficiency improvements to homes, securing cheaper fuel deals, and exploring how the Cambridgeshire Local Assistance Scheme (CLAS) can best be supported in future.</p>
Page 156	<p>Areas of focus - Respondents to the online survey suggested a number of additional actions and areas of focus. Those that have not already been included in the Strategy are:</p> <ul style="list-style-type: none"> • continuing with Discretionary Housing payments to vulnerable people to mitigate the effects of national welfare reforms, which are contributing to local increases in individual debt • reducing the number of expensive pay-as-you-go fuel meters • setting up a local not-for-profit energy company. • providing people with long-term health problems with more support • funding mental health specialists as benefit advisors • improve services for Travellers • more work at grass-roots level and promotion of self-help and places where people can talk to each other • joining up services for people with complex needs and providing them in local community settings 	<p>The City Council welcomes the additional actions and areas of focus suggested by consultees. Members of the Council's Anti-Poverty Project Board will review these suggestions and work up any viable ideas into more detailed business cases which can be considered for funding as the action plan develops. The action plan will be reviewed annually over the course of the three years covered by the Strategy, so there will be scope to undertake additional actions to those currently included in the Strategy.</p>
Objective 2 - Increasing community pride, raising aspirations and making the move into work easier		
	<p>Raising aspirations and attainment- Some stakeholders suggested:</p> <ul style="list-style-type: none"> • Some young people in the city grow up with low expectations due to a lack of role models in their family or community, or a lack of expectation at school. One solution could be promoting volunteering opportunities for low income residents, and increasing volunteering by students and skilled professionals low income areas. • Educational attainment puts some young people are at risk of future poverty. Poor school attendance and a lack of parental support can 	<p>The draft Strategy identifies issues relating to aspirations and attainment for young people at 6.2 and 6.3 in the key issues section. The Strategy identifies a number of actions to promote volunteering and increase pride in communities and neighbourhoods, including:</p> <ul style="list-style-type: none"> • Rolling-out the 'time-credit' scheme in Abbey and Kings Hedges to support residents on low incomes to volunteer (2.3) • Organising a volunteering fair to bring together voluntary groups

	Issues raised by consultees	Cambridge City Council comments
	<p>contribute to low attainment.</p> <ul style="list-style-type: none"> Schools in Cambridge can find it difficult to support children with low attainment due to low levels of funding through the “payment per pupil” system. It is therefore vital to maximise take-up of Free School Meals, so that schools can benefit from the Pupil Premium. 	<p>and students together to promote volunteering (2.4)</p> <ul style="list-style-type: none"> Continue to fund and support events which increase community pride and cohesion (2.8) <p>The City Council does not have direct influence over local schools because it is not the education authority, but we will work with Cambridgeshire County Council and partners in the Child Poverty Champions Group raise awareness of Free School Meals (3.5).</p>
Page 157	<p>Employment opportunities and apprenticeships – Some stakeholders and survey respondents felt low-skilled young people struggle to compete in the Cambridge labour market, and can find themselves stuck in low paid employment because there are few jobs available in the city require mid-level skills. A number of stakeholders were supportive of the focus on apprenticeships in the Strategy, which could help address this issue. However, some emphasised the need important to ensure that they are accessible to people on low incomes, as there is currently a high level of competitions for apprenticeships in trades. Vulnerable young people are less likely to secure places, and may need more intensive support.</p>	<p>The draft Strategy addresses issues relating to the structure of the Cambridge labour market and the implications for people with low qualifications at 6.1-6.3 in the key issues section of the document. The action plan includes a commitment to deliver an apprenticeship programme, which will increase the number of apprenticeship opportunities for people in City Council services (2.2). We will promote these opportunities to young people in low income households through Cambridge Regional College and other local providers, and through City Council Housing officers and other staff who have direct contact with low income residents.</p>
	<p>Information Advice and Guidance – Some stakeholders commented that there is a need for more information, advice and guidance for young people on career opportunities that exist in the local areas, and the qualifications and experience that they would need to access them.</p>	<p>The City Council and partners will be funding a Skills Service as part of the Greater Cambridge City Deal. The skills service will work with young people in schools to raise awareness of the employment and career opportunities that exist in the local area and the qualifications needed. This will influence the demand for relevant courses from further education providers, and ensure that in the medium term local people have the skills needed by local employers.</p>
	<p>Areas of focus - Respondents to the online survey suggested a number of areas of focus. Those that have not already been included in the Strategy are:</p> <ul style="list-style-type: none"> increasing job sustainability. up-skilling people in the service industry. funding legal services for people in low paid jobs to ensure they can 	<p>The City Council welcomes the additional actions and areas of focus suggested by consultees. Members of the Council’s Anti-Poverty Project Board will review these suggestions and work up any viable ideas into more detailed business cases which can be considered for funding as the action plan develops. The action plan will be reviewed annually over the course of the three years covered by the Strategy, so there will be scope to undertake additional actions to those currently included in the Strategy.</p>

	Issues raised by consultees	Cambridge City Council comments
	<p>enforce their employment rights.</p> <ul style="list-style-type: none"> providing incentives to employers to employ more people with disabilities. 	
Objective 3 - Reducing the impact of poverty on children and helping low income families with the cost of raising a child		
Page 1	<p>Areas of focus - Respondents to the online survey suggested a number of areas of focus. Those that have not already been included in the Strategy are:</p> <ul style="list-style-type: none"> encouraging and providing breakfast for children encouraging schools to join the national Food for Life partnership, which promotes healthy and nutritious meals opening up private schools as a resource for local people providing more family support projects in wards ensuring there is not too much emphasis on internet learning for children 	<p>The City Council welcomes the additional actions and areas of focus suggested by consultees. Many of these issues relate to schools, which the City Council does not have direct influence over, because it is not the local education authority. However, members of the Council's Anti-Poverty Project Board will review these suggestions and consider how the City Council could engage with and influence local schools. The action plan will be reviewed annually over the course of the three years covered by the Strategy, so there will be scope to undertake additional actions to those currently included in the Strategy.</p>
Objective 4 - Reducing the link between poor health and poverty		
8	<p>Healthy diet - A number of stakeholders and survey respondents suggested that it can be difficult for some residents on low incomes to eat healthily due to the higher cost of healthier food products, limited cooking skills and a lack of understanding nutrition. There is a need for a greater focus in the action plan on tackling food poverty.</p>	<p>This issue is addressed at 8.3 in the key issues section of the Strategy. The Strategy identifies a number of actions to address food poverty and a separate detailed action plan has been produced for this work. Actions in the Strategy include: Working with partners to deliver food projects focussing on cooking skills, growing produce, and information on healthy food and nutrition at neighbourhood level (4.4) and exploring opportunities to work with partners in the Local Health Partnership to promote public health messages, including healthy eating (4.5).</p>
	<p>Areas of focus - Respondents to the online survey suggested a number of areas of focus. Those that have not already been included in the Strategy are:</p> <ul style="list-style-type: none"> tackling alcohol and drug abuse and the impacts on the individual and families. continuing summer holiday play schemes and events for young 	<p>The City Council welcomes the additional actions and areas of focus suggested by consultees. However, members of the Council's Anti-Poverty Project Board will review these suggestions and work up any viable ideas into more detailed business cases which can be considered for funding as the action plan develops. The action plan will be reviewed annually over the course of the three years covered by the Strategy, so there will be scope to undertake additional</p>

	Issues raised by consultees	Cambridge City Council comments
	<p>people.</p> <ul style="list-style-type: none"> • reducing costs for use of leisure facilities for people on low incomes but not receiving benefits. • developing free exercise programmes for elderly people and those with mental health issues. • preventing charges for medical evidence to support benefit claims • working more with community and voluntary sector groups involved in arts and sports. 	<p>actions to those currently included in the Strategy.</p>
Objective 5 - Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience		
Page 159	<p>Social isolation – A number of stakeholders and survey respondents agreed that social isolation and ‘social poverty’ are a key issue for some older people. It was suggested that providing transport to help older people attend groups and events, supporting volunteering and befriending schemes, and promoting digital inclusion for older people would help reduce isolation.</p>	<p>This issue is addressed at 10.2 in the key issues section of the Strategy. The Action Plan identifies a number of events and activities that will reduce isolation for older people, including: Work with partners and voluntary groups to develop and deliver the annual “Cambridgeshire Celebrates Age” festival (5.6); and continuing to provide low cost activities such as Tea Dances and the Mayors Day Out. We have also included a new action on promoting existing volunteering and befriending schemes provided by voluntary and community organisations such as AgeUK (action 5.10).</p> <p>The City Council does not have direct influence over bus operators and transport providers, but it does provide the Taxicard scheme, which provides people with disabilities, including older people, with discounts on taxi fares. The City Council is also promoting digital inclusion for older people through the roll out of wireless broadband in all council-owned sheltered housing schemes.</p>
	<p>Areas of focus - Respondents to the online survey suggested a number of areas of focus. Those that have not already been included in the Strategy are:</p> <ul style="list-style-type: none"> • establishing links with support for older people provided by voluntary groups • encouraging ‘good neighbourliness’ • ensuring that accessible homes have good transport links 	<p>The City Council welcomes the additional actions and areas of focus suggested by consultees. However, members of the Council’s Anti-Poverty Project Board will review these suggestions and work up any viable ideas into more detailed business cases which can be considered for funding as the action plan develops. The action plan will be reviewed annually over the course of the three years covered by the Strategy, so there will be scope to undertake additional actions to those currently included in the Strategy.</p>

	Issues raised by consultees	Cambridge City Council comments
Objective 6 - Helping people with high housing costs, increasing numbers of affordable homes and improving the condition of people's homes		
Page 160	<p>Housing availability and affordability – Some stakeholders and residents suggested that:</p> <ul style="list-style-type: none"> • private housing in Cambridge was too expensive for many people on low incomes to rent or buy. As a result, residents either live in small, unsuitable accommodation, or are forced out of Cambridge to live in surrounding, cheaper areas, whilst continuing to work in Cambridge. • high housing costs lead young people stayed with their families longer, resulting in over overcrowding and family tensions. • 'affordable housing' provided by local social housing landlords for rent in the city is often too expensive for many people on low incomes. • there is not enough social housing in the city to meet demands from low income residents.. 	<p>These issues are addressed at 7.1-7.6 in the key issues section in the Strategy. The City Council does not have any direct influence over the cost of private housing in Cambridge, either for rent or for sale. The City Council manages nearly 7200 properties in the City, and we are currently constructing a number of new properties across Cambridge through its Affordable Housing Development Programme. The Council will seek to ensure that these properties are available at rent levels that are affordable. The City Council is also working to increase the supply of housing available at sub-market rents through the planning process, by seeking up to 40% affordable housing to be provided by private developers on larger new residential sites in the city. This has resulted in the construction of 433 affordable homes in 2012/13 and 2013/14, with a further 274 properties scheduled for completion during 2014/15.</p>
	<p>Homelessness - stakeholders and services users highlighted a number of issues facing homeless residents, including:</p> <ul style="list-style-type: none"> • The need to support homeless residents with complex needs or chaotic lifestyles to become work ready • Difficulty for single homeless people to progress from hostel accommodation to the private rented housing, which is often unaffordable due to high rents and low housing benefit levels. There is also no incentive for private landlords to accept homeless tenants when the market is buoyant. • Difficulty accessing social housing, because single homeless people are not given priority in housing allocations. 	<p>These issues are addressed at 7.1-7.6 in the key issues section in the Strategy. The City Council provides a range of housing and employment support for single homeless residents, including:</p> <ul style="list-style-type: none"> • Funding a learning and development service for homeless people based in a partner agency (2.6) • Funding an employment worker in a partner agency with a specific remit to target those in housing need (2.7) • A rent deposit scheme • Town Hall Lettings scheme providing a local lettings agency to support single homeless people who no longer need supported housing to move into private rented accommodation (6.5) • Funding a Chronically Excluded Adults service (6.6)
	<p>Respondents to the online survey suggested a number of additional areas of focus:</p>	<p>The City Council currently provides a Property Accreditation scheme, under which landlords can sign up to a Code of Standards to demonstrate that they are recognised as reputable landlords and</p>

	Issues raised by consultees	Cambridge City Council comments
	<ul style="list-style-type: none"> encouraging private sector landlords to accept low income tenants increasing regulation of the private rented sector to improve the condition of dwellings and promoting good private sector landlords reducing the density of new housing developments and ensuring that family accommodation is big enough 	<p>agents. The City Council welcomes the additional actions and areas of focus suggested by consultees. However, members of the Council's Anti-Poverty Project Board will review these suggestions and work up any viable ideas into more detailed business cases which can be considered for funding as the action plan develops.</p>
Objective 7 - Working in partnership to tackle wider barriers to employment and engagement		
	<p>Digital inclusion - Some stakeholders and survey respondents agreed commented that if residents cannot afford internet access, they cannot access savings through discounted utility bills, online shopping or sharing websites. Potential solutions include: free internet access in libraries, learning hubs and other community facilities; lap-top loan schemes; and digital champions. However, some stakeholders and residents suggested that it is important to retain a degree of face-to-face service delivery, particularly for more vulnerable residents who require a greater degree of support</p>	<p>These issues are addressed at 12.2-12.4 in the Strategy. To overcome some of these barriers, as part of our Digital Access Strategy we will work with partners to increase internet access points in community buildings (for example leisure centres and community centres) to ensure that vulnerable people can access the information or services they need more readily and without having to travel. Where necessary, we will train staff or 'Digital Champions' to support our most vulnerable residents to build their digital capacity, capability and connectivity.</p>
Page 161	<p>Transport - Many consultees felt that there was a need to address transport issues in the strategy. It difficult for people on low incomes to travel around the city, due to the high cost of public transport and variable bus services in different areas. This is particularly an issue for:</p> <ul style="list-style-type: none"> young people who want to leave home, who may only be able to afford housing on the fringes or outside the city, but may not be able to afford to travel into the city centre for low paid jobs people with long-term mental health issues, who are not eligible for free bus passes, so high public transport costs absorb a significant proportion of their low incomes 	<p>The City Council does not have direct influence over bus operators and transport providers, but it does provide schemes such as the Taxicard scheme, which provides people with disabilities with discounts on taxi fares. The City Council will also use relevant forums and channels of communication to influence Cambridgeshire County Council and transport providers on issues of cost and variable levels of provision.</p>
Additional issues to be addressed in the Strategy		
	<p>Disability – Some stakeholders, workshop participants and survey respondents commented that the draft Strategy does not reflect the relationship between poverty and disability. Key issues include:</p> <ul style="list-style-type: none"> Having a disability or long-term health condition limits your ability to work, and increases your dependence on benefits. People with long- 	<p>It was identified in the EqIA on the draft Strategy that it needed to consider the relationship between disability and poverty. These issues have been highlighted in an additional section in the final strategy at 11.0.</p>

	Issues raised by consultees	Cambridge City Council comments
	<p>term mental health conditions in particular are less likely to be in work.</p> <ul style="list-style-type: none"> • Being on a low income can mean that people with disabilities are less likely to be able to afford arts and cultural activities and events, and more likely to experience social isolation as a result. • Young people's mental health is a key issue, with increasing numbers of young people in the community with acute mental health needs, including self-harm, depression and behavioural issues 	
Page 162	<p>Women and poverty - Some stakeholders commented that the draft Strategy does not reflect the impacts of poverty on women, including:</p> <ul style="list-style-type: none"> • Higher value occupations tend to be occupied by men, while women are more likely to be in part time, low paid, and less secure work. • Benefit changes disproportionately affect women • Most lone parents are women. It is more difficult for single parents to cover basic costs, and luxuries such as family holidays. • Women are more likely to manage child-related costs and can feel under pressure if they are not able to provide for their children • Women in controlling relationships may experience poverty if they do not have access to their own income or child benefit payments • Family breakdown can lead women to fall into poverty, particularly in situations where domestic violence forces them to flee their homes 	<p>It was identified in the EqlA on the draft Strategy that it needed to consider gender differences in poverty and low income. These issues have been highlighted in an additional section in the final strategy at 12.0, and relevant actions added to the action plan.</p>

Appendix C – Living Wage Action Plan 2015

1.0 Introduction

1.1 The Anti-Poverty Strategy commits the City Council to promoting the Living Wage to employers in Cambridge. The City Council appointed a Living Wage Coordinator in November 2014 for a period of two years to provide a dedicated resource to promote the benefits of paying the Living Wage to businesses and organisations in Cambridge. This action plan summarises that activity that the Living Wage Co-ordinator will undertake to promote the Living Wage during 2015.

2.0 Engaging employers

January – March 2015

2.1 Raising awareness – The following activities will be carried out to raise awareness of the benefits of the Living Wage amongst employers:

- Making contact with existing accredited organisations; and celebrating accredited enterprises on the City Council website, Facebook page and external media.
- Recruiting figureheads for the campaign by inviting local leaders to act as patrons.
- Identifying champions to represent the Living Wage within each economic sector (see 3.0 below). These would be enterprises which are able to provide case studies for the relevant industry, and who are willing respond to other organisations in their sector and share their own experience citing local evidence. The evidence should focus on the benefits to business, but also include references to potential costs, effects on pay policy and differentiation; and impacts on agency staff and contractors.
- Developing information packs on the accreditation process and Frequently Asked Questions (FAQs) on the Living Wage to disseminate to potential supportive businesses.

2.2 Planning with the Living Wage Foundation (LWF) – The following steps will be taken to build on the City Council's existing relationship with the LWF and ensure that the Cambridge campaign is coordinated with the national campaign:

- Establishing monthly conference calls with the LWF to share information and coordinate local / national action. The LWF will be responsible for approaching national chains of retail stores, supermarkets, major national employers. The Living Wage Coordinator will focus primarily on local independent enterprises based in Cambridge.

- The LWF will accompany the Coordinator to any meetings with major employers in Cambridge.
- The LWF and the Coordinator will work together to draw up a target list of companies to be approached in groups of 20..

2.3 Making contact with first round of employers – The experience of other cities which have campaigned on the Living Wage, including the Greater London Authority (GLA), York and Norwich, suggests that the most effective approach is to adopt a marketing approach, starting with introductory letters and emails to companies, followed up by phone calls and invitations to meet. The following actions will be undertaken:

- Following up the City Council Living Wage Week event held on 3 November 2014 by making contact with all enterprises who attended the event to encourage them to seek accreditation and offers support.
- Sending all City Council grant-funded organisations information about the Living Wage.
- Sending information about the Living Wage to enterprises which rent commercial property from the City Council.
- Send non-maintained schools and further education colleges information about the Living Wage.
- Making contact with first tranche of enterprises on the agreed target list. Initially, the main focus will be on enterprises in the science/IT sector; the financial/legal sector; and the colleges and universities. The aim will be to find trailblazer examples where service contracts have been affected by accreditation and employees in catering/cleaning/security sectors have benefited.

2.4 Presenting to employers - in addition to the marketing-based approach outlined at 2.3 above, we will use existing employer networks in the city as a route to access businesses by:

- Using presentations to networks such as Cambridge Ahead, Cambridge Network, the BID, the Chamber of Commerce, Federation of Small Businesses, and unions to disseminate information to employers on the campaign and the Living Wage Coordinator's role.
- Setting up a schedule of meetings with individual enterprises as a result of interest generated through these presentations.
- Presentations will focus on the business benefits and will aim at create a culture among peer enterprises where accreditation denotes quality and non-accreditation is seen as detrimental.

- 2.5 Support for low-paid employees – We will explore with the Citizen’s Advice Bureau what support or guidance is needed for low-paid workers who are affected by Living Wage accreditation.
- 2.6 Communication – During this period we will carry out a number of communications activities to promote the campaign, including updating social media regularly and starting an email newsletter relevant to different economic sectors and size of enterprise in order to connect supportive enterprises with the broader campaign.

April – July 2015

2.7 Developing evidence – During this quarter, we will collect more evidence from case studies, real-life stories, surveys among accredited employers, as evidence for the business case for the Living Wage.

2.8 Making contact with the second round of employers – We will focus on the second group of employers, carrying out the following actions:

- Inviting employers who pay the Living Wage employees, but who have not yet become accredited, to take the step of formal accreditation. This is important to ensure that numbers are monitored and the LWF policies are adhered to.
- Liaising with the LW Foundation on a second target list of key companies to contact directly. Contact will be focussed on key local enterprises with a shared ethos on sustainability or social awareness and enterprises which are important in the local Cambridge economy. Experience from other previous local campaigns shows that hospitality, care, and retail sectors are more difficult to engage, therefore businesses in these sectors will be systematically approached in the following phase.
- In parallel with individual contacts, we will continue to use business networks to reach more employers (eg: attend “mingle” event at Cambridge Science Park; co-host Breakfast Briefing with Chaplaincy for People at Work).

2.7 Communication

- Disseminating information to Cambridge residents through article in Cambridge Matters edition 5.6.2015
- Placing articles on the Living Wage in external business media (eg Cambridge News, Chambers of Commerce magazine, Science Park newsletters)

- Organising a promotional event sponsored by accredited organisations in mid-June 2015, including workshops, speakers, and evidence from local accredited organisations.

September – December 2015

- 2.8 Making contact with the third round of employers – We will liaise with the LWF to identify a third target list of key companies, to be contacted before Living Wage Week in November 2015. The focus will gradually turn towards retail and hospitality enterprises. This will link with the Living Wage Foundation’s plan to start a national consumer campaign in late 2015, which will promote Living Wage businesses to customers. We will also continue to identify opportunities for presentations at business network meetings and events (e.g. working towards a presence at the B2B exhibition in September 2015).
- 2.9 Living Wage Week – We will organise a series of events during national Living Wage Week 2015 to raise awareness of the Living Wage and the campaign. These will include information sessions, workshops and events with the participation of accredited companies, unions, employees and guidance organisations.
- 2.10 Establishing a steering group – We will explore the formation of a small consultative group of accredited enterprises, employees and patrons, to act as an advisory group to the Living Wage Cambridge campaign. If the Campaign has gained sufficient momentum, this group could potentially take on promotion of the Living Wage at the end of the two year period for the Living Wage Coordinator. We will also explore the possibility of an independent website for the Living Wage Cambridge campaign to be maintained by the consultative group.

3.0 Monitoring and evaluation

- 3.1 Initial research carried out in November 2014 has identified the baseline position regarding Living Wage employers in Cambridge. This information is summarised in the table below. There are 4,430 enterprise in Cambridge, of which only 16 are currently accredited as Living Wage employers. Of the accredited employers, 6 are local businesses and 10 are national companies.
- 3.2 92% of businesses in Cambridge are small, with less than 20 employees, and 73% of businesses employ less than 5 people. While we will work with small businesses who are interested in the campaign, we will focus initially on the medium to large businesses, who are more likely to have the profit margins necessary for the Living

Wage to be viable. Working with the medium to large employers will also make best use of the capacity available in the Living Wage Co-Coordinator post, and is likely to lead to greater increases in the number of people being paid the Living Wage in Cambridge, which is the ultimate objective of the campaign.

Table 1 – Employers in Cambridge by size and Living Wage status

Business category	Small	Medium	Large	Total
Number of employees	0-19	20-249	250+	
Number of enterprises	4105	300	25	4430
Number of Living Wage accredited employers	3	3	10	16

(sources: Office for National Statistics: UK Business Activity, Size and Location, 29.10.2014; Living Wage Foundation)

3.3 The table below provides details of the number of businesses in the 7 key economic sectors, which will be targeted in turn by the Living Wage Coordinator.

Table 2 – Cambridge businesses by sector

Health, Care, Voluntary	Retail, Leisure, Hospitality	Education, Childcare	IT, Science, Technical	Engineering, Construction, Motor	Finance, Legal, Administration
225	1,165	165	1,700	830	345

(source: Office for National Statistics: UK Business Activity, Size and Location, 29.10.2014)

3.4 Currently 10% of employees in Cambridge are paid £6.95 per hour or less, and 20% are paid £7.91 or less¹. 12.4% of workers in Cambridgeshire are paid below the Living Wage. The Living Wage was £7.65 in 2014. The table below shows the number of employees employed by Living Wage accredited employers.

Table 3 - Number of employees employed by Living Wage accredited employers

Full-time in-house staff	Full-time contract staff	Part-time in-house staff	Part-time contract staff
16	108	57	0

(source: Living Wage Foundation)

- 3.5 The key measures for the success of the Living Wage Campaign are:
- Direct contact made with at least 300 employers operating in Cambridge by November 2015.
 - The number of new accredited Living Wage enterprises. We have set a target of 50 employers operating in Cambridge that are accredited by the Living Wage Foundation by November 2015.
 - The number of full-time and part-time staff affected by accreditations. This will be determined by the size of the employers which pursue and secure accreditation. We have set a target of at least 500 employees working for employers operating in Cambridge that are accredited by the Living Wage Foundation by November 2015.
- 3.6 We will review progress against these targets at the end of 2015 and set realistic targets for the second year of the campaign based on experience gained during the first year of the campaign.
- 3.7 In addition to the measures and targets above, the Living Wage Foundation is working on a new system of gold, silver and bronze awards for local authorities, which would be based on a combination of the number of accredited Living Wage employers, the number of employees working for accredited employers, and the delivery of successful events during national Living Wage Week. If this is implemented by the Living Wage Foundation, we would consider applying for a recognition award.
- 3.7 In the longer term, the Annual Survey of Hourly Earnings may indicate whether there has been an increase in the lowest centile of earnings in Cambridge.

Appendix D – Fuel and Water Poverty Action Plan

1.0 Key Objectives

Objective 1: Help residents reduce energy & water costs through practical projects and the dissemination of information

1.1 Activity under this objective focuses on:

- Delivering practical projects which can demonstrate real savings.
- Wider dissemination of the findings of this work.
- Communication of the message of ‘using less’ to make savings.
- Financial management, including ensuring that households are accessing the best deals, they are receiving financial support where eligible, and, for those households that have fallen into debt, ensuring they are aware of the wide ranging professional support in place to assist.

1.2 Projects will include:

- A water meter pilot, installing water meters in a selection of 1 or 2 bedroom council owned properties, to compare water costs before and after having a meter installed. This could be followed an investigation of the viability of installing water meters in all council-owned properties of this size.
- Investigating the viability of a targeted energy and water scheme specific to landlords with tenants receiving housing benefit.
- Continuing to promote the energy-switching scheme operated by Cambridgeshire County Council, which seeks to secure better deals for residents through collective bargaining with energy companies.
- Drop in sessions targeted at low income areas of the City to distribute water and energy saving measures and provide advice on water meters, switching energy providers and energy efficiency measures
- Installation of energy efficiency measures in private properties, delivered through the Action on Energy programme and other funding mechanisms as and when they come in.
- Continuation of the ongoing commitment by Cambridge City Council to improve the energy and water efficiency of council owned properties
- Promotion and dissemination of information utilising a wide range of mechanisms from the council website, literature, social media,

articles in relevant magazines including Cambridge Matters and relevant community newsletters, attendance at relevant events plus use of frontline staff working within the community.

Objective 2: Ensuring that those living on low incomes across the city have access to information and support to benefit from opportunities to reduce their energy and water costs.

1.4 Information and support will be targeted at low income households, including:

- City Council tenants
- Tenants in private rented accommodation
- Those in receipt of benefits (in particular Housing Benefit which can be paid to those in low paid work, as well as those not in work)
- Older residents, irrespective of property tenure
- Low income areas of the city, as identified in the Anti-Poverty Strategy

1.5 Actions under this objective include:

- Developing a water conservation information leaflet for inclusion in welcome packs for tenants moving into council-owned properties and at City Homes offices
- Targeted promotion of energy and water efficiency options to low income households through: targeted mailouts; partner organisations e.g. CAB, Age UK, Foodbank; attendance at existing community meetings and networking lunches; articles in community newsletters; and social media.
- Promoting initiatives implemented by partner organisations that relate to energy and water poverty via City Council communication channels.
- Targeted promotion to private landlords on the benefits of installing energy and water savings measures.

Objective 3: Ensuring that vulnerable older people have access to information to benefit from opportunities to reduce energy and water costs

1.6 There are a significant number of older people living across the city who are living in poverty, with nearly one pensioner household in five (18%) in Cambridge claiming housing benefit². Common issues relating to fuel and water include: not heating homes properly to save money, limited access to the internet to secure the best prices,

² Taken from Draft Anti-Poverty Strategy 2014-2017

ensuring getting all additional support they are entitled to and isolation due to poor accessibility.

1.7 Actions under this objective include:

- Promote energy and water saving opportunities to older people. This will include promotion: via local community organisations which support older Cambridge residents, such as Independent Living and Age UK; attending coffee mornings and other existing events provided for older people; and attending residents' association meetings.
- Investigate the viability of providing more hands-on support to older residents with reducing energy and water costs, targeting less mobile residents and those without access to the internet.

Objective 4: Ensure that Cambridge City Council responds to changing and evolving policy relating to fuel and water poverty

1.8 Actions under this objective are intended to ensure that the City Council approach to reducing fuel and water poverty responds to and is informed by national and local policy. Actions include:

- Ensuring that any relevant City Council policies and strategies support and meet the objectives of the Fuel and Water Poverty Action Plan
- Maintain communication with relevant national and local bodies to ensure knowledge is kept up to date, and attending all relevant forums, seminars and training where applicable.
- Providing a report on the Home Energy Conservation Act (HECA) report every two years, giving a progress update on activity to deliver significant improvement in the energy efficiency of residential accommodation in local authority area
- Ensuring both energy and water efficiency measures are built in to any strategic planning policy documents and these evolve as national policy changes
- Reviewing the criteria for the Home Improvement Agency grants relating to energy and investigate incorporating water efficiency measures alongside Energy

Objective 5: Investigate the opportunities for activities relating to fuel and water poverty that address the link between poor health and poverty

1.9 There is a recognised link between lower incomes and poorer health, and available evidence suggests this can be seen in Cambridge.

There are currently limited examples of partnerships between health care professionals and wider organisations that look at addressing the wider issues of poor health and their relationship with poverty, including fuel and water poverty. The Regional Health Partnerships offer a platform for nurturing partnerships and investigating opportunities for joint working, and the action plan seeks to continue to build on this by:

- Developing and maintaining links with health care professional on the link between cold homes and poor health.
- Influencing the Health and Wellbeing Board on City Council priorities, including food and water poverty.
- Investigating opportunities to establish referral clinics through GP surgeries.

2.0 Monitoring and evaluation

2.1 The Action Plan will be reviewed at the end of the 2015-2016 financial year against targets and a report submitted to committee on the progress to date and future plans.

2.2 Monitoring will be done biannually and a progress report submitted to Executive Councillor for Finance and Resources in September 2015 outlining progress against targets to date and review and changes if required.

2.3 To monitor the effectiveness of this action plan we will report on the following datasets:

- *Number of residents in low income target areas taking up either energy or water saving measures* - Through our activity we will be able to identify and count measures that have been installed in the low income areas. This data is reliant on the co-operation of our partners, however it is information they are able to share with us.
- *Number of residents switching to cheaper energy deals as a result of the collective switching schemes* - Cambridgeshire County Council is able to provide a breakdown on the number of residents in each district who benefitted from the collective switching scheme. We will monitor uptake and tailor our activity to increase uptake. This data is likely to be available from around 8 weeks after the close of the relevant switching campaign.
- *Number of residents who have switched to water meters* - Through our partnership with Cambridge Water we will be provided details on the progress of residents switching to water meters from rates.

Anti-Poverty Strategy

2014-2017

1.0 Executive Summary

- 1.1 Despite the national economic downturn, the Cambridge economy has continued to thrive. The city is a national centre for higher education and research and development, it is home to a globally significant hi-tech and biotechnology economy, and it also has a significant tourism industry. Many residents in Cambridge benefit from the city's prosperous economy, with high average earnings, low rates of unemployment and a large number of jobs available in the city.
- 1.2 However, it is important that the benefits of prosperity are shared by all Cambridge residents. Despite the success of the city's economy as a whole, a review of available evidence suggests that a significant proportion of people living in the City are living on low incomes. A fifth of households in the city have annual earnings of £19,169 or less, and one in ten households earn £16,518 or less each year¹. A significant proportion of Cambridge residents (11.2%) are also in receipt of benefits such as Housing Benefit and Council Tax benefit, and this figure rises to more than 20% in some wards in the city.
- 1.3 By focussing solely on income-based measures of poverty, there is the risk that we miss some of the wider causes and effects of poverty on individuals and households in Cambridge. The Index of Multiple Deprivation 2010 (IMD), which brings together a range of indices to provide a single measure of deprivation, identifies two areas within Kings Hedges which fall within the 20% most deprived areas in the country. There are also a further 18 areas in the city which are amongst the 40% most deprived areas nationally.
- 1.4 The evidence available suggests that there are a number of key issues which contribute to poverty in Cambridge:
 - A combination of declining wages in real terms and a high cost of living in Cambridge, resulting from rising housing, energy, food and transport costs.
 - Changes to in-work and out-of-work benefits resulting from national welfare reforms, which have had a significant impact on incomes for some residents.
 - Increasing numbers of residents with low incomes finding themselves in crisis situations because they do not have the financial reserves needed to deal with unexpected events.
 - A proportion of residents working in low paid, low skilled work with limited opportunities for progression, because the majority of employment available in Cambridge is in high skilled occupations.
 - Poorer educational attainment and aspirations for children and young people growing up in low income families.
 - Rising house prices and private rents, which are difficult for residents on low incomes to afford, combined with high demand for social housing available in the city.
 - Higher than average rates of fuel poverty, particularly for households in the private rented sector.

- Poorer health outcomes for those with low incomes in the city, with life expectancy for women 10 years lower in the most deprived area of Cambridge than the least deprived, and 9.6 years lower for men².
- Higher than average rates of child poverty in some areas of the city, including Abbey and King's Hedges wards where more than a quarter of children are living in poverty.
- A significant proportion of older people in the city living on low incomes, and older residents more likely to experience social isolation.
- Issues with limited access to digital media and technology for residents on low incomes, which can make it difficult to access services and exclude people from offers of lower prices for goods and services.

1.5 The City Council recognises that it cannot tackle poverty on its own. There are a range of different factors which contribute to poverty, some of which the City Council is not able to control directly. However, the City Council is committed to taking action, working in partnership with other organisations where there are opportunities to do so. The aim of this strategy is to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, but also to alleviate issues that can lead households on low incomes to experience financial pressures.

1.6 The strategy identifies 7 key objectives for City Council activity to address poverty, which are set out in the table below. It also some broad areas of activity that will be delivered, and some initial actions that City Council services plan to undertake from 2014/15 to 2016/17 to address the key issues.

Objective	
1	Helping people on low incomes to maximise their income and minimise their costs
2	Increasing community pride, raising aspirations and making the move into work easier
3	Reducing the impact of poverty on children and helping low income families with the cost of raising a child
4	Reducing the link between poor health and poverty
5	Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience
6	Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
7	Working in partnership to tackle wider barriers to employment and engagement

1.7 The City Council can have a direct impact on poverty through the types of services it provides, how these services are targeted, and how it spends its capital and revenue budgets. Some of the key existing City Council activities which impact positively on poverty, and which will be continued and developed further as part of this Strategy, include:

- Supporting all Housing Benefit and Council Tax Support claimants to receive their full entitlement, and collecting outstanding debts in as sensitive a manner as possible to avoid creating further hardship.
- Providing support to residents who find themselves in debt or in financial crisis, through: a rent advice and debt counselling service for City Council tenants; funding debt advice services provided by voluntary organisations; and signposting people with financial capability issues to the Citizen's Advice Bureau (CAB), credit unions and Money Advice Centre for advice.
- Supporting events which increase community pride, such as the Big Weekend, Chesterton Festival, Arbury Carnival and Cherry Hinton Festival
- Supporting older people who are vulnerable or on low incomes through: providing sheltered housing accommodation; providing a city-wide support service for older people in all tenures to help them live independently; providing grants and loans for repairs and home energy improvements to homes; targeted sports development work; providing low cost arts and recreation activities; and supporting an extensive programme of events as part of Cambridgeshire Celebrates Age.
- Increasing the supply of affordable housing available in the city through the planning process.
- Supporting homeless people by: developing the Council's Town Hall Lettings scheme, which supports single homeless people with lower needs to move on from hostels into private rented accommodation; and providing funding to voluntary and community organisations providing housing, welfare, learning and employment support to homeless people.

1.8 The Strategy also sets out a range of new activities and initiatives that the City Council will undertake to address the key issues which contribute to poverty in Cambridge. These include:

- Securing accreditation from the Living Wage Foundation as a Living Wage employer, and appointing a Living Wage Campaign Officer to promote Living Wage accreditation among businesses and other organisations.
- Further supporting and promoting the services offered by credit unions in Cambridge. We are actively working with local credit unions to investigate the feasibility and business case for a city centre shop unit to increase access to, and visibility of, credit union services amongst low income residents. We have also committed funding to deliver a Junior Savers Pilot project, working with one secondary and one primary school in a low income area of the city to encourage young people to open savings accounts with a credit union.
- Delivering a Water and Energy Costs Anti-Poverty Scheme, which will: assist low income households in Cambridge to review their water costs and take up the opportunities, where available, from water companies to reduce bills; provide focussed promotion of energy efficiency measures to those residents within the City that experience fuel poverty; and provide extra promotion in Cambridge of the County-wide collective energy-

switching scheme, which aims to secure cheaper energy deals for local residents.

- Increasing the number of apprenticeship opportunities in City Council services and working with other partners in the City Deal to deliver an additional 420 apprenticeships across Greater Cambridge.
- Promoting opportunities for residents on low incomes to volunteer, including organising a volunteer fair and supporting the roll-out of the 'time credits' project in Abbey and Kings Hedges.
- Taking action to support low income families to maximise incomes and reduce costs, including providing childcare spaces at community centres, and providing free swimming lessons for those in need.
- Improving the health of people on low incomes by: offering 50% entry discounts to City Council owned swimming and sports facilities for people on means-tested benefits; funding outreach advice work for people with mental health issues associated with low income and debt; and working with partners to promote cooking skills and greater understanding of nutrition and healthy eating for people on low incomes.
- Reducing social isolation for older people in Cambridge through actively promoting volunteering and befriending schemes delivered by voluntary and community organisations such as AgeUK.
- Constructing a number of new City Council-owned homes across and ensuring that these properties are available at rent levels that are affordable.
- Working with partners to support vulnerable residents in the transition to Universal Credit.
- Working with Cambridgeshire County Council to explore options for the future of the Cambridgeshire Local Assistance Scheme, which provides emergency assistance to residents in financial crisis.
- Work with partners to increase internet access points in community buildings to ensure that low income residents can access the information or services they need and train staff or 'Digital Champions' to support our most vulnerable residents to build their digital capacity.

1.9 The strategy and action plan aims to capture all the City Council activity to support residents on low incomes that is currently taking place or planned. However, the strategy is intended to be a living document and will evolve as the Council's work on these issues develops in future. The action plan will be reviewed annually over the course of the next three years, so there will be scope to include additional actions to those currently in the strategy. There are a number of opportunities which will be explored over the next year:

- Options for co-location of voluntary and community organisations which support residents on low incomes e.g. Cambridge City Foodbank and Cambridge Re-use

- Working with Cambridgeshire County Council to explore options for the future of the Cambridgeshire Local Assistance Scheme (CLAS) and considering alternative sources of funding for individuals or households in crisis situations if CL:AS is discontinued
- Establishing a single referral mechanism to ensure that individuals on low incomes who contact the Council are signposted to relevant services
- Opportunities to work with partners in the Local Health Partnership to promote public health messages
- Opportunities to reduce digital exclusion, through working with partners to increase internet access points in community buildings and providing training and support through staff or 'digital champions'

1.10 Extensive consultation has been carried out as part of the development of the strategy, and a number of additional ideas and suggestions have been made for future action that the City Council could take. Members of the Council's Anti-Poverty Project Board will review suggestions generated by the consultation and other ideas that emerge over the coming years. Viable projects ideas will be developed into more detailed business cases for consideration for future funding from the City Council's dedicated Sharing Prosperity Fund and other sources of funding.

2.0 Introduction

- 2.1 Cambridge is a city with a thriving economy where the quality of life enjoyed by many residents is high. However, evidence shows that the benefits of this prosperity are not shared by all Cambridge residents and a significant proportion of people living in the City are living on low incomes. The aim of this strategy is to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, but also to alleviate issues that can lead households on low incomes to experience financial pressures.
- 2.2 This strategy identifies the key issues which contribute to poverty in Cambridge, based on a review of available empirical evidence, and extensive consultation with residents and stakeholders. It also sets out 7 key objectives for City Council activity to address poverty, and the actions that City Council services will undertake during from 2014/15 to 2015/16 to address the key issues.
- 2.3 The City Council carried out public consultation on the draft Anti-Poverty Strategy between 27 October 2014 and 30 January 2015. This consultation built on initial consultation carried out in July to September 2014 to inform the development of the draft Strategy. As part of these two phases of consultation, residents and stakeholders were engaged through:
- Publication of the draft strategy and a questionnaire survey on the City Council website, which received 59 responses. The survey was publicised via: the City Council's Twitter account, a media release and other corporate communications channels; direct messages to residents associations, members of Cambridge Community and Voluntary Services (CCVS), organisations funded by City Council grants, and other relevant partner organisations; and the Cambridge Network, which has a membership of more than 1500 businesses based in Cambridge.
 - Focus groups with low income residents, delivered as part of regular service user meetings organised by the City Council and partner agencies. These included: Wintercomfort service users meeting, Sheltered Schemes Residents' Association, Tenants and Leaseholders Forum, Hanover Court Residents Association meetings, and Cherry Hinton Mingle Munch.
 - A stakeholder workshop, which brought together key stakeholders to consider the key issues in Cambridge, and identify interventions which have been successful, both in Cambridge and in other towns and cities.
 - 25 face-to-face meetings with representatives of local organisations that are working to address different aspects of poverty in the city. Officers also attended stakeholder groups to discuss the strategy with other local organisations, such as the Equalities Panel, Local Health Partnership, Guidance Employment and Training (GET) Group, and the Homelessness Service Information Group.

Key issues

3.0 Sharing prosperity

- 3.1 Despite the national economic downturn, the Cambridge economy has continued to thrive. The city is a national centre for higher education and research and development, with employment in these sectors over 10 and 8 times higher than the national shares of employment respectively³. It also has a globally significant hi-tech and bio-technology economy. In the wider Greater Cambridge sub-region (which includes the districts of Cambridge City and South Cambridgeshire), there are over 1,525 technology companies with more than 54,000 employees and a combined revenue of over £12bn⁴. Cambridge also has a substantial tourism industry that generates annual expenditure of £351m⁵.
- 3.2 Many residents in Cambridge benefit from the city's prosperous economy. In 2013, Cambridge had the sixth highest average weekly earnings (£556 per week) of any city in the UK⁶. There are more jobs available per capita within Cambridge (1.08) than there are nationally (0.78)⁷, and the level of unemployment in the City (5.0% in 2013) is lower than the national average (7.5%)⁸.
- 3.3 However, it is important that the benefits of prosperity are shared by all Cambridge residents. Despite the success of the city's economy as a whole, evidence suggests that a significant proportion of people living in the City are living on low incomes. While the average annual household earnings in Cambridge were £37,344 in 2012, a fifth of households in the city have annual earnings of £19,169 or less, and one in ten households earn £16,518 or less each year⁹.
- 3.4 As might be expected in a city with low levels of unemployment, there are few people in Cambridge claiming out-of-work benefits such as Job Seekers Allowance (JSA). The Centre for Cities identified Cambridge as having the lowest level of JSA claimants (1.4% in November 2014) of any city in the UK¹⁰. However, a significant proportion of Cambridge residents are in receipt of other benefits, such as Housing Benefit and Council Tax benefit, which can be paid to people who are in low paid work, as well as those who are not in work. In 2013, 11.2% of Cambridge residents lived in households in receipt of Housing Benefit and/or Council Tax Benefit.
- 3.5 As Figure 1 below shows, housing benefit claimants and their dependents are concentrated in particular areas within the City, primarily in the North and East of the City. King's Hedges (21.4%), Abbey (20.4%), East Chesterton (18.8%) and Arbury (16.5%) are the wards with the highest levels of housing and/or council tax benefit claimants and their dependents.

3.6 However, by focussing solely on income-based measures of poverty, there is the risk that we miss some of the wider causes and effects of poverty on individuals and households in Cambridge. The Joseph Rowntree Foundation (JRF) provides the following broader definition of poverty:

*“income and resources are so inadequate as to preclude them from having a standard of living considered acceptable in the society in which they live. Because of their poverty they may experience multiple disadvantage through **unemployment, low income, poor housing, inadequate health care and barriers to lifelong learning, culture, sport and recreation**. They are often excluded and marginalised from participating in activities (economic, social and cultural) that are the norm for other people.”*

3.7 Evidence suggests that people living in poverty in Cambridge experience the multiple disadvantages identified by the JRF. The Index of Multiple Deprivation 2010 (IMD) is a single measure of deprivation which brings together seven different individual indices relating to income; employment; education, skills and training; housing; crime; and living environment. As Figure 2 shows, the IMD identifies two areas¹¹ within Kings Hedges which fall within the 20% most deprived areas in the country. There are a further 18 areas in the city which are amongst the 40% most deprived areas nationally.

Figure 1 – Distribution of Housing Benefit claimants in Cambridge by Lower Super Output Area (LSOA)

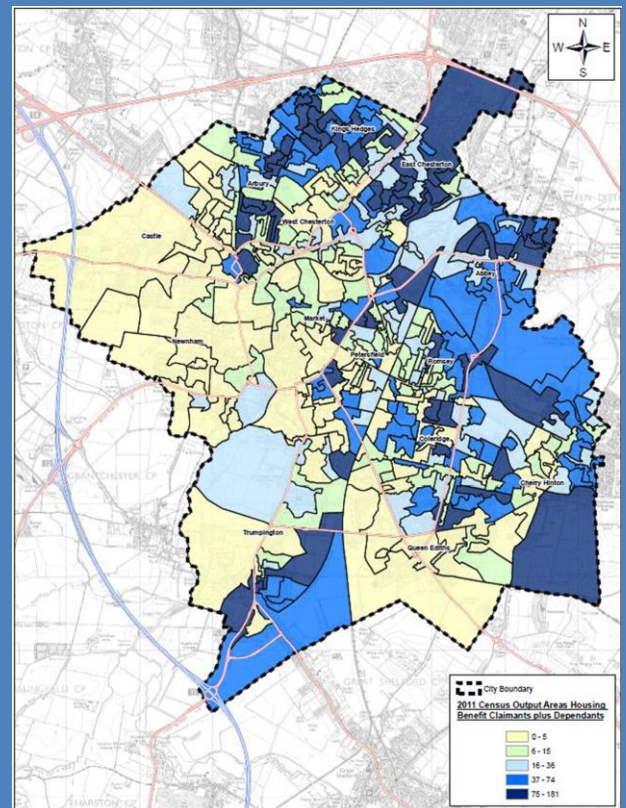
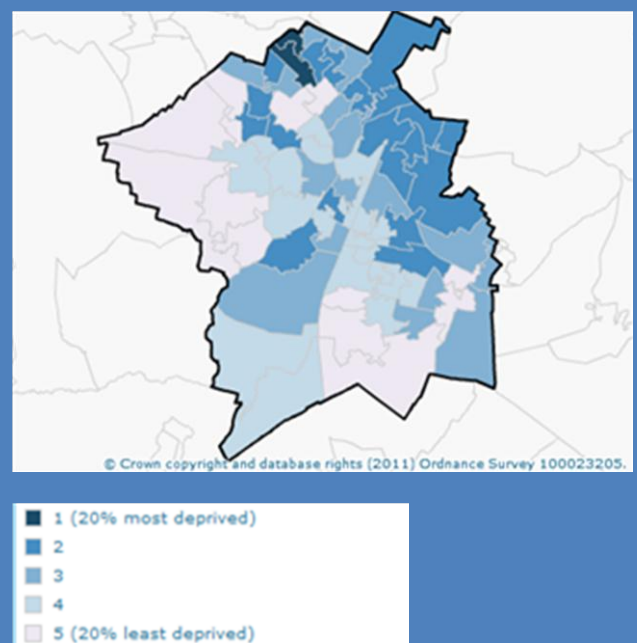


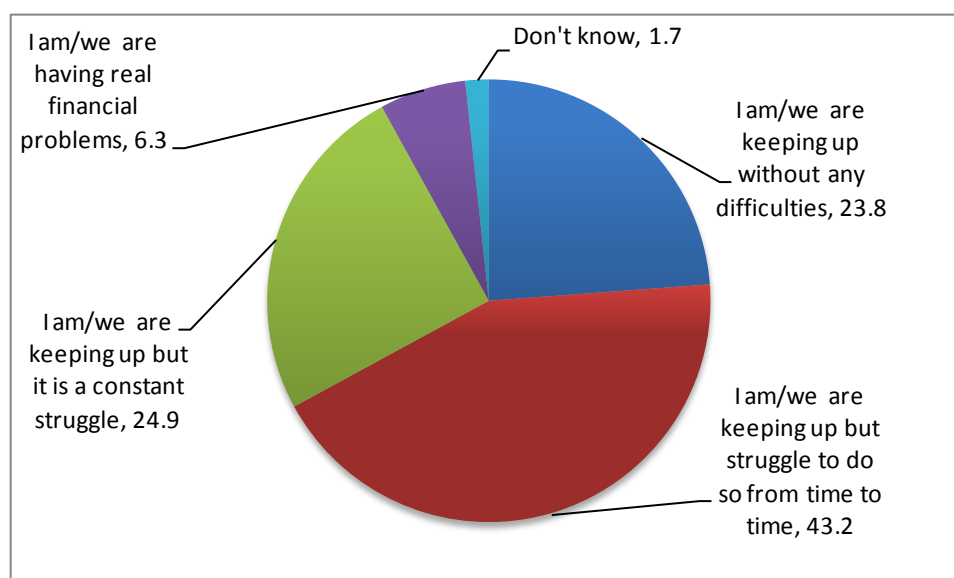
Figure 2– National ranking of Lower Super Output Areas (LSOAs) in Cambridge in the Indices of Multiple Deprivation 2010



4.0 Low incomes and high costs

- 4.1 While average earnings in Cambridge have increased in absolute terms over the past 10 years, analysis by the Centre for Cities shows that wages have declined in 'real' terms in recent years. Cambridge experienced the biggest drop in 'real' earnings of any city in the UK from 2012 to 2013, with average wages falling by £31 from £574 to £543 in real terms in the city in this period¹². Although average incomes in Cambridge are high, a significant proportion of residents are living on low incomes. A fifth of households in the city have annual earnings of £19,169 or less, and one in ten households earn £16,518 or less each year¹³.
- 4.2 It can be particularly difficult to manage on a low income due to the high cost of living in Cambridge, resulting from rising housing, energy, food and transport costs. For example, Cambridge had the highest increase in average house prices (10.7%) between 2012 and 2013 of any city in the UK. Since 2008, nationally the cost of domestic energy has increased by 45%, the cost of travel by 37% and the cost of food by 26%¹⁴.
- 4.3 As the chart below shows, a recent survey of City Council tenants found that in 2014 less than a quarter (23.8%) of respondents felt they were keeping up with the cost of living. 74.4% of tenants experienced at least some difficulty in keeping up with the cost of living, with 31.2% feeling either that it is a constant struggle or that they are having real financial problems.¹⁵

Chart 1 – City Council tenants views on how they are keeping up with the cost of living



Source: Cambridge City Council Tenants Survey 2014 (1548 respondents to this question)

- 4.4 It can also be difficult to manage on a low income due to what is sometimes known as the 'poverty premium'. People on low incomes tend to pay more for many goods and services than those on higher incomes. For example:

- Domestic energy costs more if you do not have a contract and you pay for it on a pre-payment card.
- Many bills (e.g. energy bills, telephone bills) cost more if you cannot pay by direct debit, which is difficult for people without a bank account or with variable monthly income.
- Paying for large items, such as white goods, on credit schemes is ultimately more expensive than if you can afford to pay for them in full at the outset.
- If you do not have access to a car or cannot afford to travel to a supermarket by public transport, food tends to be more expensive in local shops.

4.5 As highlighted at 1.4 and 1.5 above, a significant number of households in Cambridge are receiving both in-work and out-of-work benefits. Changes to benefits resulting from national welfare reforms have had a significant impact on incomes for some residents. Issues with benefits are the most common reason that Cambridge residents seek advice from the Citizen's Advice Bureau; 29% of almost 13,000 problems dealt with by the (CAB) in 2013/14, related to benefits. CAB and other stakeholders have highlighted a number of issues that can affect the incomes of Cambridge residents who are claiming benefits, including:

- Spare Room Subsidy, which has led to increased housing costs for some low income households. 464 households renting from the Council were affected by the Spare Room Subsidy, which represents 6.35% of all City Homes tenants. A further 223 housing association households were similarly affected¹⁶
- 'Sanctions' for missing an appointment with JobCentre Plus, or for not completing agreed job search activities, which include benefits being stopped for a period of weeks. This is a particular issue for homeless people, who may be more likely to miss appointments due to chaotic lifestyles.
- Residents not receiving Employment Support Allowance (ESA) following assessments; and some residents waiting for assessments for Personal Independence Payments (PIP) for a number of months and having no or reduced income for this period.
- Potential issues with the move from a number of discrete benefits to Universal Credit which incorporates housing benefit, which may be difficult to manage for those who lack good budgeting skills, if they do not set aside some of the money to pay their rent and get into arrears as a result.

4.6 While no residents in Cambridge experience the level of poverty experienced by many in the developing world, the evidence suggests that some households in Cambridge struggle to afford services and commodities that most residents take for granted. Cambridgeshire County Council and CHS Group have both recently carried out qualitative research with people on low incomes. As the quotes from low income households who took part in this research below show¹⁷, this can include basic necessities such as food, energy, or housing. For households with children, it can include school

uniforms and other clothing, or treats such as trips to the local swimming pool, bowling or cinema, or holidays and excursions.

I struggle to pay my bills and I never have any spare money. I do have to clothe and feed my kids before luxuries

Once I have bought food gas electric bills and the essentials I have no money left

We are not poor but everything is budgeted. He is going to be getting bigger, soon he will be going to school, uniform – don't want to think about it

It's difficult to pay for activities for your kids. How can we afford to pay for all these things?

There are no luxuries, I really miss being able to go on holiday. There is nothing worse than not being able to buy your daughter an ice cream or being able to treat my children

We was going to go bowling, but the bowling was going to cost us £55, just for 2 games. It does cost a lot of money and I just think, how do other people do it?

She was learning swimming but it's really expensive and I had to stop yesterday because I can't afford it

- 4.7 Due to a combination of high living costs and low incomes, some residents in Cambridge have very limited disposable income or savings. They are more likely to find themselves in crisis situations, because they do not have the financial reserves needed to weather unforeseen events, such as the washing machine breaking, the car breaking down, or an unexpectedly large utility bill. As a result, they may need to make use of crisis services, such as emergency food parcels from Foodbanks. The number of people in crisis helped by the Cambridge City Foodbank doubled from 2,390 people in 2012/13 to 4,710 people in 2013/14. Such emergencies can also lead to residents seeking support from less benevolent sources. Some residents take out high interest loans from loan sharks or doorstep lenders in order to meet these on-off costs, which can lead to debts that they can never afford to pay off.

I've had my phone cut off 3 times it's not my fault, the bills have fallen on day when my money's not in the bank for another 2 days.

Phone bill was £97 it should have only been 25 quid, even [the] phone company don't know why. I had to borrow money from my mum to cover other things

My cooker blew up and I had to ask my dad as there is no one else to turn to. I have heard of crisis loans but I don't know how they work, there is Freeman's Charity but because I have money coming in I don't qualify for it. I don't meet the right criteria. Because there is no money left at the end of the month I don't have any money left if I have a crisis.

I once used a loan shark called 'Quid Finder', but even to just sign up to the website they charged me £69.00. This put me in more financial debt so I did not find this helpful at all

I had an unexpected bill go out of the bank and it left us with nothing I had to use the food bank. If it hadn't been for my friend telling me about it I don't know what I would have done to feed my family. I didn't enjoy the experience it made me really embarrassed

My husband earns very little, not stable (agency) and income is not the same each week, this week he worked only 7 hours. I borrow money from friends, if I can or try to delay paying the utility bills.

- 4.8 A number of stakeholders identified financial literacy as a key issue for some people on low incomes. At a basic level, this can be a lack of understanding about how financial services, such as bank accounts, credit cards, standing orders and direct debits operate. Some residents also need support with financial planning in order to manage on a low income and avoid going into debt. For others, the desire to have the same standard of living as friends and acquaintances or wider societal pressures can lead to unsustainable levels of debt. For example, many people aspire to have expensive mobile phones due to social pressures, but also because many services can only be accessed online and they may not have other means of accessing the internet.

I believe that there should be more help out there in terms of learning how to budget. Most young people in [the] Foyer and probably across the country just have to learn from their mistakes. But it's hard on a low income to make mistakes, you don't have to income to fall back upon, so I think we should either be taught budgeting in school or have more support about how to handle money.

5.0 Employment and Skills

- 5.1 Although employment rates are high within the city, barriers to employment exist for some residents. A number of stakeholders interviewed identified the 'benefits trap' as a key barrier to employment for some residents in Cambridge who are not currently working. For residents on very low incomes, the difference between not working and working can be a matter of a few pounds per week, which significantly reduces the incentive to work. In some

cases, people may actually be financially worse off if they are working. This is because their earnings from employment are offset by the reduction in their entitlement to benefits, such as Housing Benefit, when they are working. If an employment opportunity does not work out, it can take a number of weeks for benefits to be reinstated, which can also act as a disincentive to work.

Working tax credits is a real sore point. Because I get this I don't qualify for free school meals, clothing grants, free prescriptions or help with housing and Council tax. It's so frustrating I am no better off working.

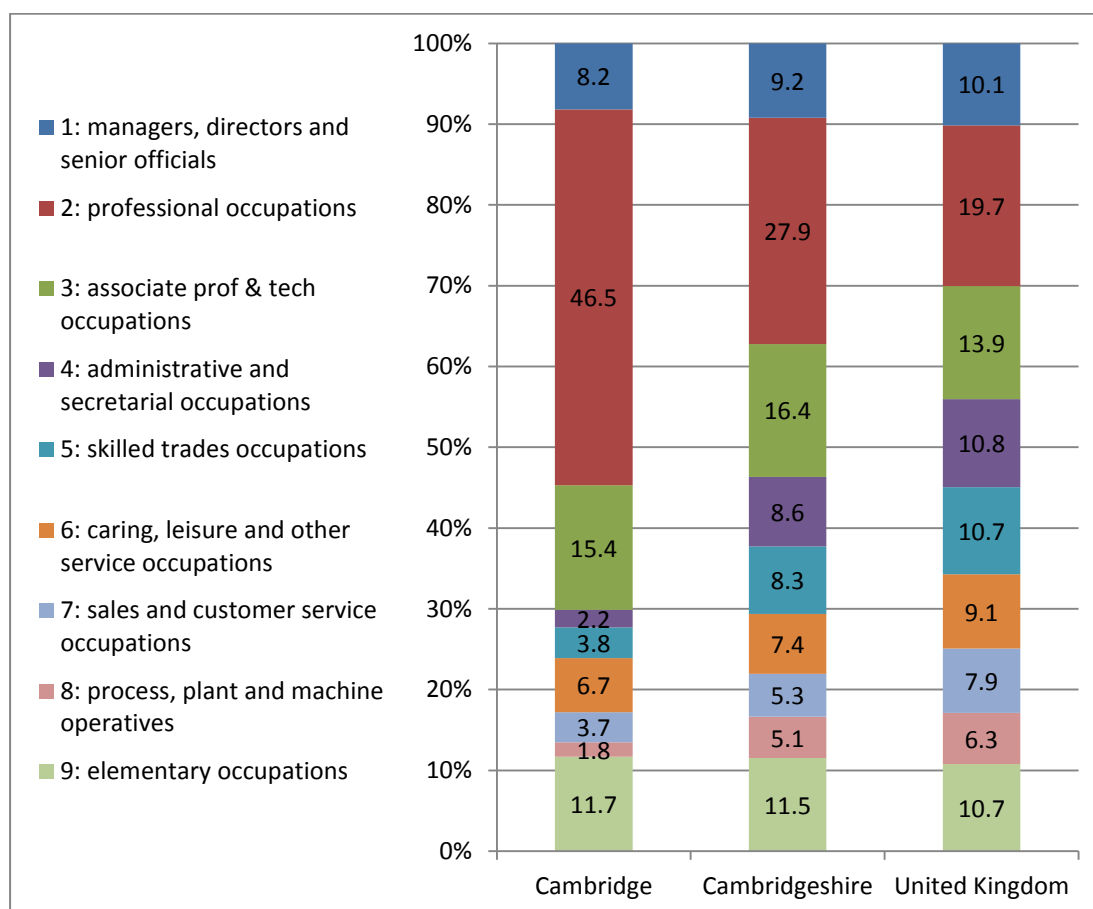
- 5.2 The limited availability and high cost of childcare in Cambridge can act as a barrier to employment or training for those on low incomes. For some parents, it can reduce their net income to the point where working does not pay, or improving their skills is difficult.

They say they want people to go back to work that's fine, but if you've got a kid and they're under 2 you can't. You can't afford it, 'cos you'll be spending most of your wages paying for childcare.

I wish the college had a crèche, it's only open certain days of the week, it's free but the amount of people that are quite a bit younger than me who have had kids and want to go back to college but they can't do it cos they've got nobody else to look after their kids, and then it starts all over again. And then they get to the point when they're my age.

- 5.3 Although there are a large number of job opportunities within Cambridge, this does not necessarily mean that they are all available to Cambridge residents. The strength of the higher education, research and development and hi-tech sectors in Cambridge means that higher than average skill levels are required to access the majority of jobs in the city. As Chart 1 below shows, just over 70% of jobs in the Cambridge economy are in the top 3 classifications (managers, directors, senior officials; professional occupations; and associate professional and technical occupations). This compares to 53.5% of jobs in Cambridgeshire and 43.5 % of jobs nationally.
- 5.4 As a result, a large number of highly skilled people are attracted to live and work in the city. Cambridge has the highest proportion of high skilled residents of any city in the UK (In 2012 65.9% of the working age population had qualifications at NVQ4 level or & above).¹⁸

Chart 2 – Percentage of all who are in employment working in different occupations in 2013



Source: Annual Population Survey, ONS

- 5.5 Only 16.4% of jobs are in mid-level occupations in Cambridge (administrative and secretarial occupations; skilled trades occupations; caring, leisure and other service occupations; sales and customer service occupations), compared to 29.6% of jobs in Cambridgeshire and 38.5% of jobs nationally. At the same time, the proportion of people employed in elementary occupations in Cambridge (level 9) has increased from 6.8% in 2009 to 11.7% in 2013. As a result of these features of the Cambridge labour market, residents who do not have the higher level skills required by the majority of positions can find themselves excluded from higher value employment opportunities and locked into low paid work.
- 5.6 In addition to skills barriers, there is a high level of competition for jobs in Cambridge, due to the large number of people commuting into the City from surrounding areas for work. Cambridge is the third largest travel to work (TTWA) area in the East of England, and is one of two TTWAs in the region which are net importers of workers¹⁹.

6.0 Educational Attainment and Aspirations

- 6.1 Children currently eligible for Free School Meals (FSM), which is a proxy measure for children living in poverty, have poorer educational attainment in Cambridge than those not eligible for FSM.
- In 2014, only 37.1% of FSM pupils in Cambridge achieved a good level of development in the Early Years Foundation Stage (EYFS), compared to 62.6% of children not eligible for free school meals in the city²⁰.
 - In 2014, only 48.8% of FSM pupils achieved L4+ in Key Stage 2 Reading Writing and Maths, compared to 80.7% of children not eligible for free school meals in the city²¹.
 - In 2013, only 32.7% of FSM pupils in Cambridge achieved GCSE 5+ grades A*-C, including English & Maths, compared to 66.7% of children not eligible for free school meals in the city²².
- 6.2 Some stakeholders have suggested that the poorer education attainment of children in poverty is partly due to the more limited opportunities for learning available to children in low income households. It is also partly because some young people in the city grow up with low expectations due to a combination of a lack of role models in their family or community, or a lack of expectation at school.
- 6.3 A number of stakeholders have also suggested that the language that is used to describe people, places and institutions is key to their chance of success. Labelling people, schools or areas of the city as 'poor' or 'deprived' can be demoralising and demotivating. Initiatives which identify individuals as poor or from low income families, such as Free School Meals, can be stigmatising, unless such support can be anonymised. There is a need to balance targeted initiatives, with inclusive services that can be accessed by all residents.

7.0 Housing and poverty

- 7.1 Rising house prices in Cambridge mean most people on low incomes in the city cannot afford to own their own homes. For example, the average house price in Cambridge in March 2014 was £386,782, which is 9.7 times average earnings²³. The lower quartile house price was £216,500, which was 14.08 times the lowest quartile of earnings.
- 7.2 Rents in the private rented sector are also high in Cambridge. In 2013/14 the average private rent in the City was £912 per month. Rent accounts for a high proportion of income for those on low incomes. The lower quartile private rent in 2013/14 for the same period was £563 per month²⁴, which is equivalent to 28% of lower quartile household earnings²⁵.
- 7.3 Families on low incomes who are renting in the private sector or living in social housing are entitled to claim Housing Benefit. However, the amount of Housing Benefit available to residents in private rented accommodation in Cambridge does not always reflect the high cost of rents in the city. Housing

Benefit claimants in private rented accommodation receive Local Housing Allowance (LHA), but LHA rates vary between different Broad Rental Market Areas (BRMAs). The Cambridge BRMA includes both the city, where rents are high, and surrounding rural areas, where rents are much lower. As a result the LHA rate across the whole area is set significantly below the level of the lowest rents in Cambridge. For example, the lower quartile private rental in 2013/14 for a two bedroom property was £825 per month, but the LHA for a two bedroom property in the same period was only £574 per month²⁶.

- 7.4 The City Council and housing associations provide a range of social housing for rent which is more affordable for people on low incomes than many properties in the private rented sector. The City Council currently acts as landlord to 7,250 properties, and housing associations provide further properties at below market rents. However, the level of demand for social housing in the city exceeds the current supply.
- 7.5 As a result of high rental costs, an increasing number of working households in Cambridge are claiming housing benefit. Between January 2011 and February 2014 the number of working households in Cambridge who are claiming housing benefit rose from 1,020 to 1,439, which represents a 41% increase. Over the same period, the total number of working age housing benefit claimants in the city increased from 5,062 to 5,326²⁷.
- 7.6 The dynamics of the housing market in Cambridge also have an impact on some of the employment issues highlighted in section 4.0. For example, some stakeholders have suggested that a combination of the impact of Right to Buy and more recent changes in national housing policy can make it more difficult for some working households on low incomes to access affordable or social housing in locations which are close to their employment.
- 7.7 In 2011, the proportion of households who experienced fuel poverty²⁸ (14.7%) in Cambridge was worse than the national average (12.2%). There were 6,860 (14.7%) households in the City living in fuel poverty, with households in the private rented sector more likely to experience fuel poverty than those living in other tenures²⁹. As highlighted at 4.2, residents on low incomes are more likely to be in fuel poverty because they are less likely to afford rising energy and fuel prices. People living in properties which are less energy efficient are also more likely to experience fuel poverty.
- 7.8 The high cost of housing in Cambridge can make it difficult for homeless people, particular single homeless people, to progress from hostel accommodation to their own tenancies in the private rented or social housing accommodation. The private rented sector can be unaffordable to all sizes of households due to a combination of high rents and low benefit levels.
- 7.9 Local homelessness organisations also said that homeless people experience particular barriers to the labour market. They are more likely to have a range of complex needs, including drug and alcohol misuse, mental health issues and learning disabilities, which can make it more difficult to secure and sustain

employment. Many homeless people also have chaotic lifestyles and require more support to become work-ready as a result.

8.0 Health and Poverty

8.1 It is recognised that there is a relationship between lower incomes and poorer health. Following a review of 272 wide-ranging pieces of research, the Joseph Rowntree Foundation (JRF)³⁰ identified four broad routes through which income influences health:

- *Material* – money buys goods and services that improve health; the more money families have, the more/better goods they can buy;
- *Psychosocial* - managing on a low income is stressful; comparing oneself to others and feeling at the bottom of the social ladder can be distressing. Such stress can lead to biochemical changes in the body, damaging its systems and eventually causing ill health;
- *Behavioural* – for various reasons, people on low incomes are more likely to adopt unhealthy behaviours (smoking and drinking for example), while those on higher incomes are more able to afford healthier lifestyles;
- *Poor health leads to low income* – health may affect income by preventing people from taking paid employment. More indirectly, childhood health may affect educational outcomes, in turn affecting employment opportunities and earnings potential.

8.2 Available evidence suggests that this link between lower income and poor health can be seen in Cambridge. For example, between 2010 and 2012 life expectancy for women was 10.0 years lower in the most deprived area of Cambridge than the least deprived, and 9.6 years lower for men³¹.

8.3 In addition to the influences on health identified by the JRF, some local stakeholders have suggested that some residents on low incomes can make less healthy dietary choices due to a combination of not being able to afford healthier food products, limited cooking skills and a lack of understanding of healthy eating and nutrition.

I can afford the basic food - Simple Value things and pot noodles. But I can't afford to buy good, healthy food to live off.

I struggle to afford extras like luxuries, fresh fruit and veg are very expensive. I buy frozen because it's cheaper - I can get more for my money, fresh goes off too quickly. The lack of fresh fruit and veg makes me feel grim and I don't feel like cooking. I would love to give my four fresh fruit and vegetables but we can't afford it.

- 8.4 The JRF have identified the negative impact that managing on a low income can have on mental health. Some stakeholders also expressed concern that forthcoming welfare reforms, such as the introduction of Universal Credit, are impacting on the mental health of vulnerable residents, as uncertainty about how it will impact on them can lead to fear and anxiety. As a result local advice agencies are currently spending a lot of time providing advice to residents on this issue.

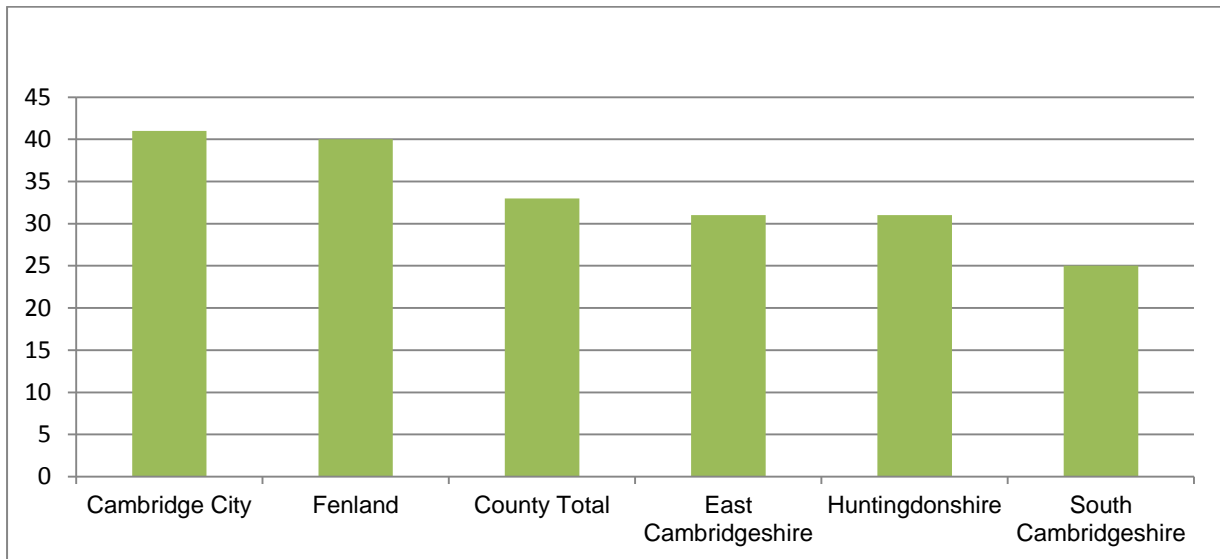
Living on a low income is stressful and gets you down. Especially when you are trying to just keep a roof over your head and not really making any money for yourself to spend.

It's very difficult, the stress of money and debt gets you down. Between me and you, it's got me to the point of suicide before. When you are on your own and you have debt coming through your door it is very scary.

9.0 Children and families

- 9.1 While the majority of children in Cambridge grow up in households with a reasonable level of income, a significant proportion of children in the city live either in poverty, or in low income households. Based on the national definition of child poverty, 15.3% of children were living in poverty in Cambridge in 2011, which was higher than the figure for Cambridgeshire as a whole (12.6%), but lower than the average for England (20.1%)³². In 2013, 17% of children in Cambridge were living in a household that was claiming housing benefit. The number of children living in households claiming housing and/or council tax benefit increased from 3,588 to 4,178 between 2009 and 2013³³.
- 9.2 As might be expected, child poverty rates are higher in the more disadvantaged areas of Cambridge. There are three wards in Cambridge which had higher rates of child poverty in 2011 than the national average and which fall within the top ten wards in Cambridgeshire: Abbey (26.7%), King's Hedges (25.8%) and East Chesterton (23.9%)³⁴. There are two wards in Cambridge which fall within the top ten wards in Cambridgeshire with the highest percentage of households with dependent children where there are no adults in employment. In Abbey the figure is 18.5% and in Kings Hedges the figure is 16.7%³⁵.
- 9.3 Evidence suggests that particular types of household, such as lone parents, are more likely to be on low incomes and therefore may be more likely to struggle with the costs of bringing up children. Almost four out of five lone parent households in the City claim housing benefit³⁶. As Chart 2 below shows, Cambridge has the highest proportion of lone parents with dependent children who are not in employment of the five districts in Cambridgeshire. 41% of the 798 lone parents in the city with dependent children are not in employment. In Abbey, Castle and East Chesterton wards this figure rises to 51.4%, 48.6% and 46.2% respectively³⁷.

Chart 3 – Percentage of lone parents not in employment with dependent children by Cambridgeshire district



Source: 2011 Census, ONS

10.0 Older people

- 10.1 While many older people in Cambridge are relatively affluent, the available evidence suggests that a significant proportion of older people in the city have low incomes. For example, nearly one pensioner household in five (18%) in Cambridge is claiming Housing Benefit, while more than one in three (38%) single pensioner households in the city are claiming Housing Benefit.
- 10.2 Older people are also more likely to experience social isolation than other age groups. National research shows that over half (51%) of all people aged 75 and over live alone.³⁸ 17% of older people are in contact with family, friends and neighbours less than once a week and 11% are in contact less than once a month.³⁹ Two fifths of all older people say the television is their main company.⁴⁰

We feel like we are really rather isolated. As one gets older one needs more support, where do we get support from?

Over 65 General Needs interviewee,
CHS Community Partnership Pilot

It would be nice if they could print out something sometimes so we could meet with other people. I am very lonely sometimes.

Over 65 General Needs interviewee,
CHS Community Partnership Pilot

11.0 People with disabilities

11.1 Available evidence shows that having a disability or long-term health condition can limit an individual's ability to work, reduce their income, and increase their dependence on benefits. Being on a low income can also mean that people with disabilities are less likely to be able to afford arts and cultural activities and events, and more likely to experience social isolation as a result. For example:

- Disabled people are four times more likely to be out of work than non-disabled people⁴¹
- Since 2010 the pay gap between disabled and non-disabled people has widened by a third, and disabled people in work are currently paid 10% less on average than people without disabilities⁴²
- Disabled people pay on average an extra £550 per month on costs related to their disability⁴³
- Children in families with at least one disabled person are almost twice as likely to live in poverty⁴⁴

11.2 Stakeholders, services users and other consultees have identified a number of issues resulting from national Welfare Reforms, which are currently having an impact on residents with disabilities in Cambridge, or are likely to in future:

- Tougher eligibility criteria may mean that some people with disabilities who currently claim Income Support, Incapacity Benefit or Disability Living Allowance, may not be able to claim Employment Support Allowance (ESA) or Personal Independence Payments (PIP) in future.
- Some residents with disabilities waiting for assessments for Personal Independence Payments (PIP) for a number of months and having no or reduced income for this period.
- The 'digital by default' approach proposed for Universal Credit will make it more difficult for people who cannot use the internet due to their disability to access benefits.

12.0 Women

12.1 Available quantitative evidence and feedback from stakeholders suggests that women are more likely to experience low income and poverty than men. This is for a variety of reasons, including:

- Employment rates are lower for women (72.9%) in Cambridge than for men (90.4%)⁴⁵.
- On average, women in Cambridge also earn less than men. The average weekly earnings for women working full-time in Cambridge is £560.5 per week, compared with £582.2 per week for men in the city⁴⁶.

- Women are more likely to be in part time, low paid, and less secure work than men. The percentage of female employees in the lowest 4 occupational categories (32.4%) is higher than the percentage of male employees (26.1%) in Cambridge⁴⁷.
- Women rely more on benefits and tax credits than men, in particular due to their caring responsibilities. Nationally on average, one-fifth of women's income is made up of welfare payments and tax credits compared to one-tenth for men⁴⁸.
- The majority of lone parents are women, and it is more difficult for single parents to cover basic costs, and luxuries such as family holidays, as they tend to have lower incomes than couples.
- Women in controlling relationships may experience poverty if they do not have access to their own income or child benefit payments.
- Family breakdown can lead women to fall into poverty, particularly in situations where domestic violence forces them to flee their homes and begin new lives in different locations where they do not have access to financial resources or support from family or friends.

13.0 BAME Communities

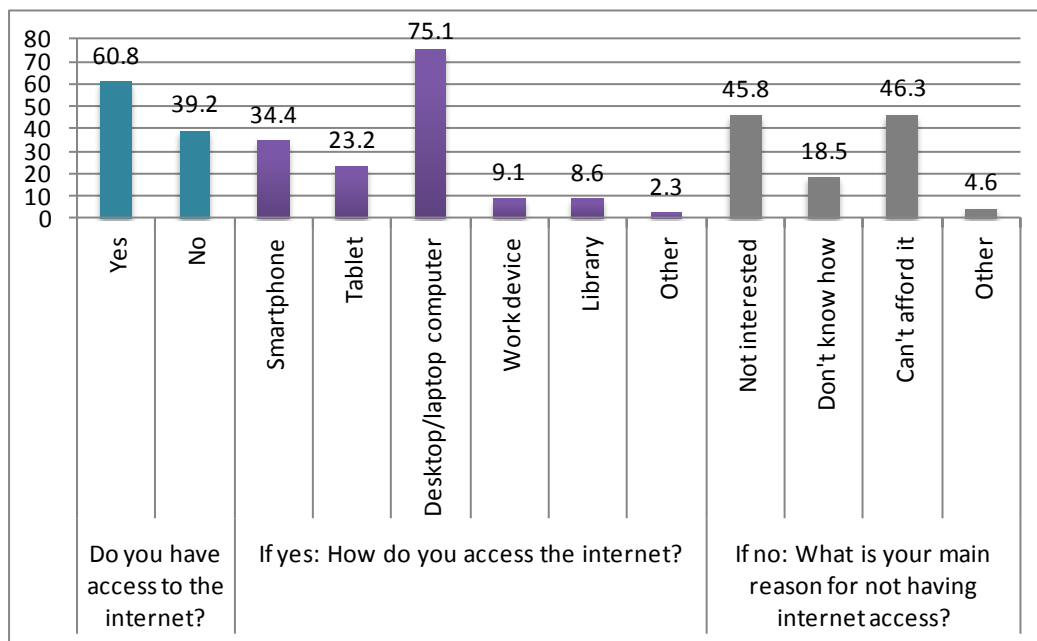
- 13.1 Recent research by the Joseph Rowntree Foundation suggests that poverty is higher among all ethnic minority groups than among white British people in the UK, but there is variation within and between ethnic groups. Ethnicity interacts with gender, class, education, disability and geography to affect poverty⁴⁹.
- 13.2 Cambridge continues to be one of the most diverse places in the country outside of London, with an increasing proportion of its population made up of ethnic groups that are not white. In 2011, 17.5% (or 21,700 people)⁵⁰ identified themselves as belonging to other ethnic groups, compared to 10.0% in 2001⁵¹. The largest of these groups in 2011 were Bangladeshi, Chinese and Indian, representing an aggregated proportion of the population of 7.9% (or 9,716 people).
- 13.3 While ethnic minority residents in Cambridge have a range of income levels, stakeholders consulted as part of the development of this strategy and consultation carried out as part of the review of the council's Community, Arts and Recreation Development Grants identified some ethnic groups which are more likely to be on low incomes or find it hard to access work due to language or skills barriers. For example, Bangladeshi women are more likely to experience a range of barriers, including lack of English language skills, limited access to IT equipment, and cultural barriers associated with engaging with men.

14.0 Digital inclusion

14.1 Access to digital media and technology can also have an impact on poverty. Public and private services are increasingly being provided online in order to reduce costs and increase service-user choice. For example, residents are being encouraged to manage their benefits on line, many job applications are now completed on line, and doctor’s appointments can be booked in advance online at some surgeries in Cambridge.

14.2 However, some residents on low incomes lack access to internet or the skills required to access web-based services. For example, a recent survey of City Council tenants found that 39.2% of tenants do not have access to the internet⁵². For those who do not access to the internet, the most common reason given (46.3%) was that they could not afford it. Stakeholders have suggested that providing free access to the internet through libraries, learning hubs and other community facilities is important. Projects such as CHS Group’s laptop loan scheme, which provides residents on low incomes with free laptops on loan and access to the internet, have also been successful.

Chart 4 – Internet access for City Council tenants



Source: Cambridge City Council Tenants Survey 2014

14.3 Some residents will also require a greater degree of support or need to build up trust with the public sector agencies that they engage with. It therefore may be important to maintain a degree of face-to-face service delivery for more vulnerable residents, while confidence and capability to engage digitally, assisted where necessary, is developed.

14.4 For those who do have internet access, there is a need to promote information about services on the sites that people tend to use (e.g. Facebook) and in formats that are appropriate. For example, some people on low incomes do not have access to a computer, but may have access to the internet through their mobile phones. The 2014 Tenants Survey found that 34.4% of City Council tenants who access the internet do so via a smartphone. In

response, organisations such as the CAB are seeking to make the services they offer more user-friendly by making them accessible on smart-phones.

15.0 Objectives and action

15.1 Based on the key issues identified through the review of available evidence on the nature of poverty in Cambridge and initial consultations with key stakeholders, we have identified 7 key objectives for our Anti-Poverty Strategy:

Objective	
1	Helping people on low incomes to maximise their income and minimise their costs
2	Increasing community pride, raising aspirations and making the move into work easier
3	Reducing the impact of poverty on children and helping low income families with the cost of raising a child
4	Reducing the link between poor health and poverty
5	Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience
6	Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
7	Working in partnership to tackle wider barriers to employment and engagement

15.2 The City Council can have a direct impact on poverty through the types of services it provides, how these services are targeted, and how it spends its capital and revenue budgets. The City Council already carries out a wide range of activity which supports residents living on low incomes, ranging from existing support for Credit Unions to energy efficiency advice for households, from targeted sports development work to providing affordable and accessible community facilities.

15.3 The aim of the Anti-Poverty Strategy is to bring greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact. In the future this will include some new initiatives that will improve the lives of residents experiencing poverty, and opportunities to refocus existing services.

15.4 However, the City Council cannot tackle poverty on its own. As demonstrated by the evidence presented above, there are a range of different factors which contribute to poverty, many of which the City Council is not able to control directly. For example, while the Council is seeking accreditation from the Living Wage Foundation and will be promoting the Living Wage to other employers in the city, household incomes will also be influenced significantly by external factors. These include the pay policies of employers, national government fiscal policy such as the ongoing welfare reforms outlined at 2.4, and developments in the UK and international economies. Similarly, the city

council cannot control the range of employment opportunities outlined at 3.4, because we cannot directly determine the structure of the labour market in Cambridge. There are also issues where the City Council is only able to have limited influence because it is not responsible for providing services in this area. For example, we do not have direct influence over the skills and educational issues highlighted at 3.5 and 4.

15.5 However, the Council recognises that much can be achieved through working in partnership with other local organisations from the public, voluntary and private sectors. It currently engages actively in a range of partnerships and joint-working arrangements which have an impact on poverty, including the Cambridge and Peterborough Financial Capabilities Forum, the DWP Benefit Forum, the Cambridgeshire Welfare Reform Strategy Group, Cambridgeshire Child Poverty Strategy, the Children and Young People’s Area Partnership, the Cambridge Local Health Partnership, and the Cambridge Sustainable Food City Network. As we implement this Anti-Poverty Strategy, we will identify opportunities for further and more effective partnerships with external organisations.

15.6 Cambridge City Council will deliver a range of activity to help achieve these objectives over the lifetime of this Strategy, both on its own and in partnership. The table below provides an overview of the key areas of focus under each objective and the rationale for these interventions. Some more detailed initial proposed actions for 2014/15 and 2015/16 are provided in the Action Plan in Appendix A, but further activities may be developed over time.

15.7 The Council is also looking at examples of good practice in other local authorities and will explore the feasibility with relevant partners of implementing innovative projects in Cambridge that have proven to work elsewhere. Examples of good practice include:

- a project led by Experian and Shelter to improve tenant’s credit ratings by taking into account their rental payment record.
- an apprenticeship brokerage scheme which reduces the administrative costs and bureaucracy for businesses of taking on apprentices.
- community shops in low income areas providing low cost food.
- job fairs to match local people with employment opportunities with local employers.

Objective	Areas of focus
1.Helping people on low incomes to maximise their income and minimise their costs	Credit unions – As highlighted at 2.6 above, due to a combination of high living costs and low incomes, some residents in Cambridge have very limited disposable income or savings. They are more likely to find themselves in crisis situations, because they do not have the financial reserves needed to weather unforeseen events. They are also less likely to have access to affordable financial services, and are therefore more vulnerable to loan sharks and other sources of high interest credit.

Credit unions can support residents when they find themselves in financial crisis, but can also help residents on low incomes to manage their finances in the longer term. Credit unions currently provide a range of services which benefit low income residents in the city:

- Loans for small amounts which banks often do not provide. Such loans can help cover emergencies like broken washing machines or repairs to motor vehicles which are required to travel to work, or necessities such as school uniforms. This provides an alternative to taking loans from loan-sharks or payday lenders at very high interest rates.
- Savings accounts, which enable residents to save sufficient funds to meet emergencies or pay for more costly items in the future.
- 'Jamjar' accounts which help residents to set aside sums to meet regular outgoings such as utility bills.
- Debit cards and transactional accounts for customers who may be less likely to receive them from banks.

The council has previously provided credit unions with operating space in the Customer Service Centre, promotion in Cambridge Matters and Open Door magazines, and emergency loan grants. The Council will further support and promote the services offered by credit unions in Cambridge as part of this Strategy. We are actively working with local credit unions to investigate the feasibility and business case for a city centre shop unit to increase access to, and visibility of, credit union services amongst low income residents. We have also committed funding to deliver a Junior Savers Pilot project, working with one secondary and one primary school in a low income area of the city to encourage young people to open savings accounts with a credit union.

Debt advice and emergency financial assistance - As outlined at 4.7, residents on low incomes are more likely to find themselves in crisis situations, because they do not have the financial reserves needed to weather unforeseen events. We will support residents who find themselves in debt or in financial crisis through a range of advice and support. This includes continuing to provide a rent advice and debt counselling service to City Council tenants, and continuing to support all Housing Benefit and Council Tax Support claimants to receive their full entitlement.

We will continue to fund debt advice services provided by voluntary organisations and signpost people with financial capability issues to the Citizen's Advice Bureau (CAB), credit unions and Money Advice Centre for advice. We will work with local voluntary organisations to look at opportunities to bring debt advice services closer to the residents in areas of the city where incomes are lower. We will also work with Cambridgeshire County Council to explore options for the future of the Cambridgeshire Local Assistance Scheme, which provides emergency assistance to residents in financial crisis.

Living Wage – As identified at 2.0, although average incomes in Cambridge are high, a significant proportion of residents are living on

low incomes. This is compounded by a combination of rising living costs and declining wages in real terms.

Increasing the number of people in Cambridge who are paid the Living Wage will help maximise the incomes of people who are living on low incomes. A Living Wage is the minimum wage needed to provide “adequate income” to ensure social inclusion for an individual or their family, particularly in a city such as Cambridge where the cost of living is high.

Joint research by the Resolution Foundation and the Institute for Public Policy Research has found that introducing the Living Wage nationally would increase the gross annual earnings of the country's employees by around £6.5 billion. However, the report also shows that the Treasury would collect more than half of the initial financial gains from a living wage - around £3.6 billion - in the form of higher income tax payments and national insurance contributions, as well as lower spending on benefits and tax credits⁵³. According to the University of Cambridge's Centre for Business Research, there are also direct benefits to employers of paying the living wage, include a more loyal and highly motivated workforce⁵⁴.

The Council is currently working towards accreditation from the Living Wage Foundation as a Living Wage employer. Since April 2013, the Council has paid its own employees the Living Wage, but to become an accredited employer the City Council would also need to adopt a living wage policy in respect of contractors. This policy would require contractors to pay the Living Wage to Qualifying Staff unless it would be unlawful or inappropriate to do so.

In addition to securing accreditation as a Living Wage Employer, the Council will seek to promote Living Wage accreditation among businesses and other organisations in Cambridge, such as Colleges and Universities. This promotional activity could include identifying accredited employers who could act as advocates for the benefits to employers of paying the Living Wage, and schemes to raise consumer awareness of Living Wage businesses in the city.

Energy and water costs - As outlined at 2.2 and 2.5, energy and water costs are rising and make up an increasing proportion of household expenditure for households.

We are a partner in the Cambridgeshire wide Action on Energy scheme which provides a service where residents can access advice, book a home assessment, discover financial opportunities and benefit from high quality installations to make their home warmer and save money on their energy bills. Through the scheme residents are guided through the financial support available through the Government's Green Deal and Energy Company Obligation, but also any local funding opportunities that may be available. As part of this scheme we will also be providing focussed promotion to those residents within the City that experience fuel poverty. We will also be providing additional support to promote the Cambridgeshire collective energy-switching scheme, which aims to secure cheaper energy deals for local residents through collective bargaining with energy companies.

2. Increasing community pride, raising aspirations and making the move into work easier

The council will assist low income households in Cambridge to review their water costs and take up the opportunities, where available, from water companies to reduce bills. We will target low income households who still pay for their water and sewerage based on rateable values and may benefit from switching to a meter or moving to the 'assessed charge' basis. Further support will include accessing measures including free water efficiency measures, access to new social tariffs and ensuring households are aware of the financial support available to some low income households

Benefits and welfare reform – As identified in the evidence above (see 2.4, 3.1, 5.3, 5.6 and 6.4), changes to benefits as a result of national welfare reforms have had a significant impact on the incomes of those in poverty in Cambridge. The City Council continues to support benefit claimants to ensure that they receive every penny that they are entitled to, and continues to collect outstanding debts in as sensitive a manner as possible to ensure that further hardship, distress or financial difficulties are not created. During 2013/14 we paid more than £44m in housing benefit and council tax support to over 8,500 households in Cambridge.

As part of further welfare reforms, Housing Benefit, Job Seekers Allowance (working age and income based), Income Support, Employment & Support Allowance (income related), Child Tax Credit, and Working Tax Credits, will all be incorporated into the Universal Credit. The government's current intention is that Universal Credit will be fully available for new claimants during 2016, with the majority of the remaining Housing Benefit caseload moving to Universal Credit during 2016/17. Local support will be available to help support claimants and will be provided through local partnerships.

The Government has acknowledged that vulnerable people will need support to adjust to Universal Credit. It has set out in its Local Support Services Framework (LSSF) how it envisages this support being provided in partnership with Jobcentre Plus, local authorities, housing providers and the voluntary sector. The framework recognises the central role Local Authorities, including Cambridge City Council, will play to provide support services in the transition to Universal Credit and in supporting claimants to increase their capability and become more independent.

Volunteering – Volunteering brings a range of benefits, including helping residents to develop skills and experience which can assist with the progression into work. It can also help build community cohesion and share skills and expertise for the benefit of the wider community. The Council will promote opportunities for residents on low incomes to volunteer. For example, we will support the roll-out of the 'time credits' project (led by Cambridgeshire County Council, CHS Group and SPICE) in Abbey and Kings Hedges. The project will give people a 'time credit' for each hour of voluntary activity, which can be used to pay for local services. Time credits encourage people to engage in activities which benefit the local community, help them to develop valuable skills, and enable them to access services that they

might otherwise not be able to afford.

A number of stakeholders have identified the opportunity through volunteering to share the skills and knowledge between university students and high-skilled employees, and help raise the aspirations of local young people and adults through exposure to alternative career paths. We will explore opportunities to work with the Cambridge Hub and existing outreach programmes at the University of Cambridge and Anglia Ruskin University, including through a community fair to bring together voluntary groups and students. We will also explore opportunities to work with business organisations (such as Business in the Community's Business Connector, Cambridge Ahead, Cambridge Network, Chamber of Commerce and other groups) to encourage employees to volunteer and share skills with local community and voluntary groups.

Apprenticeships – Apprenticeships can provide an opportunity for young people to gain the vocational skills and work experience needed to progress to employment. Through a four year apprenticeship programme, we will increase the number of apprenticeship opportunities for young people in City Council services. In developing the programme, we will work closely with local learning and development providers, and will learn from the experience of other local organisations that have opened up opportunities for apprentices. We will also promote the benefits of apprentices to other organisations in the city and will work with other partners in the Greater Cambridge City Deal to deliver an additional 420 apprenticeships across the Greater Cambridge area (which covers Cambridge and South Cambridgeshire districts).

Community pride and cohesion – As outlined at 4.3, labelling people, schools or areas of the city as 'poor' or 'deprived' can be demoralising and demotivating. A number of stakeholders highlighted the importance of events and activities which bring together local residents to celebrate the local area. Such events can help foster a sense of pride and belonging, and they can help raise aspirations by bringing together people from different backgrounds.

We will continue to support events which increase community pride, such as the Big Weekend, Chesterton Festival, Arbury Carnival and Cherry Hinton Festival. We will also continue to support events which celebrate diversity and promote community cohesion, including events and activities linked to 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, and Refugee Week. We will also engage with the University of Cambridge to explore whether facilities such as sports facilities could be opened up to local residents as a mechanism from bringing together and increasing interaction between local residents, students and University staff.

3. Reducing the impact of poverty on

Support for children and low income families - As outlined at 7.0, a significant proportion of children in Cambridge grow up in poverty.

children and helping low income families with the cost of raising a child

Particular types of household, such as lone parents, are more likely to be on low incomes and therefore may be more likely to struggle with the costs of bringing on children. We will take a range of action to support low income families in the city, including providing childcare space at community centres, providing free swimming lessons for those in need, and supporting families with a dependent through the City Council's Local Council Tax support scheme. At a strategic level we will engage with the development and delivery of the county-wide Child Poverty Strategy which is being developed by Cambridgeshire County Council on behalf of the Cambridgeshire Children's Trust.

4. Reducing the link between poor health and poverty

Physical and mental health - As the evidence set out at 6.0 above demonstrates, there is a close relationship between low incomes and poor health. We will take action to help improve the health of people on low incomes, ranging from: providing targeted sports development activities to offering 50% discounts on entry to City Council owned swimming and sports facilities for people on means-tested benefits; from supporting outreach advice work for people with mental health issues associated with low income and debt, to working with partners to promote cooking skills and greater understanding of nutrition and healthy eating for people on low incomes.

5. Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience

Services for vulnerable older and disabled people - As can be seen from the evidence set out at 8.0, although many older people in Cambridge are relatively affluent, the available evidence suggests that a significant proportion of older people in the city have low incomes. We will continue to provide a range of services to support older people who are vulnerable or on low incomes, including: 459 sheltered housing properties in 13 locations across the city for people aged over 60; grants and loans to vulnerable older and disabled people for repairs and home energy improvements to homes; and targeted sports development work with older people, including activity aimed at reducing falls. We will also seek to reduce social isolation for older people in Cambridge through actively promoting volunteering and befriending schemes delivered by voluntary and community organisations such as AgeUK.

Reducing social isolation for older and disabled people - As shown by the evidence at 6.0 and 12.0 above, older and disabled people are more likely to experience social isolation than other age groups. We will continue to provide a range of inclusive services and activities for older people, including: working with health and social care services at Cambridgeshire County Council and local housing associations to provide a city-wide support service for older people living in all tenures to help them live independently and have an active social life; providing low cost arts and recreation activities for older people such as tea dances and the Mayors Day Out; and supporting an extensive programme of events as part of the annual Cambridgeshire Celebrates Age festival.

6. Helping people with high housing costs, increasing numbers of affordable homes,

Affordable Housing Development Programme - The City Council is currently constructing a number of new properties across Cambridge through its Affordable Housing Development Programme. The Council will seek to ensure that these properties are available at rent levels that are affordable. Where these developments are funded

and improving the condition of people's homes

by grants from the Homes and Communities Agency, they must be made available at up to 80% of the market rate, which can be difficult for some residents who earn very low incomes to pay. However, the Council is aiming to keep grant funded new homes at or below 60% of market rates, and will also be funding new homes through receipts from properties sold under the Right to Buy, which can be made available at lower rents.

Affordable Housing on Strategic Growth Sites and other non-City Council land - The City Council is also working to increase the supply of housing available at sub-market rents through the planning process, by seeking up to 40% affordable housing to be provided by private developers on larger new residential sites in the city. This has resulted in the construction of 433 affordable homes in 2012/13 and 2013/14, with a further 274 properties scheduled for completion during 2014/15.

Support for homeless people – To address the issues facing homeless people identified at 5.9, we will continue to provide financial support and funding to voluntary and community organisations providing housing, welfare, learning and employment support to homeless people in Cambridge. We will also continue to develop the Council's Town Hall Lettings scheme, which is helping to alleviate the pressure on hostel accommodation in the city, by providing a local lettings agency to support single homeless people with lower needs to move on from hostels into private rented accommodation. The scheme includes offering a bond/guarantee or a sum of money to help single homeless people pay the deposit and first month's rent on a private rented property.

7. Working in partnership to tackle wider barriers to employment and engagement

Digital inclusion - As highlighted at 10.0, access to digital media and technology can also have an impact on poverty. Through our developing Digital Access Strategy for 2015-2017, we will make more services available via digital methods, and redesign them to provide a more intuitive, customer-focussed journey from start-to-finish. This will ensure that customers find it easy to use our services in ways and times that suit them. By providing greater online access to information, documents, forms and processes, we will also free up staff time and save money. This will contribute to managing the financial pressures the Council faces and help us to focus our resources on those who need our services most and where they can make the most difference.

To overcome some of the barriers identified at 10.2, we will work with partners to increase internet access points in community buildings (for example leisure centres and community centres) to ensure that vulnerable people can access the information or services they need more readily and without having to travel. Where necessary, we will train staff or 'Digital Champions' to support our most vulnerable residents to build their digital capacity, capability and connectivity. . As part of the strategy, we will also help ensure that the voices of our most vulnerable residents are heard through improved consultation methods and real-time interaction.

16.0 Measuring and monitoring impact

- 16.1 It will be important to measure the impact of this strategy on poverty in Cambridge, to assess whether the action we have taken and the investment we have made has made a difference. Where possible, we have identified or proposed potential targets for individual actions included in the action plan below. These targets relate to the expected outputs from these activities. For example, for action 6.2 on affordable housing delivery we have identified a target of '274 affordable homes delivered on strategic growth sites and other non-City Council land in 2014/15'.
- 16.2 Where projects are still in the early stages of development, or it is more difficult to identify tangible outputs due to the nature of the project, we have identified clear project milestones that will be achieved by the completion date. For example, the key milestone for action 2.4, which focuses on working with the Cambridge Hub and University outreach programmes to promote volunteering opportunities in local communities, is: 'A Community Fair is held which brings voluntary groups and students together to promote volunteering – February 2015.' We will firm up targets for these actions before the final anti-poverty Strategy is approved in March 2015.
- 16.3 We will report progress on the key actions and output measures to the City Council's Strategy and Resources Committee on a regular basis, with the first report to be provided in 2016.
- 16.4 As outlined at 11.4, the City Council cannot tackle every aspect of poverty on its own because incomes in the city are influenced by a range of external factors and because we are not responsible for areas of policy and service provision which impact on poverty. We have identified a basket of high level measures at Appendix B which can be used as a barometer for poverty in Cambridge. These measures will enable us to monitor the effects of national government fiscal policy and changes in local and national economy, as well as the collective impact that partner agencies are having on poverty.

Appendix A - Action plan

Action	Lead officer and service	Completion date	Performance measures
Objective 1. Helping people on low incomes to maximise their income and minimise their costs			
1.1 Launch the new Community Grants programme focussing on city residents with the highest needs, including those in poverty. This funding will support a number of the anti-poverty strategy objectives, by providing funding for activities such as employment support, legal and financial advice, reducing isolation, supporting low income families, providing low cost activities, and digital inclusion.	Jackie Hanson, Community, Arts and Recreation	July 2014	<p>Additional workshops and support provided to community groups prior to application submission</p> <p>Grants budget for 2015/16 is fully allocated to Voluntary Sector activities that meet the Council's new grants priorities - Mar 2015</p> <p>Grant awards for 2015/16 are monitored to ensure they deliver the outcomes set out in funding agreements - Summary report produced in June 2016</p>
1.2 Work with the Living Wage Foundation to become an accredited Living Wage employer, including paying City Council staff the Living Wage and working with our contractors to pay the Living Wage	Andrew Limb, Procurement	February 2015	<p>All City Council direct employees to be paid a minimum of the national Living Wage rate</p> <p>All agency workers to be paid a minimum of the national Living Wage rate after 4 weeks of their engagement with the City Council.</p> <p>All new City Council contracts let on a Living Wage basis, where this is legally possible</p> <p>All existing contracts reviewed for the Living Wage position at the earliest opportunity: at a break clause in the contract; when considering whether or not to take up an option to extend a contract; or at the contract renewal date.</p>
1.3 Promote Living Wage accreditation among businesses and other organisations in Cambridge, such as Colleges and Universities.	Andrew Limb, Corporate Strategy	December 2016	<p>Number of Cambridge employers that have achieved Living Wage accreditation</p> <p>Number of employees working for employers</p>

Action	Lead officer and service	Completion date	Performance measures
			that have achieved Living Wage accreditation
1.4 Continue to assist City Council tenants to apply for welfare benefits, and provide a rent advice and debt counselling service to City Council tenants	Robert Hollingsworth, City Homes/ Alison Cole, Revenues and Benefits	Ongoing	Support provided to new tenants who claim Housing Benefit or Council Tax Support so that they do so in their first week of their tenancy commencement Keep the number of evictions for rent arrears to no more than 22 during 2014 / 2015 Keep rent arrears below 1.80 % of annual debit of £38 million.
1.5 Continue to support Housing Benefit and Council Tax Support claimants to receive their full entitlement, and continue to collect outstanding debts in as sensitive a manner as possible to ensure that further hardship is minimised	Alison Cole, Revenues and Benefits	Ongoing	Performance measure to be confirmed
1.6 Work in partnership with Jobcentre Plus, housing providers and the voluntary sector to support vulnerable benefit claimants in the transition to Universal Credit, as set out in the DWP's Local Support Services Framework (LSSF)	Alison Cole, Revenues and Benefits	March 2017	Performance measure to be confirmed
1.7 Continue to fund debt advice services provided by voluntary organisations and signpost people with financial capability issues to the Citizen's Advice Bureau (CAB), credit unions and Money Advice Centre for advice	Community, Arts and Recreation/ Strategic Housing/ Revenues and Benefits	February 2015	Funding for debt advice services confirmed (level of funding will depend upon grant applications and how it meets the Council's grant priorities) – January 2015
1.8 Further support and promote the services offered by credit unions in Cambridge, including: <ul style="list-style-type: none"> exploring options for a city centre shop unit for 	Debbie Kaye, Community, Arts and Recreation	June 2015	Performance measures will be confirmed once the project is worked up in more detail. However, they are likely to include: Increase in credit union membership from

Action	Lead officer and service	Completion date	Performance measures
<p>credit union services</p> <ul style="list-style-type: none"> delivering a Junior Savers Pilot project working with one secondary and one primary school in a low income area of the city to encourage young people to open savings accounts with a credit Union. 			<p>residents living in wards in Cambridge with higher levels of deprivation</p> <p>Number of Cambridge residents joining the credit union who are currently unable to access bank accounts</p> <p>Increase in the number of loans by credit unions to residents living in wards in Cambridge with higher levels of deprivation</p> <p>Increase in the number of Cambridge residents opening 'jamjar' accounts with credit unions</p>
1.9 Provide extra promotion in Cambridge for the collective County-wide energy-switching scheme, which aims to secure cheaper energy deals for local residents.	Jo Dicks/Jas Lally, Refuse and Environment	Ongoing	Number of residents switching to cheaper energy deals as a result of the collective-switching scheme
1.10 Implement a Water and Energy Costs Anti-Poverty Scheme, helping residents in low income areas of the City to assess whether they would benefit from a water meter, an assess rate, or from water efficiency measures	Jo Dicks/Jas Lally, Refuse and Environment	September 2016	Number of residents in low income target areas taking up water meters or moving to an assessed rate
1.11 Continue to provide funding for low cost furniture to people on low incomes	David Greening, Strategic Housing	Ongoing	630 people per annum provided with low cost furniture across all tenures
1.12 Provide an expanded programme of 'Community Clear-out Days' in the North and South of the city, which will save residents money from disposing of bulky waste and help promote a sense of community pride.	Liz Bisset, Customer and Community Services	October 2014	<p>6 large scale community clear-out days organised across Cambridge – August 2014.</p> <p>3 community clear-out days organised by volunteers and community resources - September and October 2014</p>
1.13 Work with partners in the Cambridge Sustainable Food City Network to increase food recycling and	Rebecca Weymouth-Wood,	March 2016	Multimedia 'Love Food Hate Waste' campaign delivered to residents in the city, including stalls

Action	Lead officer and service	Completion date	Performance measures
reduce food waste	Refuse and Environment		at 3 events Promotion of food waste recycling, including 6 caddy give-away events Double recycling of food waste in the City from 1 tonne per day
1.14 Work with Cambridgeshire County Council to explore options for the future of the Cambridgeshire Local Assistance Scheme, and consider alternative sources of funding for individuals or households in crisis situations if CLAS is discontinued	Alison Cole, Revenues and Benefits	March 2016	Map data of benefit claimants to Cambridgeshire Local Assistance Scheme applications – end of December 2014 Work with partners to identify potential income streams for the scheme.
1.15 Explore opportunities for establishing a single referral mechanism to ensure that individuals on low incomes who contact the Council are signposted to relevant services, e.g. advice on debt, benefits or reducing energy and water costs	Jonathan James, Customer Services/ Alison Cole, Revenues and Benefits/Robert Hollingsworth, City Homes	June 2016	Project targets and milestones to be confirmed once project is fully scoped
1.16 Providing support with premises costs for voluntary and community organisations which support residents on low incomes on a case-by-case basis, and exploring options for co-location of organisations with complementary objectives e.g. Cambridge City Foodbank and Cambridge Re-use	Dave Prinsep, Property Services Debbie Kaye, Community Arts and Recreation	March 2016	Funding and premises support provided to voluntary and community organisations which support residents on low incomes
Objective 2. Increasing community pride, raising aspirations and making the move into work easier			
2.1 Continue to invest in employment support in order to help families get off benefits and into work	Simon Hunt, Strategic Housing	Ongoing	Performances measures to be confirmed

Action	Lead officer and service	Completion date	Performance measures
2.2 Deliver an apprenticeship programme, which will increase the number of apprenticeship opportunities for people in City Council services.	Jon Summerson, Human Resources	March 2018	5 new apprenticeship opportunities created during 2014/15 20 apprenticeship opportunities created in total by 2017/18
2.3 Work with Cambridgeshire County Council, SPICE and CHS Group to roll-out the 'time-credit' scheme in Abbey and Kings Hedges to support residents on low incomes to volunteer	Sally Roden, Community, Arts and Recreation	June 2015	Milestones for project are yet to be confirmed - Cambridgeshire County Council are leading
2.4 Work with the Cambridge Hub to help connect students to volunteering opportunities in local communities	Bridget Keady, Community, Arts and Recreation	February 2015	A 'Volunteer for Cambridge' Fair is held which brings voluntary groups and students together to promote volunteering - 28 February 2015
2.5 Jointly fund a Skills Service with partners in the Greater Cambridge City Deal and the Greater Cambridge Greater Peterborough LEP, which will work with young people in schools to raise their awareness of career opportunities in the local economy and stimulate further education colleges and other training providers to provide qualifications and courses which meet the needs of local businesses	Andrew Limb, Corporate Strategy	March 2020	420 additional apprenticeships created across the Greater Cambridge City Deal area by March 2020 Qualifications and courses provided by further education colleges and other training providers better meet the needs of local businesses and the Greater Cambridge economy
2.6 Continue to fund a learning and development service for homeless people based in a partner agency	David Greening, Strategic Housing	Ongoing	Number of homeless people attending learning and development sessions
2.7 Continue to fund an employment worker in a partner agency with a specific remit to target those in housing need	David Greening, Strategic Housing	Ongoing	Number of people in housing need receiving support from the employment worker Number in housing need supported by the employment worker who subsequently gain employment or training/educational placements
2.8 Continue to fund and support events which	Debbie Kaye,	Ongoing	Big Weekend event held – July 2015

Action	Lead officer and service	Completion date	Performance measures
increase community pride and cohesion, such as the Big Weekend, Chesterton Festival, Arbury Carnival and Cherry Hinton Festival	Community, Arts and Recreation		Community events supported, such as Chesterton Festival (June), Arbury Carnival (June) and Cherry Hinton Festival (September)
2.9 Continue to support an annual programme of events which celebrate diversity and promote community cohesion	Ariadne Henry, Community, Arts and Recreation	June 2015	<p>Successful programme of events delivered linked to each national or international event</p> <ul style="list-style-type: none"> • Black History Month (October 2014) • Cambridgeshire Celebrates Age (October 2014) • Disability History Month (November – December 2014) • Holocaust Memorial Day (January 2015) • International Women’s Day (March 2015) • Lesbian Gay Bisexual and Transgender (LGBT) History Month (February 2015) • Refugee Week (June 2015)
2.10 Ensure that the proposed development and regeneration of the Cambridge Northern Fringe East area benefits neighbouring disadvantaged communities, including maximising local employment, skills and training opportunities, helping to meet local demand for housing, including affordable housing, and improving the physical and social linkages.	Julian Sykes, Planning Services	October 2017 (Area Action Plan submission)	<p>Number of new jobs created at the Cambridge Northern Fringe East site</p> <p>Number of new affordable homes delivered at Cambridge Northern Fringe East site</p> <p>(N.B. The Area Action Plan will run from 2017-2031 and new jobs and homes will be delivered over this period)</p>
Objective 3. Reducing the impact of poverty on children and helping low income families with the cost of raising a child			
3.1 Work with Cambridgeshire County Council to provide pre-school childcare space at Buchan Street and Ross Street Community Centres	Sally Roden, Community, Arts and Recreation	January 2016	<p>Childcare providers selected by September 2014</p> <p>Building works complete by December 2014.</p> <p>Childcare providers operational in February/March 2015 (subject to OFSTED</p>

Action	Lead officer and service	Completion date	Performance measures
			certification) Number of new childcare places created at Buchan Street and Ross Street Community Centres
3.2 Continue to provide local emergency accommodation to keep homeless children and their families within their existing school catchment area	Robert Hollingsworth, City Homes/David Greening, Strategic Housing	Ongoing	Number of temporary accommodation units maintained at 88 to 92, unless demand over a six month period dictates otherwise
3.3 Continue to provide support for school swimming, and free swimming lessons for those in most need based on referrals from teachers	Ian Ross, Arts and Recreation	Ongoing	Performances measures to be confirmed, but could include: Number of children receiving free swimming lesson following referrals from teachers
3.4 Continue to support families with a dependent through the City Council's Local Council Tax Support scheme	Alison Cole, Revenues and Benefits	Ongoing	Performance measure to be confirmed
3.5 Work in partnership with Cambridgeshire County Council to raise awareness of Free School Meals. This will include reviewing the claiming process for Housing Benefit and Council tax support to ensure awareness, and matching data held to identify increases in take-up.	Alison Cole, Revenues and Benefits	March 2015	Performance measure to be confirmed
3.6 Work in partnership with other organisations in Cambridge and services within the City Council to help develop and deliver the Cambridgeshire Child Poverty Strategy	David Kidston, Corporate Strategy	January 2015	Cambridgeshire County Council to agree new Child Poverty Strategy - January 2015. Percentage of children in Cambridge living in poverty
Objective 4. Reducing the link between poor health and poverty			
4.1 Support Citizen's Advice Bureau to prepare a plan and to seek funding for advice sessions in East	Graham Saint, Corporate	Progress update to	The project is in the early stages of development and performance measures are not yet

Action	Lead officer and service	Completion date	Performance measures
Barnwell Medical Practice. Sessions would focus on mental health issues due to low income, debt or addiction. The sessions will be run on a pilot basis and will be assessed to see whether the approach is suitable for extending to other practices.	Strategy	Cambridge Local Health Partnership on 23 October 2014. Implementation during early 2015.	identified. However, they could include: Number of residents attending advice sessions and number of issues resolved.
4.2 Promote 50% off entry prices at Council-owned sports and swimming facilities for people receiving Means Tested Benefits and free usage of Splashpads and Paddling Pools in parks and open spaces	Ian Ross, Community, Arts and Recreation	Ongoing	Performance measures to be confirmed, but could include: Number of visits to Council-owned sports and swimming facilities where people have benefitted from 50% reduction in entry prices
4.3 Continue to provide targeted sports development work to compliment NHS services in the community e.g Exercise Referral	Ian Ross, Community, Arts and Recreation	Ongoing	Performance measures to be confirmed
4.4 Work with partners in the Cambridge Sustainable Food Network (e.g. Foodcycle, Cambridge City Foodbank) to deliver food projects focussing on cooking skills, growing produce, and information on healthy food and nutrition at neighbourhood level	Sally Roden, Community Arts and Recreation/ Frank Harrison, Refuse and Environment	Ongoing	Number of residents in most deprived wards taking part in food-related projects
4.5 Explore opportunities to work with partners in the Local Health Partnership to promote public health messages, particularly in relation to anti-smoking, reducing alcohol consumption and healthy eating.	Yvonne O'Donnell/ Jas Lally, Refuse and Environment	To be confirmed	Performance measures to be identified following further scoping of work on public health promotion
4.6 Work with Cambridgeshire Community Safety Partnership, Cambridge Police, Cambridgeshire County	Robert Osbourn, Refuse and	Summer 2015, subject	Initial discussions with potential partners through the Alcohol Related Violent Crime Group –

Action	Lead officer and service	Completion date	Performance measures
Council, NHS, the Drug and Alcohol Action Team, Cambac and city retailers and other partners to develop a voluntary code on the sale of high strength beers and ciders, which will help address anti-social-behaviour issues and reduce harmful alcohol consumption	Environment	to engagement of key partners	October 2014 Number of city retailers who adopt the proposed voluntary code on the sale of high-strength beers and ciders
4.7 Pilot new ways of working with people involved in street-based anti-social behaviour, including exploring the support available for people with medium to high needs in terms of mental health, substance misuse and alcohol issues	Lynda Kilkelly, Strategic Housing	First phase of the pilot will be completed by end of March 2015	Phase one: 12 people identified that fit the pilot criteria and individual action plans developed identifying future support needs Phase two: Reduction in anti-social behaviour incidents involving the individuals in the pilot Increase in number of individuals sustaining a tenancy or hostel accommodation
4.8 Continue to provide move on accommodation for adults recovering from mental ill health, in conjunction with the Cambridgeshire County Council and Metropolitan Housing Group	Frances Swann, City Homes	Ongoing	100% of move-on accommodation is occupied 75% or more of tenants in move-on accommodation move into independent accommodation within 3 years
Objective 5. Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience			
5.1 Continue to provide good quality modern sheltered housing schemes for older people, which incorporate assisted bathrooms and wet rooms	Frances Swann, City Homes	Ongoing	Percentage of residents in sheltered housing who are satisfied with their accommodation Number of people referred to agencies such as occupational therapy in order to make their home safer Number of people helped to access benefits, such as Attendance Allowance, which can be

Action	Lead officer and service	Completion date	Performance measures
			used to pay for care
5.2 Continue to provide a tenure neutral city-wide support service for older people, working with health and social care services at Cambridgeshire County Council and local housing associations	Frances Swann, City Homes	Ongoing	Number of new clients assessed for support as an older person Percentage of new clients who feel that the service's intervention has had a positive impact on their independence as an older person.
5.3 Continue to fund the Cambridgeshire Home Improvement Agency (HIA), which provides people living in Cambridge who are elderly or vulnerable, who have disability needs, or who are on a low income, to repair, maintain or adapt their homes	Pat Strachan, Cambridgeshire Home Improvement Agency	Ongoing	Number of people in Cambridge who are elderly or vulnerable, who have disability needs, or who are on a low income, provided with support to repair, maintain or adapt their homes
5.4 Improve promotion of grants and loans to older and vulnerable people with low incomes and savings levels for repairs and home energy improvements to their homes	Helen Reed, Strategic Housing	September 2015	Targets for increase in uptake to be agreed, subject to Home Improvement Agency's capacity to deliver
5.5 Continue to provide targeted sports development work to complement NHS services in the community, including work to reduce falls amongst older people	Ian Ross, Community, Arts and Recreation	Ongoing	Performance measures to be confirmed
5.6 Work with partners and voluntary groups to develop and deliver the annual "Cambridgeshire Celebrates Age" festival, which provides a range of inclusive and accessible events	Sally Roden, Community, Arts and Recreation	October 2014	Programme published - October 2014 Regular listings produced for 2015 – January 2015 "Cambridgeshire Celebrates Age" festival delivered - October 2015 Number of older people supported to attend events as part of Cambridgeshire Celebrates Age

Action	Lead officer and service	Completion date	Performance measures
5.7 Continue to run and support groups for older people in Trumpington, Abbey, Arbury, Akeman Street Community Centre, and Ross Street Community Centre	Sally Roden, Community, Arts and Recreation	Ongoing	Annual programme of groups supported and positive feedback received from participants
5.8 Continue to provide low cost activities for older people which promote activity and social cohesion e.g Tea Dances and the Mayors Day Out	Jane Wilson, Arts and Recreation	Ongoing	18 tea dances provided at the Guildhall – September 2014 to May 2015
5.9 Continue to ensure that at least 2% of new social housing is fully wheelchair accessible, with a further 8% to meet other specialist needs provided there is an identified need and appropriate support for the residents is available.	Sabrina Walston, Strategic Housing	Ongoing	2% of new social housing is fully wheelchair accessible Up to 8% of new social housing is provided to meet other specialist needs
5.10 Actively promote volunteering and befriending schemes delivered by voluntary and community organisations such as AgeUK through: <ul style="list-style-type: none"> Cambridge Matters, Open Door and other City Council publications; the tenure neutral support service for older people; the time credits scheme and the Volunteer For Cambridge Fair; and partners such as Cambridge Volunteer Centre and the Community Navigators. 	Ashley Perry, Corporate Strategy, James Bull, City Homes Sally Roden, Community Development Frances Swann, City Homes	March 2016	Increase in the number of people taking part in befriending schemes delivered by voluntary and community organisations to support isolated older people
Objective 6. Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes			
6.1 Develop new homes for rent through the Council's Affordable Housing Development Programme, and ensure that rent levels are as affordable as possible	Sabrina Walston, Strategic Housing	March 2018	146 new homes for rent are provided by March 2015 29 new homes for rent are provided on

Action	Lead officer and service	Completion date	Performance measures
			Homerton College land by 2016/17 78 new homes for rent are provided at Clay Farm by 2017/18 Rents levels are set at 60% of market rents wherever possible.
6.2 Work through the planning process and with Registered Providers to enable the delivery of new high quality, energy efficient homes for rent at sub-market rates	Sabrina Walston, Strategic Housing	March 2015	274 affordable homes delivered on strategic growth sites and other non-City Council land in 2014/15 (<i>projected figure – actual delivery dependent on external factors</i>).
6.3 Continue to invest in heating and energy efficiency improvements to City Council homes	Sam Griggs, Estates and Facilities	Ongoing – annual programme of improvement	Improve the heating systems of at least 500 properties per year Install insulation to at least 100 properties per year Increase the average SAP energy rating for Council homes by at least 1 point per year
6.4 Continue to promote energy efficiency improvements to private landlords and homeowners through the Green Deal, and provide additional promotion of energy efficiency measures to residents in low income areas of the City.	Jo Dicks/Jas Lally, Refuse and Environment	June 2015	Number of completed installs of domestic energy efficiency measures facilitated through Action on Energy
6.5 Continue the Town Hall Lettings scheme providing a local lettings agency to support single homeless people who do not need supported housing to move into private rented accommodation and, in so doing, freeing up spaces in supported accommodation for those who need it	David Greening, Strategic Housing	Ongoing	50 single homeless people placed into accommodation in the private rented sector during 2014/15
6.6 Continue to fund a Chronically Excluded Adults service, to help people get on a more stable footing and	David Greening, Strategic Housing	Ongoing	Improvement in mental well-being per client (measured through a questionnaire-based

Action	Lead officer and service	Completion date	Performance measures
significantly reduce the drain on public resources across sectors			assessment) Level of reduction in monthly average service use costs per client to the City Council and other public agencies
6.7 Ensure that charges for the new handyperson service are set at a reasonable level, and that the service is accessible to those on low incomes (<i>N.B. subject to PPF bid approval in budget process</i>)	Helen Reed, Strategic Housing	September 2015	Charging policy to be agreed by April 2015 Performance measures to be identified as part of the development of the project
Objective 7. Working in partnership to tackle wider barriers to employment and engagement			
7.1 Developing a City Council Digital Access Strategy, with the aim of making more City Council services available via digital methods and providing support for those residents experiencing digital exclusion to access digital services. Measures could include: <ul style="list-style-type: none"> Working with partners to increase internet access points in community buildings (for example libraries and community centres) Ensuring that adequate training and support is provided to users by trained staff or 'Digital Champions' 	Jonathan James, Customer Services Andrew Limb, Corporate Strategy James Nightingale, ICT	March 2016	Number of City Council services available online Number of transactions being carried out online Number of people benefiting from digital access skills training.
7.2 Continuing to support City Council tenants who are unemployed or in receipt of benefits to access to the internet through the Get On-Line scheme in partnership with CHS, which provides free training and laptop loans.	Robert Hollingsworth, City Homes	Ongoing	Numbers of City Homes tenants benefitting from free laptop loans and accessing services via the internet as a result

Action	Lead officer and service	Completion date	Performance measures
7.3 Working with partners to continue to roll out public access wi-fi in public locations across Greater Cambridge and carrying out targeted promotion to increase use of this service by low income residents	James Nightingale, ICT Andrew Limb, Corporate Strategy	March 2016	Numbers of new locations in Cambridge where wi-fi is freely available and accessible for residents, including low income residents
7.4 Working with partners in the Greater Cambridge City Deal and the Greater Cambridge Greater Peterborough LEP to ensure that investment in transport infrastructure improves connectivity between key employment locations and more deprived areas of the City	Andrew Limb, Corporate Strategy	Ongoing	

Appendix B – Basket of indicators for measuring poverty in Cambridge

	Objective	Measures
1	Helping people on low incomes to maximise their income and minimise their costs	<p>Level of average household earnings and lower quartile household earnings</p> <p>Number of Housing Benefit and Council Tax Benefit claimants and their dependents, particularly in the most deprived wards</p> <p>Number of working households claiming housing benefit</p>
2	Increasing community pride, raising aspirations and making the move into work easier	<p>Educational attainment of children currently eligible for Free School Meals at Early Years Foundation Stage, Key Stage 2 and GCSE</p> <p>Number of young people who are not in education, employment and training (NEET), particularly in the most deprived wards in Cambridge</p> <p>Percentage of working age population who are unemployed</p> <p>Percentage of those who are in employment who are employed in different occupations</p> <p>Percentage of working age population with no qualifications</p>
3	Reducing the impact of poverty on children and helping low income families with the cost of raising a child	<p>Percentage of children living in poverty, particularly in the most deprived wards</p> <p>Percentage of lone parent households claiming Housing Benefit and Council Tax Benefit</p> <p>Percentage of lone parents with dependent children who are not in employment, particularly in the most deprived wards</p>
4	Reducing the link between poor health and poverty	<p>Gap in life expectancy between the least and most deprived areas in Cambridge</p> <p>Gap in early deaths between the least and most deprived quintiles in Cambridge</p>
5	Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience	<p>Percentage of older people in Cambridge that are claiming Housing Benefit</p> <p>Percentage of single older people in Cambridge that are claiming Housing Benefit</p> <p>Satisfaction of vulnerable older people with targeted services provided by the City Council, such as sheltered housing and support services</p>
6	Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes	<p>The relationship between the lower quartile house price and lower quartile earnings</p> <p>Lower quartile private sector rents as a percentage of lower quartile earnings</p> <p>The percentage of households in Cambridge</p>

	Objective	Measures
		experiencing fuel poverty
7	Working in partnership to tackle wider barriers to employment and engagement	Percentage of City Council tenants who currently access the internet (based on a sample survey)

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Cambridge City Council Equality Impact Assessment

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



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

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

Anti-Poverty Strategy

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

The City Council has developed a draft Anti-Poverty Strategy. The aim of the strategy is to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, but also to alleviate issues that can lead to households on low incomes to experience financial pressures.

The City Council carried out public consultation on the draft Anti-Poverty Strategy between 27 October 2014 and 30 January 2015. This consultation built on initial consultation carried out in July to September 2014 to inform the development of the draft Strategy. As part of these two phases of consultation, residents and stakeholders were engaged through:

- Publication of the draft strategy and a questionnaire survey on the City Council website, which received 59 responses. The survey was publicised via: the City Council's Twitter account, a media release and other corporate communications channels; direct messages to residents associations, members of Cambridge Community and Voluntary Services (CCVS), organisations funded by City Council grants, and other relevant partner organisations; and the Cambridge Network, which has a membership of more than 1500 businesses based in Cambridge.
- Focus groups with low income residents, delivered as part of regular service user meetings organised by the City Council and partner agencies. These included: Wintercomfort service users meeting, Sheltered Schemes Residents' Association, Tenants and Leaseholders Forum, Hanover Court Residents Association meetings, and Cherry Hinton Mingle Munch.
- A stakeholder workshop, which brought together key stakeholders to consider the key issues in Cambridge, and identify interventions which have been successful, both in Cambridge and in other towns and cities.
- 25 face-to-face meetings with representatives of local organisations that are working to address different aspects of poverty in the city. Officers also attended stakeholder groups to discuss the strategy with other local organisations, such as the Equalities Panel, Local Health Partnership, Guidance Employment and Training (GET) Group, and the Homelessness Service Information Group.

The strategy identifies 7 key objectives for City Council activity to address poverty, which are set out in the table below. It also shows some broad areas of activity that will be delivered, and some initial actions that City Council services plan to undertake from 2014/15 to 2016/17 to address the key issues. The objectives are:

1. Helping people on low incomes to maximise their income and minimise their costs
2. Increasing community pride, raising aspirations and making the move into work easier
3. Reducing the impact of poverty on children and helping low income families with the cost of raising a child
4. Reducing the link between poor health and poverty
5. Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience
6. Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes

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

7. Working in partnership to tackle wider barriers to employment and engagement

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

Residents

Visitors

Staff

A specific client group or groups (please state):

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

New

Revised

Existing

5. Responsible directorate and service

Directorate: Chief Executive's Department

Service: Corporate Strategy

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

No

Yes (please give details):

The Anti-Poverty Strategy will be a corporate strategy, so many of the City Council's services have contributed to the delivery of the Strategy, either through delivering particular actions or through refocussing existing services. However, the key services which are currently represented on the Project Board are City Homes, Community Development, Corporate Strategy, Refuse and Environment, Revenues and Benefits and Strategic Housing.

While the Council can have a direct impact on poverty through its own services and specific initiatives, much more can be achieved through working in partnership with other organisations. We will engage with a wide range of partners as part of the development of the Strategy to develop a shared understanding of the issues and identify opportunities for joint-working.

7. Potential impact

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

As part of the development of the Anti-Poverty Strategy, we have reviewed available evidence on the nature of poverty. This suggests that some age groups of people in Cambridge may be more likely to experience poverty. For example:

- In 2013, 17% of children in Cambridge were living in a household that was claiming housing benefit.
- Pensioners make up a third of all households claiming Housing Benefit in Cambridge. Nearly one pensioner household in five (18%) in the City is claiming Housing Benefit, while more than one in three (38%) of single pensioner households (74%) in the City are claiming Housing Benefit.
- Children and young people - 15.3% child poverty in Cambridge, 12.6% in Cambridge. Highest in Abbey (26.7%), King's Hedges (25.8%), East Chesterton (23.9%)

Two of the proposed objectives and associated actions for the Strategy would help address the impact of poverty on children and older people:

- Reducing the impact of poverty on children and helping low income families with the cost of raising a child
- Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience

There a number of actions that have been identified to achieve these objectives of the Strategy, which will have a positive impact on young people and older people. For example:

- The proposed apprenticeship programme is likely to increase the number of apprenticeships available in City Council services, which would have a positive impact on the skills and employability of those that benefit from the apprenticeships created, including young people.
- If actively promote volunteering and befriending schemes delivered by voluntary and community organisations such as AgeUK leads to an increase in the number of people volunteering, this could help reduce social isolation amongst older people.
- If the campaign to promote the living wage within Cambridge results in more businesses and other organisations within the city paying at least a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage. There may be a disproportionate representation of some of the protected characteristics amongst those who are currently paid less than the Living Wage in the city. For example, recent national research by the Resolution Foundation (Low Pay Britain, 2012) found that people aged 16-20 (76%), 21-30 (27%) and 60+ (23%) are most likely to receive less than the living wage. However, further research would be needed to demonstrate the impact on particular groups within Cambridge, as trends may differ from those observed nationally.

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

Evidence identified in the Anti-Poverty Strategy shows that having a disability or long-term health condition can limit an individual's ability to work, reduce their income, and increase their dependence on benefits. Being on a low income can also mean that people with disabilities are less likely to be able to afford arts and cultural activities and events, and more likely to experience social isolation and increased mental health issues as a result. For example:

- Disabled people are four times more likely to be out of work than non-disabled people
- Since 2010 the pay gap between disabled and non-disabled people has widened by a third, and disabled people in work are currently paid 10% less on average than people without disabilitiesⁱ
- Disabled people pay on average an extra £550 per month on costs related to their disabilityⁱⁱ
- Children in families with at least one disabled person are almost twice as likely to live in povertyⁱⁱⁱ

The following objective for the Strategy would help address the impact of poverty on people with disabilities: 'Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience'. Associated actions which will have a positive impact on people with disabilities include:

- funding outreach advice work for people with mental health issues associated with low income and debt;
- Continuing to fund the Cambridgeshire Home Improvement Agency (HIA), which provides people living in Cambridge who are elderly or vulnerable, who have disability needs, or who are on a low income, to repair, maintain or adapt their homes
- Continuing to ensure that at least 2% of new social housing is fully wheelchair accessible, with a further 8% to meet other specialist needs provided there is an identified need and appropriate support for the residents is available
- Continuing to provide move on accommodation for adults recovering from mental ill health, in conjunction with the Cambridgeshire County Council and Metropolitan Housing Group

(c) Gender

Available quantitative evidence and feedback from stakeholders suggests that women are more likely to experience low income and poverty than men. This is for a variety of reasons, including:

- Employment rates are lower for women (72.9%) in Cambridge than for men (90.4%)^{iv}.
- On average, women in Cambridge also earn less than men. The average weekly earnings for women working full-time in Cambridge is £560.5 per week, compared with £582.2 per week for men in the city^v.
- Women are more likely to be in part time, low paid, and less secure work than men. The percentage of female employees in the lowest 4 occupational categories (32.4%) is higher than the percentage of male employees (26.1%) in Cambridge^{vi}.

(c) Gender

- Women rely more on benefits and tax credits than men, in particular due to their caring responsibilities. Nationally on average, one-fifth of women's income is made up of welfare payments and tax credits compared to one-tenth for men^{vii}.
- The majority of lone parents are women, and it is more difficult for single parents to cover basic costs, and luxuries such as family holidays, as they tend to have lower incomes than couples.
- Women in controlling relationships may experience poverty if they do not have access to their own income or child benefit payments.
- Family breakdown can lead women to fall into poverty, particularly in situations where domestic violence forces them to flee their homes and begin new lives in different locations where they do not have access to financial resources or support from family or friends.

If the promotion of the living wage within the City results in more businesses and other organisations within the City paying a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage. Recent national research by the Resolution Foundation (Low Pay Britain, 2012) found that a higher proportion of women (25%) receive less than the living wage than men (15%). However, further research would be needed to demonstrate the impact on particular groups within Cambridge, as trends may differ from those observed nationally.

(d) Pregnancy and maternity

No differential impact on those who are pregnant or on maternity leave has been identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

(e) Transgender (including gender re-assignment)

No differential impact on transgender people has been identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

(f) Marriage and Civil Partnership

No differential impact on people due to their marriage or civil partnership status has been identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

However, the evidence base for the Strategy highlights the particular of poverty on single parents and their dependents:

- Four out of five lone parent households receive Housing Benefit
- 41% of lone parents with dependent children not in employment

(g) Race or Ethnicity

Recent research by the Joseph Rowntree Foundation suggests that poverty is higher among all ethnic minority groups than among white British people in the UK, but there is variation within and between ethnic groups. Ethnicity interacts with gender, class, education, disability and geography to affect poverty^{viii}.

Cambridge continues to be one of the most diverse places in the country outside of London, with an increasing proportion of its population made up of ethnic groups that are not white. In 2011, 17.5% (or 21,700 people)^{ix} identified themselves as belonging to other ethnic groups, compared to 10.0% in 2001^x. The largest of these groups in 2011 were Bangladeshi, Chinese and Indian, representing an aggregated proportion of the population of 7.9% (or 9,716 people).

While ethnic minority residents in Cambridge have a range of income levels, stakeholders consulted as part of the development of this strategy and consultation carried out as part of the review of the council's Community, Arts and Recreation Development Grants identified some ethnic groups which are more likely to be on low incomes or find it hard to access work due to language or skills barriers. For example, Bangladeshi women are more likely to experience a range of barriers, including lack of English language skills, limited access to IT equipment, and cultural barriers associated with engaging with men.

However, further work is needed as part of the development of the strategy to identify whether incidence or experience of poverty differs across ethnic group in the City. As part of this work, we intend to use a forthcoming product from the Office for National Statistics (ONS), which will map demographic data from the 2011 Census by Output Area.

No differential impact on particular ethnic groups has been identified through this assessment, either from the proposed objectives for the strategy or the activities currently proposed for funding through the Sharing Prosperity Fund. However, it may be that as the strategy develops, actions or projects are identified which have an impact on particular ethnic groups. Any such impacts will be highlighted in a revised EqIA to accompany the initial draft strategy.

(h) Religion or Belief

No differential impact on people due to their religion or belief has been identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

(i) Sexual Orientation

No differential impact on people due to their sexual orientation has been identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

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

The overall aim of the Anti-Poverty Strategy is to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing the impacts of poverty. The strategy will bring greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact.

The action plan sets out 60 initial actions which aim to have a positive impact on people on low incomes. Some of these actions involve new areas of activity, while others involve an active decision to continue funding existing activity which has a positive impact on residents with low incomes. Some of the new initiatives identified in the strategy which could have the following impacts on low income groups include:

- Securing accreditation from the Living Wage Foundation as a Living Wage employer will have a positive impact on staff, agency workers and contractors. Insofar as the Living Wage is calculated to provide for a basic cost of living and to enable employees to provide for themselves and their families, it will contribute in a tangible way to ameliorating the financial disadvantage and difficulties of those in the lowest paid jobs.
- If the Living Wage campaign succeeds in increasing the number of businesses and other organisations within the City paying at least the Living Wage to their staff, this will have a positive financial impact on those residents who are currently not paid the Living Wage.
- Providing additional support to credit unions in the city will help residents on low incomes to access banking services and affordable credit and avoid loan sharks.
- The Water and Energy Costs Anti-Poverty Scheme would provide officer capacity to assist residents to review their water usage and assess whether they would achieve savings through having a water meter installed. If additional support and promotion in lower income areas resulted in greater awareness and take-up of water meters, this could potentially have a positive impact on some residents living on low incomes if it led to a reduction in their water bills.
- The increased budget for promotion of energy efficiency and insulation schemes could have a positive impact on those living on low incomes if the proposed targeting of low income areas of the City results in greater take-up in these areas. Similarly extra Cambridge promotion of the Cambridgeshire Collective Energy Switching Scheme could have a positive impact on those on low incomes and those suffering from fuel poverty if it leads to greater awareness and take-up of the County-wide collective energy-switching scheme amongst Cambridge residents
- The apprenticeship programme aims to create more apprenticeships than are currently available in City Council services, which would have a positive impact on the skills and employability of those people that benefit from the apprenticeships created. If these people are from low income households, this could have a positive impact on poverty.

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

9. Conclusions and Next Steps

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

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

10. Sign off

Name and job title of assessment lead officer: David Kidston, Strategy and Partnerships Manager

Names and job titles of other assessment team members and people consulted:
Suzanne Goff, Strategy Officer

Date of completion: 3 October 2014

Date of next review of the assessment: March 2015, to coincide with the presentation of the initial draft Strategy to the Council's Strategy and Resources Committee.

ⁱ Scope, 2014, Disability Facts and Figures

ⁱⁱ Scope, 2014, Priced Out; Ending the Financial Penalty of Disability by 2020

ⁱⁱⁱ Department for Work and Pensions, 2014, Households Below Average Income

^{iv} ONS, 2014, Annual Population Survey 2013-14

^v ONS, 2014, Annual Population Survey 2013-14

^{vi} Nomis, 2015, Official labour market statistics, report DC6601EW – Residents in Cambridge Occupation by sex.

^{vii} Fawcett Society, 2015, Where's The Benefit? An Independent Inquiry into women and JSA

^{viii} Joseph Rowntree Foundation, 2014, Tackling Poverty Across All Ethnicities in the UK
<http://www.jrf.org.uk/publications/tackling-poverty-across-all-ethnicities-uk>

^{ix} Office for National Statistics (ONS), 2011, Census

^x Office for National Statistics (ONS), 2011, Census

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To: Executive Councillor for Finance and Resources:
Councillor George Owers

Report by: Jas Lally 'Head of Refuse and Environment'

Relevant scrutiny
committee: Strategy & 23/3/2015
Resources
Scrutiny
Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge
East Chesterton King's Hedges Market Newnham
Petersfield Queen Edith's Romsey Trumpington
West Chesterton

ACTION ON ENERGY PROGRESS UPDATE

Not a Key Decision

1. Executive summary

- 1.1 Since being awarded Green Deal Communities funding in March 2014, the Action on Energy partnership have undertaken extensive engagement activity across Cambridgeshire and as a result have secured strong interest from local residents in insulation grants, including a particularly high response rate in Cambridge City.
- 1.2 However some elements of the project have been particularly challenging such as securing interest in the private rented sector.
- 1.3 The partnership with a procured Green Deal Provider, Climate Energy, has provided additional resources that would not normally be available which has allowed successful targeted street by street engagement to take place. However there have also been issues such as poor customer management, length of customer journey, and installation capacity that has required active contract management by Council Officers to reduce the impact on residents and reduce reputational risk to the Council.
- 1.4 Green Deal Communities funding has provided a very attractive offer to residents to install energy efficiency improvements and has provided the opportunity to develop support to the market through show homes, planning guidance, improved local resources and the opportunity to train local small and medium enterprises (SME's) This

activity is now resulting in additional interest in the funding and jobs being completed.

- 1.5 Funding was originally scheduled to end in March 2015, however it has been agreed by Amber Rudd, Parliamentary Under Secretary of State for energy and climate change that the time period for delivering the project should be extended until 30th September 2015. On this basis we are expected to deliver 400 sign-ups by households in Cambridgeshire by 31st March 2015, and a total of 1800 sign-ups by 30th September 2015. However while funding can be allocated up to 30th September 2015, any monies allocated at that point can be spent on installations up until 31st March 2016.
- 1.6 We have been provided a variation of the Memorandum of Understanding to reflect these changes and the detail of this document is being agreed with the Department for Energy and Climate Change, with advice from Cambridge City Council Legal Department. Once finalised this is required to be signed by an appropriate senior council officer with authority to act on behalf of the Council.

2. Recommendations

The Executive Councillor is recommended:

To note the progress and issues presented in the report.

3. Background

- 3.1 In January 2013 the Executive Councillor for Planning and Climate Change approved:
 - 1) the establishment of a partnership of the Cambridgeshire Districts to deliver the Green Deal work proposal, subject to detailed approval of a Memorandum of Understanding between the Authorities involved at Public Service Board;
 - 2) to conduct of a procurement exercise and award of contract(s) to one or more Green Deal commercial providers to be let on a County wide basis and in collaboration with Cambridgeshire Local Authorities.
- 3.2 The six Cambridgeshire Local Authorities created a single Cambridgeshire brand called 'Action on Energy' (AoE) and, in the summer of 2013, procured a partnership with Climate Energy to deliver Green Deal, ECO and self-financed energy efficiency

measures across the county. The partnership launched in early November 2013, with a contract in place for three years, and an option to extend for every additional year up to 2019.

- 3.3 The Action on Energy Project Board provides strategic management at project and work stream level. It comprises officers from each of the six participating local authorities and meets at least monthly, or more often as needed. Overall strategic oversight and senior management is provided by the Sponsors Board, consisting of senior managers from each of the six local authorities. The Project Board reports to the Sponsors Board on project progress and highlights any issues that require senior management attention.
- 3.4 In July 2013 the Department for Energy & Climate Change (DECC) announced the opportunity to bid for Green Deal Communities Funding. The aim of the fund was to support local authorities, in partnership with local community organisations and businesses, to encourage take up of the Green Deal and other energy efficiency improvements. The funding had to be delivered through street-by-street engagement with a requirement that the main target areas be ambitious, and to include hard to reach and hard to treat sectors.
- 3.5 The AoE Project Board, led by Cambridge City Council, subsequently bid for funding, and in March 2014 was awarded a total of £7,857,400. Funds were transferred to the City Council in May 2014. The allocation of funding was broken down into the following:
 - a) £5.6 Million for supporting the insulation of hard to treat properties (predominantly, pre-1940's, solid wall properties)
 - b) £2 Million for energy efficiency improvements to the private rental sector
 - c) £81,400 for subsidised green deal assessments to first target streets
 - d) £10,000 to support show homes in first target streets
 - e) £99,000 for installer training to support local SME's
- 3.6 The funding was awarded based on the commitment to deliver insulation measures to 1000 solid wall properties and 800 properties supported through the private rental sector scheme. The funding was made available to residents from May 2014 with all installations required to be completed by March 2015
- 3.7 Within Cambridge City we identified a number of target areas that represented properties that have been particularly challenging to treat to date. These were

- a) Petersfield Ward to target the private rented sector.
- b) Newnham Croft Conservation Area
- c) Steel-framed properties in Trumpington
- d) Following input from the Minister at the time, Greg Barker, it was agreed that we should identify some 'easier wins', namely already rendered solid wall properties outside of conservation areas. In order to do this officers conducted street surveys to identify a list of streets or areas where there were a high proportion of potentially suitable solid wall properties.

3.8 Cambridge City Council is the lead Authority responsible for the coordination and administration of the project. This includes implementing a funding pre-allocation process to ensure that spend is controlled and funding is only committed to eligible properties. Further staff time is spent on project planning and monitoring; daily liaison with our delivery partner; promotion of scheme; weekly reporting to DECC; and delivery of packages of work such as procurement for the delivery of virtual show homes, energy surgeries etc.

3.9 In addition, Cambridge City Council officers oversee project delivery specifically in Cambridge City, and this includes: refining data on key target areas and streets; working with Climate Energy on the rollout plan in Cambridge; promotional activity; supporting community participants across the City; facilitating planning, liaising with residents; and updating councillors and senior managers.

3.10 The funding covers two officer days a week per authority for local project delivery, with additional funding for Cambridge City Council as the lead authority of 1.5 FTE to provide the administration and co-ordination of the funding. However in practice additional resource in kind has been provided by all partners.

4. Delivery Progress

- 4.1 The following table (Table 1) provide figures on the progress of the scheme so far.

Table 1 – Scheme progress to date*

Item	Cambridgeshire Total	Cambridge City Total
Letters Dropped	29,165	14,000**
GD Assessments Completed	1,004	487
Quotations Sent	801	405
Quotations Accepted	207	93
Installations in Progress	35	19
Installations Completed	26	10
Funding Pre-Allocated	£4,035,541.64	£2,155,545.92
Funding Committed to Installation	£1,339,092.69	£640,262.31

* Figures correct as of 12/02/15

** Figures for street by street activity per district are estimated.

- 4.2 There has been a strong level of interest from residents in improving the energy efficiency of their properties based on the figures provided in Table 1. The interest generated is likely to be as a combination of a good financial offer from the funding, trust in local authority involvement, targeted messages and engagement through a number of different means coupled with wider concerns regarding energy prices and environmental issues.
- 4.3 Delivery involved focused street by street roll out supported by area based marketing and community engagement. For each area targeted, we developed a presence in that area through active voluntary groups, meetings with and presentations to key individuals and local groups, and attending or holding local events. Local drop-in sessions for residents in some of the target streets have worked very well, particularly areas such as Queen Edith ward (20 residents+) and Newnham ward (15 residents). We also delivered a locally-focussed marketing campaign including press, websites, social media, direct mailouts, posters, and leaflets. Local shops and other businesses were encouraged to display information on the scheme. Once an area had been 'warmed up', Climate Energy sent a council approved letter to all eligible properties in the target streets with each property followed up with approaches directly to the door by a canvasser. Home owners could call and request not to be contacted further if desired.

- 4.4 We found that the street-by-street approach worked well in a limited number of areas, where there was a high concentration of the same types of properties and/or where installations were already going on. For example, 28 Green Deal Assessments have been undertaken on Coleridge Road in Cambridge, a street of rendered properties, many of which would benefit from improvement, and not in a conservation area. Eighteen Green Deal Assessments were undertaken in response to the initial canvassing, leading to nine installations. Once the installations were underway and the show home completed, the area was re-canvassed, and a further 7 Green Deal Assessments booked in late December 14 and January 2015.
- 4.5 Targeting properties that were already rendered and outside of conservation areas led to higher levels of uptake than in the more challenging areas originally listed in the bid, for example conservation areas and rental properties.
- 4.6 Use of the local authority logo appears to be an important factor in gaining the trust of residents. Climate Energy has suggested that there would be a much lower uptake in the absence of the logo and local authority support.
- 4.7 The offer of a subsidised Green Deal Assessments has worked well. The concept of the Green Deal Assessment would appear to be of interest given the high uptake, and the price (£29) did not seem to be prohibitive for many customers. If the assessment was not subsidised, the higher cost would probably have reduced the uptake significantly and led to far fewer measures being installed.
- 4.8 While we believe we have a good offer for the private rented sector, securing uptake has been challenging. The requirement for privately rented properties to be at least an 'E rating' in their Energy Performance Certificate from 2018 is not a strong motivator to improve properties as there is no sense of urgency as the date is too far in the future to be a concern.
- 4.9 Adverts in local papers directed at landlords and estate agents, and a letter sent to every estate agent in the area detailing the scheme and its benefits delivered few leads, suggesting that a more targeted and personal approach should be used in future.
- 4.10 A total of 38 landlords have attended Energy Surgeries, with more surgeries planned for spring 2015. Surgeries have been most successful when held in association with an existing, active landlord forum. Energy Surgeries provide landlords with the opportunity to

book pre-allocated appointments to discuss their property portfolio. Climate Energy representatives research properties in advance and produce tailored advice packs for each property, based on the current Energy Performance Certificate. Landlords appreciated the opportunity to discuss the potential to improve specific properties, rather than discussing the grant in general terms.

5. Partnership work with Climate Energy

- 5.1 We have experienced a number of issues with our procured Provider, Climate Energy, which has affected the quality of the delivery of the scheme. These issues are in a number of areas, including quality of customer management, length of the customer journey and installation capacity.
- 5.2 In the early stages of the process, we found there was a significant delay between having an assessment carried out, and receiving a quote. This was in large part due the need to arrange a second technical visit to the property. To shorten the process, Climate Energy trained its assessors on how to carry out the technical survey at the time of the assessment. This mean that an indicative quote could be produced at the time of the assessment. A detailed quote could be produced quickly thereafter, and a subsequent visit to the property was not required.
- 5.3 The quality of the quotation in terms of providing fully details of the proposals and customer support was not up to standard in the early months of the scheme. These have since improved, however we continue to experience complaints due to customer expectations not being effectively managed.
- 5.4 We found that despite assurances from Climate Energy that installation capacity was not an issue, they failed to meet our expectations. A decision by our Provider to change to fully outsourced installation teams to address the capacity issue further impacted on delivery.
- 5.5 The issues we have experienced have required active involvement from Local Authority Officers to manage the situation to reduce the impact on residents and reduce reputational risks to the Councils. We have entered into detailed contract management discussions with Climate Energy in order to address these issues with improvements implemented as a result. The Action on Energy Project Board is implementing the contract management discussions, regularly seeking advice from and reporting to the Sponsors Board.

- 5.6 These issues need to be put into context as our research has found similar issues with other companies in the market. The lack of policy stability has had major impacts on the insulation market which is running at significantly lower capacity than it used to. Installers appear to be unmotivated to enter into a market that is so vulnerable to change. Many installers that are operating, like Climate Energy, have had to significantly change their business model adapting to a shift away from ECO funding and towards the funding such as Green Deal Communities.
- 5.7 While we have experienced issues with the quality of delivery, the contracted partnership allows us to work with the Provider to work through solutions to the benefit of all parties; as a result we have already seen considerable improvements in the front end services provided and we are working closely with our partner to address the current capacity shortfall.
- 5.8 We have found that delivery of the project through a procured private sector partner has enabled us greater control of the roll-out process, access to relevant data to track uptake and pre-allocation of funding, and management tools to address any problems that arise.
- 5.9 We have found that the procured partnership offers many benefits, with considerable investment by Climate Energy in terms of funding promotional material, developing the website, staff committed to the rollout and engagement. Climate Energy's investment has helped to develop the strong interest in the scheme, and they have played a role in delivering other objectives as part of this project.

6. Additional activity

- 6.1 We have completed one show home to date, with other show homes in Cambridgeshire near completion. Early indications suggest that show homes will be very useful in promoting the scheme. The show home in Cambridge City has already been used for a wide variety of marketing purposes, for example it featured on the front cover of Cambridge Matters; the owners have participated in a Personal Stories event on energy efficiency run by a local community group; and photos of the house have been used in the letters distributed to households in the area. Furthermore there has been further interest on the street since the solid wall insulation installation in the show home
- 6.2 Cambridge Carbon Footprint arranged for 17 low-energy Cambridge Homes to be open to the public over 14th & 21st September 2014. These included 3 homes applying to Green Deal Communities, a

Housing Association tenant with a winter's experience of external wall insulation and a private landlord showing a house in multiple occupation (HMO) with extensive new internal solid wall insulation. These events were part funded by Green Deal Communities funding and supported by Council Officers. Householders showed 189 visitors (on a total of 406 visits) how they save energy. A further five practical follow-up events in October & November helped 139 attendees turn open-day inspiration into their own home energy improvements.

- 6.3 Consultation with the Cambridge City Council Planning Team has led to production of a guidance document on external wall insulation and better understanding of external wall insulation within the planning team. Planning applications for external wall insulation is now referred to dedicated officers
- 6.4 Part of the allocation of the funding included budget to spend on developing multimedia resources to assist with promotion of the scheme and to improve the quality of information around solid wall insulation. So far, the following resources have been completed and are available on the Action on Energy website:
- a) Revised solid wall insulation webpage
 - b) Downloadable fact sheets for home owners, private landlords and tenants
 - c) Schools 'Home Insulation' science project plan and exercises
 - d) Community engagement Powerpoint presentation
 - e) Community engagement Prezi presentation

Filming is also currently being undertaken to provide real life experiences of the process. These comprise

- a) A filmed case study
 - b) Six 'talking heads' customer testimonials.
- 6.5 The principle objective of the Green Deal Communities installer training programme is to increase local capacity to delivery solid wall insulation installations in Cambridgeshire. The aim is for local companies to benefit from the development and subsequent growth of the market for solid wall installation in Cambridgeshire.
- 6.6 Our commitment was to deliver two Green Deal Installer accreditation courses (PAS 2030) to local businesses operating in Cambridgeshire, 6 solid wall insulation courses and 2 off-gas heating system courses to support whole house improvements such a biomass boilers and heat pumps. Training courses are being delivered in partnership with SmartLIFE.

- 6.7 In addition a series of practical advice sessions are to be identified and delivered based on our experiences of delivering the Green Deal Communities funding. These sessions will provide a legacy to the funding and cover items such as solid wall insulation in conservation areas.
- 6.8 We have delivered a range of promotional activities with local firms, including an industry event, marketing materials and direct mail outs to businesses using business databases held by the Local Authorities and our provider partner. However when marketing solid wall insulation training to general builders and plasterers who may be interested in diversifying their building service offer, it was quickly apparent that they weren't experiencing demand from customers asking them for solid wall insulation installations. A further push to improve uptake of solid wall insulation training was made using a telemarketing service, which has yielded a full solid wall insulation course for January and a further list of attendees for February and March. Budget re-allocation was agreed to run a small advertising campaign in the local papers which will be run at the end of January.
- 6.9 Promotional activities yielded much greater interest in off-gas system training with a waiting list for training growing quickly. The training covered installation for solar thermal, biomass boilers and heat pumps. As part of a budget re-allocation we have agreement to hold further off-gas heating system courses.
- 6.10 So far the training has provided:
- a) One fully booked solid wall insulation course for 10 people held in January 2015, with a further 2 planned.
 - b) 12 businesses have acquired their PAS2030 accreditation to date, with places for a further 8.
 - c) One off gas system course (heat pumps) has been delivered to 10 people.

7. Possible Extension

- 7.1 In December 2014 we were offered the opportunity to apply for an extension to the funding until the end of September 2015 with a requirement that residents be signed up to installation works by that date. This offer was made based on our progress to date and the revised delivery we have provided. The Minister, Amber Rudd, "recognises that there can be challenges with achieving household energy efficiency retrofit at scale and that Local Authorities need time to build and deliver effective programmes." We have applied for the extension and await formal confirmation.

8. Implications

(a) Financial Implications

There are no unfunded financial commitments included in this report. DECC have approved further staff spending using Green Deal Communities Funding to cover the potential six month extension to the current staff allocation to allow the funding to be allocated up to September 2015, and for installations to continue up to the end of December 2015. There is also a need to deliver management and additional staff support in kind for the extension period as per current arrangements.

Capital funds to support installations are subject to a clause in our Memorandum of Understanding with DECC requiring the return of unspent funds at the end of the project. This end date will be extended to account for uncommitted funding at September 30th 2015. This represents a sales cut off for the Green Deal Communities scheme.

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

An extension to the funding will also include an extension of the administration budget to assist local authorities to deliver the scheme which will result in an extension to those staff directly funded as part of this funding. There is also a need to deliver management and additional staff support in kind for the extension period as per current arrangements.

(c) Equality and Poverty Implications

Green Deal Communities funding is open to all residents subject to their properties being eligible for funding. ECO funding provides a grant funding stream for vulnerable residents, the elderly and those in receipt of benefits. While ECO may not currently be available, it may become available after April 2015 and we will be in a strong position to direct ECO funding to local residents.

This report does not introduce or alter the Equality Impacts Assessment submitted as part of the original committee report in January 2013. For reference the original Equalities Impact Assessment is attached as appendix A

(d) **Environmental Implications**

This project has a +H climate change rating as it will assist residents to reduce energy consumption.

(e) **Procurement**

A procurement process has already been undertaken with a contract secured. No further procurement activity is required.

(f) **Consultation and communication**

No further consultation is required under this scheme. Extensive communications through marketing and promotion of the funding will continue to identify and target eligible properties throughout the duration of the funding.

(g) **Community Safety**

A risk assessment was carried out for this scheme as part of the original Committee Report in January 2013 with all risks qualitatively assessed and mitigated.

There is a potential risk to residents with individuals visiting properties. However, we believe this risk is low as we will ensure through the procurement process that the chosen provider will have experience of dealing with this process. Residents will have the option to opt out of the scheme at any time.

The chosen Green Deal Provider will make known the identity of their assessors, contractors and installers to Cambridge City Council. Residents will be able to contact the Customer Service Centre to confirm the identity of any person visiting their property as part of this scheme. All representatives will carry photographic ID.

9. Background papers

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

- a) 'Green Deal in Cambridge' Environment Scrutiny Committee Report
15th January 2013
- b) Cambridgeshire Green Deal Communities Bid
- c) Cambridgeshire Green Deal Communities Interim Evaluation Report

10. Appendices

- a) Appendix A – Equalities Impact Assessment as submitted to Environment Scrutiny Committee, 15th January 2013

11. Inspection of papers

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

Author's Name: Jo Dicks
Author's Phone Number: 01223 - 457892
Author's Email: jo.dicks@cambridge.gov.uk

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Cambridge City Council Equality Impact Assessment

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



The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from David Kidston, Strategy and Partnerships Manager on 01223 457043 or email david.kidston@cambridge.gov.uk or from any member of the Joint Equalities Group.

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

Green Deal

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

The objective is to establish a partnership of Cambridgeshire local authorities to then partner with a Green Deal provider to primarily increase the uptake of energy efficiency measures in Cambridgeshire while also meeting other economic and quality objectives.

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

Residents
 Visitors
 Staff

A specific client group or groups (please state):

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

New
 Revised
 Existing

5. Responsible directorate and service

Directorate: Environment

Service: Refuse & Environment

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

No

Yes (please give details):

The county group includes membership from the following Local Authorities: Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, and South Cambridgeshire District Council.

We also have an officer working group that includes membership from Legal, Audit, Procurement and Finance Departments.

7. Potential impact

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

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

(a) Age (any group of people of a particular age, including younger and older people)

This project will increase the confidence in having assessments and work carried out to increase the energy efficiency of properties. This will have a positive impact on all residents but in particular older people who feel more vulnerable when undertaking this type of work.

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

No significant impact - The scheme will be available to all residents. However it could provide additional support through existing networks and connections available as the scheme is local authority supported

(c) Gender

No significant impact

(d) Pregnancy and maternity

No significant impact

(e) Transgender (including gender re-assignment)

No significant impact

(f) Marriage and Civil Partnership

No significant impact

(g) Race or Ethnicity

No significant impact - The scheme will be available to all residents. However it could provide additional support through existing networks and connections available as the scheme is local authority supported

(h) Religion or Belief

No significant impact

(i) Sexual Orientation

No significant impact

(j) Other factor that may lead to inequality (please state):

None

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

None

9. Conclusions and Next Steps

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

All completed Equality Impact Assessments must be emailed to David Kidston, Strategy and Partnerships Manager, who will arrange for it to be published on the City Council's website. Email david.kidston@cambridge.gov.uk

10. Sign off

Name and job title of assessment lead officer: Jo Dicks, Environmental Quality & Growth Manager

Names and job titles of other assessment team members and people consulted:
Justin Smith, Home Energy Officer

Date of completion: 13/12/12

Date of next review of the assessment:

Action Plan

Equality Impact Assessment title:

Date of completion: 13/12/12

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

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

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

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

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

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

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

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

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

Other factors that may lead to inequality	
Details of possible disadvantage or negative impact	n/a
Action to be taken to address the disadvantage or negative impact	n/a
Officer responsible for progressing the action	n/a
Date action to be completed by	n/a

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To: Executive Councillor for Finance and Resources:
Councillor George Owers

Report by: Dave Prinsep, Head of Property Services

Relevant scrutiny committee: Strategy & Resources
Scrutiny Committee 23/3/2015

Wards affected: Abbey

SALE OF A SECTION OF BARNWELL DRIVE Not a Key Decision

1. Executive summary

- 1.1 Barnwell Drive is adopted public highway providing access to Barnwell Business Park (owned by the Council) and Marshalls airfield. The Council owns the subsoil beneath the adopted public highway.
- 1.2 Prior to Barnwell Drive being adopted, Marshalls had an historic legal right of way along Barnwell Drive and this remains.
- 1.3 Marshalls has asked to acquire the freehold of the eastern end section of Barnwell Drive, amounting to 687 sq.m (0.17ac). This is to enable it to have the section of road “stopped up” as public highway and to improve security to their existing entrance and new proposed industrial building to the north of Barnwell Business Park.
- 1.4 Terms have been negotiated, subject to approval, to sell the small section of Barnwell Drive. As well as a capital receipt, Marshalls will transfer some of its land to the rear of Barnwell Business Park to improve the boundary line of the Council’s land ownership.

2. Recommendations

The Executive Councillor is recommended:

2.1 To approve the sale of the freehold of a section of Barnwell Drive and to acquire land to the rear of Barnwell Business Park on the terms set out in paragraph 3.5 of this report.

3. Background

3.1 The City Council owns Barnwell Business Park as shown edged black on the plan in Appendix A and the freehold of Barnwell Drive. Barnwell Drive is adopted public highway so the Council has very limited control over the use of this land.

3.2 Irrespective of the adopted highway status, Marshalls has a legal right of way along Barnwell Drive, granted prior to adoption of the road. This provides an access to the western side of the airport. This legal right restricts how the Council could use this land in a similar way to the adopted status.

3.3 Marshalls obtained planning permission (under reference 13/1594/FUL) for a new B1 industrial building to the north of Barnwell Business Park with access from Barnwell Drive.

3.4 Marshalls approached the City Council to enquire if they could purchase the freehold of the eastern end section of Barnwell Drive, amounting to 687 sq.m (0.17ac), leading to the entrance to the airfield as shown hatched on the plan at Appendix A. The purpose is to enable Marshalls to apply to have the section of road “stopped up” as public highway and to reposition their security gate to serve access to the airfield and to their new proposed industrial building to the north of Barnwell Business Park.

3.5 Terms have been provisionally agreed, subject to contract and approval, for the sale as follows:

1. Land – Shown hatched on the attached plan, amounting to 687 sq.m (0.17ac).
2. Price - £93,500 (ninety three thousand five hundred pounds)
3. Purchaser – Marshall Group Properties.
4. Conditional contract – The sale is subject to the purchaser achieving a stopping up order for the section of roadway to be purchased.
5. Land transfer – Marshalls to transfer the land shown cross hatched to the City Council for nil consideration.
6. Fees – Marshalls is to pay £2,000 towards the Council’s legal and surveyors fees.

3.6 As a condition of the proposed sale, Marshalls will transfer the land

shown cross hatched on the plan in Appendix A to the City Council. The land extends to 171 sq. m. This will improve the boundary line of the City Council's ownership up to the new proposed roadway serving the new Marshall building.

3.7 The section of road proposed to be sold primarily serves as an access to this side of the airport. There is some on-street parking here at times but limited, the main on-street parking being closer to Barnwell Road and the Business Park.

3.8 Following this sale receipt, it is proposed that Property Services make a capital bid in 2015/16 to fund re-investment in Barnwell Business Park to improve areas such as car and cycle parking, landscaping, signage and the external appearance.

4. Implications

(a) Financial Implications

The Council will receive a capital receipt of £93,500 and legal and surveyors fees of £2,000.

As adopted highway, this land currently has limited value to the Council and even if not adopted, it would still be of limited market value due to the right of way in favour of Marshalls. It is of value to Marshalls to improve their security but limited value to them beyond that as they already have the necessary rights of access over the land. The price agreed is based on industrial land values for the area assuming unencumbered by a right of way.

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

None

(c) Equality and Poverty Implications

There are no direct equal opportunities implications as a result of this report and an EqIA has not been completed in respect of this proposal.

(d) Environmental Implications

There are no direct environmental implications associated with this report.

(e) Procurement

There are no procurement implications associated with this report.

(f) **Consultation and communication**

Consultation regarding the proposed stopping up of the section of Barnwell Drive will be undertaken by the County Council as part of the statutory process.

(g) **Community Safety**

There are no community safety aspects associated with this report.

5. Background papers

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

Marshalls planning application ref 13/1594/FUL available at

<https://idox.cambridge.gov.uk/online-applications/simpleSearchResults.do;jsessionid=1F456E507DA0D5418F49E5B0D903C876?action=firstPage>

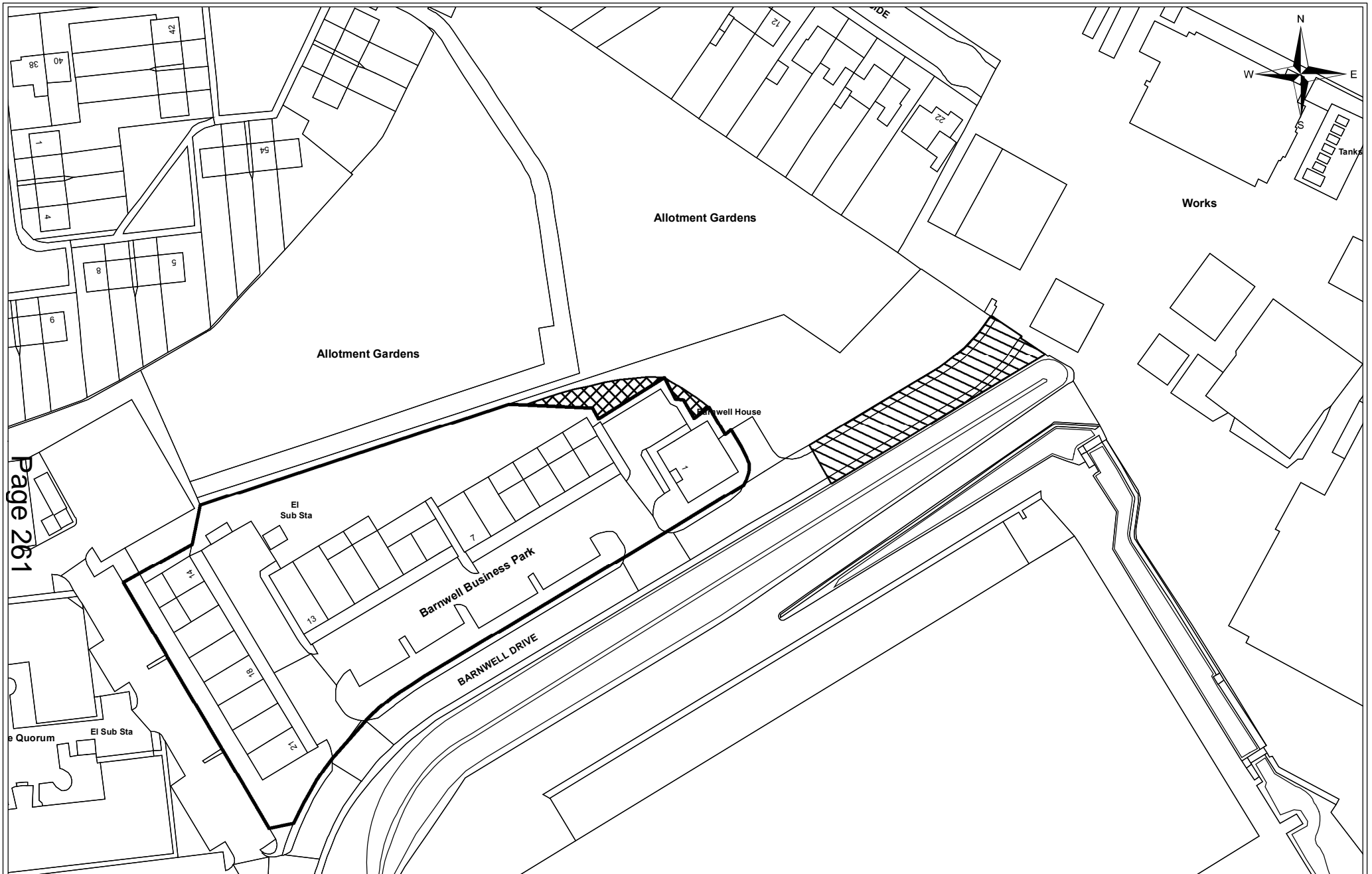
6. Appendices

Appendix A – 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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Information Systems Team

Barnwell Drive

Date:	24/02/15
Produced by:	Steve Udall
Section/Department:	Property & Building Services
Scale:	1:1,250 @ A4

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To: Executive Councillor for Finance and Resources:
Councillor George Owers and the Leader

Report by: Head of Legal Services

Relevant scrutiny committee: Strategy & Resources
23/03/2015
Scrutiny Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge
East Chesterton King's Hedges Market Newnham
Petersfield Queen Edith's Romsey Trumpington
West Chesterton

**REVIEW OF FINANCE, PROPERTY AND HUMAN RESOURCES
DELEGATIONS
Not a Key Decision**

1. Executive summary

This report looks at aspects of delegated powers to officers to make decisions about finance, human resources and property matters. It proposes some changes to finance delegations and to powers to buy and sell some property.

2. Recommendations

The Executive Councillor is recommended:

1. To decide whether Civic Affairs and Council should be asked to review virement limits (para 3.2).
2. To approve the proposed changes to the levels at which officers can write off bad debts (para 3.3).
3. To approve the proposed changes to the levels at which officers can waive or reduce charges (para 3.4).

The Leader is recommended:

1. To clarify that the Executive Councillor for Housing has responsibility for decisions on:

"the freehold or leasehold disposal and the terms for disposal, of Right to Buy dwellings sold under the Housing Act 1985, properties in shared equity schemes and other land or property held for housing purposes or for the provision of facilities and amenities for local residents or tenants".

3. Background

An intention to review officer delegations was raised by a report to Civic Affairs in June 2014, as part considering whether the Council's scheme of delegation can be improved to provide for more efficient and effective decision-making. This report looks at aspects of Finance, Human Resources and Property delegations.

The report proposes some changes to Finance delegations, primarily around writing off debts. It does not consider changes to finance delegations relating to capital spending. These are in need of review but are being considered as part of a wider piece of work looking at delivery of the capital programme.

Although human resources delegations are considered, no changes are proposed as part of this report.

The report mentions the need to clarify the responsibility of the Executive Councillor for Housing in respect of disposal of housing assets.

3. Finance delegations

3.1 *Spending money from revenue budgets*

Directors have the power to incur expenditure on any item for which provision is made in revenue budgets. This power has to be exercised within the context of portfolio plans, Council policies, legal constraints and other decisions made by members. In itself, this is a wide general power that allows officers to operate the services for which they are responsible. There are, however, some specific constraints that should be reviewed.

3.2 *Virement*

Virement is moving money within or between the budgets approved by the Council.

The current scheme works like this:

Virement	Decision-maker
Up to £25,000, within a service	Director

portfolio	
Up to £50,000 within a service portfolio	Executive Councillor
Up to £25,000 between service portfolios	Executive
Up to £50,000 between service portfolios	Full Council
Up to £50,000 between budgets managed by different directors	Executive
More than £50,000 in all cases	Full Council

These limits have not been reviewed since 2002 and they are very low. It would be sensible to increase them to allow flexible management of budgets and to avoid the delay associated with formal member decision-making. Changes to virement levels are a matter for Council, following report to Civic Affairs. If the Executive Councillor and Scrutiny Committee support the proposed changes, a report will be taken to Civic Affairs and Council in a future cycle. Revised limits and authorisation levels proposed are:

Virement	Decision-maker
Up to £100,000 within a service portfolio	Director
Over £100,000 and up to £200,000 within a service portfolio	Executive Councillor
Up to £100,000 between service portfolios	Director or by agreement between directors affected
Over £100,000 and up to £200,000 between service portfolios	Executive Councillor for Finance and Resources
More than £200,000 in all cases	Full Council

Any virements above, say £50,000, approved by directors could be reported in the monthly budget monitoring reports which go to Strategic Leadership Team and then to all Executive Councillors. In practice, these are likely to be rare.

3.3 Writing off bad debts

The current scheme has not been updated for many years and results in low level debts being regularly reported for scrutiny committee and executive councillor approval.

This is the current delegation for writing off bad debts:

HRA debt	Other debts	Decision-maker
Up to £500		Director of Customer and Community Services

£501 to £1,000	Up to £1,000	Head of Finance
£1,001 to £2,000		Head of Finance (in consultation with Executive Councillor for Housing)
	£1,001 to £2,000	Head of Finance (in consultation with Executive Councillor for Finance and Resources)
£2,001 and above		Scrutiny Committee (Housing) and Executive Councillor
	£2,001 and above	Scrutiny Committee (Strategy & Resources) and Executive Councillor

Members are recommended to revise the bad debt delegation as set out below. The proposal includes moving all decision-making on bad debts within the HRA from the Director of Customer and Community Services to the Head of Finance. This is in line with the HRA accountancy function being brought within the Head of Finance's team. The proposal also authorises the Head of Revenues and Benefits to write off debts within her service area up to a limit of £2,500.

Decisions on debts within the Housing Revenue Account are a matter for the Housing Scrutiny Committee and for the Executive Councillor for Housing. A separate report seeking agreement to this aspect of the proposals for writing off bad debts is being taken to the Housing Scrutiny Committee on 10 March.

This is the proposed delegation for writing off bad debts:

HRA debt	Business rates, Council tax and housing benefit.	Other debts	Decision-maker
	Up to £2,500		Head of Revenues and Benefits
Up to £25,000	Over £2,500 to £25,000	Up to £25,000	Head of Finance
Over £25,000			Scrutiny Committee (Housing) and Executive Councillor
	Over £25,000	Over £25,000	Scrutiny Committee and Executive Councillor for Finance and Resources)

To provide visibility of the level of write-offs, officers propose reporting on this as part of the annual outturn report.

Of course, writing off a debt is not necessarily a final act. If circumstances change (e.g. a debtor is traced) it may still be possible to pursue the debt.

3.4 *Waiving and reducing charges*

Directors have the power:

“To waive or reduce charges for goods or services provided by the Council up to £100. For sums above that limit the current arrangements for writing off bad debts should apply. The appropriate Executive Councillor and spokesperson/s of the relevant scrutiny committee should be consulted where a significant precedent or departure from existing policies would be involved.”

The limit of £100 is very low. Officers recommend increasing this level to £2,500. The reference to arrangements for writing off bad debts would mean that waiver or reduction of charges for goods and services of up to £25,000 could be approved by the Head of Finance, with waiver or reduction above £25,000 requiring a member decision.

4. Property Delegations

4.1 *General management of property*

There is a general delegation to directors to manage the operational land and property within their area of responsibility. This is subject to a requirement to consult the Head of Property on matters affecting property rights and third parties; e.g. granting licences or leases. The requirement to consult the Head of Property does not apply to HRA dwellings or residential shared ownership properties. No changes are proposed to this delegation, which is adequate. It is also supplemented by delegations to manage property related to specific services.

4.2 *Delegations to the Head of Property Services*

The Head of Property Services has delegated powers to manage the Council's office, industrial and commercial premises and can grant leases of up to 30 years.

4.3 *Sale of property*

Delegations in respect of the sale of property are limited. The Director of Customer and Community Services and the Head of Property Services have

the power to sell land of up to 100 square metres, but this does not include land with buildings. All other sales (other than under the right to buy or for shared ownership properties) have to be approved by the Executive Councillor for Finance and Resources.

In practice, this is not usually a great problem, and the urgency procedure is available when decisions cannot be left until the next meeting.

The review has highlighted one point on which the responsibility of executive councillors needs clarifying. The Executive Councillor for Finance and Resources is responsible for decisions on:

"the freehold or leasehold disposal of land or property and the terms for disposal, except for Right to Buy dwellings sold under the Housing Act 1985, properties in shared equity schemes and other land or property held for housing purposes or for the provision of facilities and amenities for local residents or tenants".

There is no corresponding reference to the responsibility of the Executive Councillor for Housing to make decisions in respect of land or property excluded from the Executive Councillor for Finance and Resources' area of responsibility. This has, on occasion, led to both Executive Councillors are being asked to make decisions on disposal of housing assets.

The Leader has power to determine which Executive Councillor has responsibility for the exercise the functions in case of doubt or in cases for which provision has not been made in the Constitution. The Leader is asked to clarify the terms of reference of the Executive Councillor for Housing to include responsibility for the decisions relating to housing property which are not included within the remit of the Executive Councillor for Finance and Resources.

4.4 Purchase of property

The Executive Councillor for Finance and Resources has given delegated authority to the Head of Property Services "to acquire commercial property up to £8,515,000 (inclusive of acquisition costs) in consultation with the Executive Councillor for Finance and Resources, the Chair and Opposition Spokesperson for Strategy & Resources Scrutiny Committee and the Head of Finance".

Delegations in respect of the purchase of property are even more limited. There is no delegation to officers to purchase property other than that mentioned above, and no additional delegations are proposed in this report.

A report is being submitted to the Executive Councillor for Housing and to the Housing Scrutiny Committee proposing some changes to the procedure for purchasing properties for the Housing Revenue Account.

5. Human Resources Delegations

The Council's scheme of delegation gives extensive delegated power to directors to manage staff. Directors have:

“full delegated powers to manage, in accordance with the Council's policies, procedures and financial targets, and subject to consultation with the Head of Human Resources where appropriate, the department and the staff for the services for which s/he is responsible....”

The only circumstance in which a Director is obliged to consult members is where changes to the management and staffing structures of their department would (a) result in job losses (b) involve changes to the first and second tier of management or (c) would have an effect on service delivery, for the operation of the Department, or implications for other departments. In these cases, the Director must consult the executive councillor, chair and spokesperson/s of the relevant scrutiny committee.

The Head of Human Resources also has wide delegated authority. These include providing human resources and services to the Council, the formulation approval and implementation of employment-related policies, corporate training and pay terms and conditions.

The Head of Human Resources submits an annual pay policy statement for Council approval. This is a statutory requirement.

No changes are proposed to the scope of delegations relating to human resources. However, officers are reviewing custom and practice in consulting members about staffing matters.

6. Implications

- (a) **Financial Implications** There are no direct financial implications from the proposals in this report. The report proposes extending the limits at which officers can write-off bad debts. However, there is no reason to believe that this will have financial implications, positive or negative. The proposal to report levels of written off debt as part of the outturn report will ensure visibility. The report also recommends increasing the limits within which officers have power to waive or reduce charges.

- (b) **Staffing Implications** There are no staffing implications.
- (c) **Equality and Poverty Implications**. There are no equality or poverty implications of this report, as it concerns the process of decision-making rather than the substance of decisions. For this reason, a formal equality impact assessment has not been prepared.
- (d) **Environmental Implications**. The proposals in this report have a nil climate change impact.
- (e) **Procurement** There are no procurement implications.
- (f) **Consultation and communication**. Proposals in this report that relate to the HRA are being considered by the Housing Scrutiny Committee and by the Executive Councillor for Housing.
- (g) **Community Safety**. The proposals in this report have no community safety implications.

7. Background papers

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

The Council's constitution.

Report to Civic Affairs Committee: 25th June 2014 - Efficient Decision-Making and Scheme of Delegation to Officers

http://democracy.cambridge.gov.uk/documents/s24756/Civic%20Affairs%20report%20on%20delegations_1.pdf

8. Appendix

None.

9. Inspection of papers

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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