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Cambridge City Council

COMMUNITY SERVICES SCRUTINY COMMITTEE

To: Councillors Kightley (Chair), Kerr (Vice-Chair), Al Bander, Blackhurst, Brown, Sanders, Shah, Todd-Jones, Walker, Best, Dutton, Haywood and Vine-Lott

Despatched: Wednesday, 9 March 2011

Date: Thursday, 17 March 2011

Time: 1.30 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: Glenn Burgess

Direct Dial: 01223 457169

AGENDA

1 APOLOGIES

To receive any 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 (*Pages 1 - 28*)

To approve the minutes of the meeting on 13 January 2011.

4 PUBLIC QUESTIONS (SEE INFORMATION BELOW)

Items for Decision - without debate

Items shown below will already have received approval in principle from the Executive Councillor. The Executive Councillor will be asked to approve the Records of Decision as set out.

There will be no debate on these items, but members of the Scrutiny Committee and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below.

Items for debate by the Committee and then decision by the Executive Councillor

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

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

Decisions of the Executive Councillor for Arts and Recreation
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Items for debate by the Committee and then decision by the Executive Councillor

5 PORTFOLIO PLAN 2011/12 - ARTS AND RECREATION (Pages 29 - 38)

In August 2010 Strategic Leadership Team and the Executive Councillors reviewed the Councils service planning process. It was agreed that service plans based on service areas would be replaced by seven annual Portfolio Plans, from 2011/12.

The Plans express the strategic objectives for the portfolio over the financial year 2011/12 and beyond. Beneath each of the objectives will be detailed the particular outcomes to be achieved in 2011/12. Finally the plans will include performance measures that will provide evidence to members and the public that the outcomes have been achieved.

This information will enable members and the services contributing to the delivery of the plan to be clear about the priorities for the portfolio and will assist in decisions about where resources should be focussed within the portfolio.

The Scrutiny Committee is invited to comment on the Executive Councillors Strategic Objectives and Performance Measures and the Executive Councillor is recommended to agree the Portfolio Plan.

- 6 REVENUE AND CAPITAL PROJECT APPRAISALS AND REQUESTS TO CARRY FORWARD FUNDING FROM 2010/11 TO 2011/12**
(Pages 39 - 70)

- 7 CAMBRIDGE CITY COUNCIL'S ARTS STRATEGY 2011-2014**
(Pages 71 - 108)

- 8 LEISURE GRANT PRIORITIES 2012-14** *(Pages 109 - 114)*

Decisions of the Executive Councillor for Housing
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Items for debate by the Committee and then decision by the Executive Councillor

- 9 PORTFOLIO PLAN 2011/12 - HOUSING** *(Pages 115 - 126)*

See information above

- 10 REVENUE AND CAPITAL PROJECT APPRAISALS AND REQUESTS TO CARRY FORWARD FUNDING FROM 2010/11 TO 2011/12**
(Pages 127 - 132)

- 11 DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT (DCLG) HOMELESSNESS GRANT ALLOCATION 2011-12 AND 2012-13**
(Pages 133 - 148)

- 12 SHARED HOME IMPROVEMENT AGENCY (HIA)** *(Pages 149 - 160)*

- 13 REVISED HOUSE IN MULTIPLE OCCUPATION (HMO) LICENSING PROCEDURE** *(Pages 161 - 192)*

Decisions of the Executive Councillor for Community Development and Health

Items for Decision - without debate

- 14 STATUTORY ENFORCEMENT WORK PLAN FOR HEALTH AND SAFETY LAW ENFORCEMENT 2011/12** *(Pages 193 - 220)*
- 15 STATUTORY ENFORCEMENT WORK PLAN FOR FOOD LAW ENFORCEMENT 2011/12** *(Pages 221 - 268)*

Items for debate by the Committee and then decision by the Executive Councillor

- 16 PORTFOLIO PLAN 2011/12 - COMMUNITY DEVELOPMENT AND HEALTH** *(Pages 269 - 280)*

See information above *(Pages 269 - 280)*

- 17 REVENUE AND CAPITAL PROJECT APPRAISALS AND REQUESTS TO CARRY FORWARD FUNDING FROM 2010/11 TO 2011/12**
(Pages 281 - 284)

- 18 REVIEW OF THE CHILDREN AND YOUNG PEOPLE'S PARTICIPATION SERVICE SCOPING REPORT** *(Pages 285 - 290)*

- 19 CAMBRIDGE COMMUNITY SAFETY PLAN 2011 - 2014**
(Pages 291 - 312)

Information for the public

Public attendance

You are welcome to attend this meeting as an observer, although it will be necessary to ask you to leave the room during the discussion of matters which are described as confidential.

Public Speaking

You can ask questions on an issue included on either agenda above, or on an issue which is within this committee's powers. Questions can only be asked during the slot on the agenda for this at the beginning of the meeting, not later on when an issue is under discussion by the committee.

If you wish to ask a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

Filming, recording and photography at council meetings is allowed subject to certain restrictions and prior agreement from the chair of the meeting.

Requests to film, record or photograph, whether from a media organisation or a member of the public, must be made to the democratic services manager at least three working days before the meeting.

Fire Alarm

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COMMUNITY SERVICES SCRUTINY COMMITTEE

13 January 2011
1.30 - 5.40 pm

Executive Councillors:

Cllr Cantrill, Executive Councillor for Arts and Recreation

Cllr Bick, Executive Councillor for Community Development and Health

Cllr Smart, Executive Councillor for Housing

Scrutiny Committee Members: Councillors Kightley (Chair), Blackhurst, Brown, Shah, Todd-Jones and Walker

Non-voting co-optees:

Diane Best and Anna Vine-Lott (Tenant/Leaseholder Representatives)

Officers Present:

Liz Bisset (Director of Customer and Community Services)

Debbie Kaye (Head of Active Communities)

Ken Hay (Head of Community Development)

Alan Carter (Head of Housing Strategy)

Ian Ross (Recreational Services Manager)

Alistair Wilson (Green Space Manager)

Ian Ross (Recreation Services Manager)

John Preston (Historic Environment Manager)

Elaine Midgley (Arts Development Manager)

Chris Humphris (Principal Accountant)

Jackie Hanson (Support Services and Centres Manager)

Glenn Burgess (Committee Manager)

FOR THE INFORMATION OF THE COUNCIL

11/1/CS Apologies

Apologies were received from Councillors Al Bander, Kerr and Sanders, and Tenant Representative Brian Haywood.

11/2/CS Minutes

The minutes of the 14 October 2010 and 9 December 2010 meetings were approved and signed as a correct record.

11/3/CS Declarations of Interest

Councillor	Item	Interest
Brown	11/15/CS	Personal: Wife works for the Citizens Advice Bureau.
Brown	11/10/CS	Personal: Member of the Cambridgeshire and Peterborough Mental Health Trust.
Brown	11/5/CS	Prejudicial: Member of Ravensworth Gardens Residents Association.
Blackhurst	11/12/CS	Personal: Wife a member of Trumpington Residents Association.
Shah	11/12/CS	Personal: Member of Indian Cultural Association.
Todd-Jones	11/9/CS	Personal: User of the changing facilities at Hobbs Pavilion.
Todd-Jones	11/12/CS	Personal: Trustee of Arbury Community Association.

11/4/CS Public Questions

Rosemary Jones addressed the committee and asked the following questions:

1) Is it a mistake to consider the tree a threat to the War Memorial (or the railings)?

- The roots which would have extended in the direction of the Memorial have been held in check by three vertical stone (not wood) slabs, which were dug in between the tree and the Memorial when the tree was planted, and as probably noted in the Church's records.
- The tree was planted in such a position that even 70 plus years later there is still a significant gap between its trunk and the Memorial (and the railings), and where that gap is most narrow, a ladder can replace the scaffolding intended to assist the renovation.
- The branches overhanging the Memorial can be pruned without irrevocably damaging the tree, or preventing it from continuing to absorb vehicle emitted CO₂, conserve local wildlife and provide much needed shade. That it may look lopsided as a result of being pruned is not a reason to fell it. Aesthetics should never be a reason for killing anything.

2) Why is relocating the War Memorial further back not considered a better option?

- If moved to a quieter and less polluted place (and away from the phone boxes), will the Memorial cover more unmarked graves than are being covered in its present position?
- Does the Anglican Church object, and despite the Archbishop of Canterbury saying 'There is a gospel imperative to exercise good stewardship of the natural environment'?
- As the War Memorial Trust will fund relocation in situations where a memorial is under threat, and the Royal British Legion are looking forward to another Cambridge WW1 memorial being relocated further away from the traffic, will the Trust definitely reject a request for funding including relocation, or should such a request now be made?

- Can the Territorial Army's offer to do the work be accepted, and how will this affect the costing of the project? Also, are architects absolutely necessary to its completion?
 - Could all the options be costed on three estimates, including the cost of felling the tree?
- 3) Has it been established that the tree is not protected by environmental law?
4. Are Council decisions exempt from Government directives on local democracy?
- The majority of residents participating in the tree questionnaire say that no healthy tree should be felled, and during a recent survey at the site, everyone answering the question 'Would you prefer this tree to be felled or trimmed to enable the Memorial to be renovated?' preferred the trimming option. Is this relevant to the decision making?
- 5) What sort of message does the Council want to convey by its decision?
- Flooding, drought, mudslides and wildfires are killing people, depriving millions of their livelihoods and causing food shortages, and politicians everywhere are encouraging a more respectful attitude to the natural environment, so surely neglecting to find a way for the War Memorial and the tree (and its ecosystem) to continue to coexist is out of step with Councils everywhere and would set a bad example to the students (including overseas students) and the young people whose future depends on our actions today?
 - If the Council decides to fell the tree, how will it explain that to the older people, who have grown up with it and to whom it is a well loved landmark? (I have met three who said that they are now saddened every time they walk past it).

The Green Space Manager thanked Mrs Jones and noted the comments. He confirmed that as the vertical edging stones were only 250mm deep they would not act as an effective root barrier. It was also noted that whilst the tree could be pruned, the roots would continue to cause damage to the war memorial.

The Historic Environment Manager confirmed that, as the tree was church property, it was not within the gift of the Council to move it. It was also noted that the Dias and Advisory Committee had met on the 1st October 2010 and supported the officer's recommendation.

Dick Baxter (Friends of Midsummer Common – FoMC) addressed the committee and asked the following question:

“Table 2 in the officer's report shows Midsummer Common as the top recipient of "large" and "major" events in the City - 4 of each but not all confirmed yet. FoMC has no real objection to this. The paper goes on to say that both of these events impact heavily on the local environment and might cause damage. Bonfire night in 2010 was a rainy event, which left major damage to the Common with rutted grassland and long-lasting mud on the footpaths. The return of Strawberry Fair in 2011 will need careful planning by all parties to avoid adverse impacts on the neighbouring residential areas.

Paragraph 3.9 in the paper calls on the EMF Group to consider 4 objectives when planning with events. I believe "legal considerations" should be added to the list. Local legislation does restrict the real extent and duration of events on Midsummer Common. And commoners have a legal right to graze cattle on many green spaces in the city. Many people enjoy seeing cattle graze on Midsummer Common and express dismay when they are taken away for events. Ways must be found to better use the pound to harbour cattle during most of the events.”

The Head of Arts and Recreation thanked Mr Baxter and noted the comments regarding legal considerations and grazing. She agreed that the damage caused to the common after the Bonfire night celebrations was unfortunate but emphasised that the wet weather, followed by freezing temperatures, had resulted in a delay in the ground reinstatement.

The Green Space Manager confirmed that the Council had recently purchased a trailer and therefore no longer had to rely on external hauliers to transport the cattle. It was hoped that this would reduce the amount of time that cattle were absent from the common. It was however noted that as a result of some events, the grass needed time to regenerate prior to returning the cattle to graze.

The Chair thanked the public speakers for their contributions.

11/5/CS Revenue and Capital Budgets 2010/11 (Revised), 2011/12 and 2012/13 (Forecast)

Matter for decision: The officer's report set out the overall base revenue and capital budget position for the Arts and Recreation Portfolio. The report compared the proposed revised budget to the budget as at September 2010 and detailed the budget proposals for 2011/12 and 2012/13.

Decision of Executive Councillor for Arts and Recreation:

- Review of Charges:

a) Approved the proposed charges for Arts and Recreation, as shown in Appendix B of the officer's report.

- Revenue Budgets:

b) Approved, with any amendments, the current year funding requests and savings, (shown in Appendix A of the officer's report) and the resulting revised revenue budgets for 2010/11 (shown in Table 1 of the officer's report) for submission to the Executive.

c) Agreed proposals for revenue savings and unavoidable bids, as set out in Appendix C of the officer's report, which had been incorporated into the budgets presented for this portfolio.

d) Agreed proposals for Priority Policy Fund (PPF) bids, as set out in Appendix E of the officer's report (including the additions as tabled at the meeting).

e) Approved the budget for 2011/12 as shown in Table 2 of the officer's report, for submission to the Executive.

f) Agreed the additional proposals for Capital Bids

- Capital:

f) Sought approval from the Executive to carry forward resources from 2010/11, as detailed in Appendix G of the officer's report, to fund rephased capital spending.

g) Approved capital bids, as identified in Appendix H of the officer's report (including the additions as tabled at the meeting) for submission to the Executive for inclusion in the Capital Plan or addition to the Hold List.

h) Approved the revised Capital Plan for 2010/11, as detailed in Appendix J of the officer's report, to be updated for any amendments detailed in (f) and (g) above.

i) Approved the following project appraisal as detailed in Appendix K of the officer's report:

1. Corn Exchange winches

Reason 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 Principal Accountant. An amendment to Appendix E (Priority Policy Fund Bids) and Appendix H (Capital Bids) of the officer's report was tabled.

In response concerns raised by Councillor Walker and Todd-Jones about the reduction in the Leisure Grants of £20,000, the Executive Councillor for Arts and Recreation confirmed the following:

- i. The Leisure Grants budget had not been cut.
- ii. Historically the budget would be subject to an automatic annual increase, but on this occasion it had been decided not to include this.
- iii. The Council would continue to fund and offer support to a diverse selection of organisations.
- iv. Any organisation historically receiving funding from the Council would continue to do so.

In response to further concerns about the Councils ability to spend the £3 million of S106 funding over the next two years, the Executive Councillor for Arts and Recreation and the Director of Environment confirmed the following:

- i. A new Project Delivery Team consisting of five posts had been created to help deliver the S106 projects.
- ii. A specific officer would be given responsibility for monitoring all S106 Projects from implementation to completion.
- iii. Executive Councillors and officers were working together closely to push the projects forward.
- iv. Due to the consultation requirements of some of the S106 projects the two-year delivery period may be challenging.

In response to a question regarding Ravensworth Gardens remedial and improvement work, the Green Spaces Manager confirmed that discussions were ongoing between the Council and the Residents Association. It was however recognised as an important open space for the area.

The Scrutiny Committee considered and endorsed the recommendations in the report by 4 votes to 0.

The Executive Councillor for Arts and Recreation approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/6/CS Cambridge City Council Events Framework

Matter for decision: Approval of an Events Management Framework, which provides guidance on the number and types of events that can be programmed on the city's open spaces.

Decision of Executive Councillor for Arts and Recreation:

- Approved the proposed approach relating to:
 - Classification & definitions of events;
 - Guidelines for the number of events in each park listed;
 - Standards to be incorporated in the application process to promote sustainable activity at events.

Reason for the Decision: To assist in managing the impact on popular open spaces and the people that live near them, as well as enabling a balanced approach to usage and programming.

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 Arts and Recreation.

In response to member's questions about how the Council monitored the effect of any events on the surrounding area, it was confirmed that issues such as anti-social behaviour, noise and loss of amenity space were all considered as part of the framework. It was also noted that early discussion with Residents Associations and Friends Groups was an important part of the process. The Head of Arts and Recreation agreed to provide a briefing note for Ward Councillors explaining this in more detail.

In response to member's questions regarding ground reinstatement, the Green Space Manger confirmed the following:

- i. The likely impact on the ground would be taken into account prior to permission for an event being granted.
- ii. A deposit would be taken from the event organiser to cover the potential cost of ground reinstatement.
- iii. All Ward Councils would be notified and given the opportunity to comment and suggest conditions when event applications were received.
- iv. Whilst weather did have a big impact, timescales for any ground reinstatement would be agreed with the event organiser.

In response to a concern raised by a member regarding law and order issues, the Green Space Manger confirmed the following:

- i. Licences were required for all of the Councils open spaces.
- ii. The Police had the ability to review these licences if they felt they were not meeting the licensing objectives.
- iii. All potential issues would be discussed by the Safety Advisory Group, which had representation from the Police, the Fire Service and the Ambulance Service.

The Scrutiny Committee considered and endorsed the recommendations in the report by 6 votes to 0 (unanimous).

The Executive Councillor for Arts and Recreation approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/7/CS Holy Trinity Churchyard - War Memorial

Matter for decision: Removal of trees in order to facilitate repair of the War Memorial shelter and to allow it to be seen.

Decision of Executive Councillor for Arts and Recreation:

- Supported the Planning Committee decision to fell:
 - the Western Red Cedar
 - two holly trees; and
 - instructed officers to replant suitable species in alternative locations.

Reason for the Decision: The project to refurbish the War Memorial shelter followed a Council resolution on 11 September 2008.

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

Scrutiny Considerations:

The Committee received a report from the Green Space Manager.

In response to member's questions about the Western Red Cedar, the Green Space Manager confirmed the following:

- i. The tree was approximately 60 years old and could live to be over 100 years old.
- ii. Pruning would not be a suitable option as the tree would continue to grow and cause further damage to the war memorial.
- iii. Pruning would also result in a very lop-sided canopy and was not considered good arboricultural practice.
- iv. A root barrier would severely affect the tree and eventually result in it failing.

The Executive Councillor for Arts and Recreation confirmed that the agreed Tree Protocol had been followed and the Planning Committee had given a recommendation to fell the trees.

Councillor Todd-Jones formally proposed that the Red Cedar be pruned instead of being felled. Councillor Walker seconded this proposal.

On a show of hands the proposal was lost by 4 votes to 2.

The Scrutiny Committee considered and endorsed the recommendations in the report by 4 votes to 0.

The Executive Councillor for Arts and Recreation approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/8/CS Cambridge City Council's Draft Arts Strategy 2011-2014

Matter for decision: Approval of the draft Arts Strategy for public consultation from January – March 2011.

Decision of Executive Councillor for Arts and Recreation:

- Approved the draft Arts Strategy, incorporating the revisions as highlighted in the erratum paper (as circulated at the meeting), for public consultation from January to March 2011, after which time a final draft will be produced for scrutiny and approval.

Reason for the Decision: The new Arts Strategy would provide a vision for the Council's role within city arts activity and indicate priorities for managing its engagement with the arts over the next three years.

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 Arts and Recreation. An erratum paper relating to pages 10 and 16 of the draft strategy was tabled. In response to member's questions the Head of Arts and Recreation confirmed the following:

- i. Over £220,000 of Leisure Grants had been allocated to art providers, with officers providing additional moral support.

- ii. The Arts Strategy sought to strengthen the Councils relationships with strategic partners and stakeholders.
- iii. The consultation would be launched on 14 January, with a public event taking place on 18 January.
- iv. Member's views regarding the need for the engagement and involvement of Residents Association would be fed into the consultation.

In response to member's questions regarding the Corn Exchange, the Executive Councillor for Arts and Recreation confirmed that the Corn Exchange remained a key art facility for the city of Cambridge. He also noted that the Council had committed to managing the Corn Exchange in the medium term and had put an action plan in place to aid this.

He confirmed that the aim of the Arts Strategy was to increase participation in the arts across the whole city.

The Scrutiny Committee considered and endorsed the recommendations in the report by 6 votes to 0 (unanimous).

The Executive Councillor for Arts and Recreation approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/9/CS Capital Scheme - Hobbs Pavilion

Matter for decision: Working in partnership with the Mai Thai Restaurant, the refurbishment and extension of Hobbs Pavilion (on Parkers Piece) to provide the City Council with three new changing rooms, a multi purpose room, new grounds keeper room and equipment storage areas, and for the restaurant an additional secure and hygienic food storage facility

Decision of Executive Councillor for Arts and Recreation:

- Financial
 - Recommended the capital scheme (which was not included in the Council's Capital Plan) for approval by Council, subject to resources being available to fund the capital cost associated with the Scheme.

The total capital cost of the project was estimated to be £240,000, funded from Formal Open Spaces S106 contributions.

- There were no additional revenue implications arising from the project.

- Procurement

- Approved the procurement of the contractor.
- If the quotation or tender sum exceeded the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Finance would be sought prior to proceeding.

Reason for the Decision: Current changing facilities were very dated, were not DDA compliant, and did not provide the experience expected by today's sports user. The Mai Thai Restaurant also required dedicated storage to help it fully comply with current legislation.

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

Scrutiny Considerations:

The Committee received a report from the Recreation Services Manager.

In response to member's questions the Recreation Services Manager confirmed the following:

- i. The scheme had already received planning permission.
- ii. A procurement exercise would need to be undertaken.
- iii. The Mai Thai Restaurant would be funding their element of the extension.

The Executive Councillor for Arts and Recreation reiterated the Councils commitment to sport in the city. He noted that this scheme and the funding proposed for Parkside Pools was an example of this commitment.

The Scrutiny Committee considered and endorsed the recommendations in the report by 6 votes to 0 (unanimous).

The Executive Councillor for Arts and Recreation approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/10/CS Leisure funding for voluntary and not for profit organisations 2011-12

Matter for decision: Approval of Leisure grants for 2011/12.

Decision of Executive Councillor for Arts and Recreation:

- Agreed the recommendations for Leisure grants to voluntary and not-for-profit organisations in 2011/12 as set out in Appendix 1 of the officers report, subject to confirmation of the Council's 2011/12 budget in February 2011 and, in some cases, to the provision of further information from applicants.

Reason 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 Support Services and Centres Manager.

A member questioned why the Squeaky Gate Project had only been offered 10% of their initial bid. In response the Support Services and Centres Manager confirmed the following:

- i. The Council had yet to receive any budgets, accounts or monitoring information relating to funds the group had been allocated earlier in the year.
- ii. The bid related to a new project based solely around education, which fell outside of the remit of this funding.
- iii. The group were looking into many other sources of funding.
- iv. The Council were keen to support the project, but not to be the sole funder.

Councillor Walker emphasised the need to fund a wide range of community groups and projects. This view was supported by the Executive Councillor for Arts and Recreation, and it was noted that he would like to see a greater diversity of smaller community groups bidding for and receiving grants.

The Support Services and Centres Manager confirmed that the Council had a very open application process and publicity and advertising was being undertaken to encourage new groups to apply for funding.

The Scrutiny Committee considered and endorsed the recommendations in the report by 6 votes to 0 (unanimous).

The Executive Councillor for Arts and Recreation approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/11/CS Revenue and Capital Budgets 2010/11 (Revised), 2011/12 and 2012/13 (Forecast)

Matter for decision: The officer's report set out the overall base revenue and capital budget position for the Community Development & Health Portfolio. The report compared the proposed revised budget to the budget as at September 2010 and detailed the budget proposals for 2011/12 and 2012/13.

Decision of Executive Councillor for Community Development and Health:

- Review of Charges:
 - a) Approved the proposed charges for Community Development & Health services and facilities, as shown in Appendix B of the officer's report.

- Revenue Budgets:
 - b) Approved, with any amendments, the current year funding requests and savings, (shown in Appendix A of the officer's report) and the resulting revised revenue budgets for 2010/11 (shown in Table 1 of the officer's report) for submission to the Executive.

c) Agreed proposals for revenue savings and unavoidable bids, as set out in Appendix C of the officer's report, which have been incorporated into the budgets presented for this portfolio.

d) Agreed the Priority Policy Fund (PPF) bid, as shown in Appendix E of the officer's report (including the additions as tabled at the meeting).

e) Approved the budget for 2011/12 as shown in Table 2 of the officer's report, for submission to the Executive.

- Capital:

f) Sought approval from the Executive to carry forward resources from 2010/11, as detailed in Appendix G of the officer's report, to fund rephased capital spending.

g) Approved capital bids, as identified in Appendix H of the officer's report (including the additions as tabled at the meeting) for submission to the Executive for inclusion in the Capital Plan or addition to the Hold List, as indicated.

h) Confirmed that there were no items covered by this portfolio to add to the Council's Hold List, for submission to the Executive.

i) Approved the revised Capital Plan for 2010/11, as detailed in Appendix J of the officer's report, to be updated for any amendments detailed in (f), (g) and (h) above.

j) Approved the following project appraisals as detailed in Appendix K of the officer's report:

1. Replacement of CCTV Communications Equipment

Reason 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 Principal Accountant. An amendment to Appendix E (Priority Policy Fund Bids) and Appendix H (Capital Bids) of the officer's report was tabled.

In response to concerns raised by Councillor Walker regarding the reduction in Safer City Grants, the Executive Councillor for Community Development and Health confirmed the following:

- i. The grant had been frozen over several years.
- ii. Due to the reduced demand for revenue grants it would be difficult to justify a higher allocation.
- iii. The funding of the Street Pastors had not been lost. This previously came from the Safer City Grant but was now covered by a separate bid.

Regarding the City Centre Youth Venue Project (SC283) the Head of Community Development confirmed the following:

- i. Development opportunities in the city centre were being looked into.
- ii. If the funds could not be spent within 12 months it was being suggested that discussions be held with the County Council and the voluntary sector about a more appropriate use for the money.

Regarding the New Town Development Capital Grants Programme (PR025) the Head of Community Development confirmed the following:

- i. Two projects had been planned for the Accordia development and discussions were ongoing between officers and residents.

Regarding the Play Boat (SC404) the Head of Community Development confirmed the following:

- ii. The project was nearing completion.
- iii. The boat should be sailing on the River Cam by the end of January.
- iv. Plans were in place to invite all Councillors to the launch.

The Scrutiny Committee considered and endorsed the recommendations in the report by 3 votes to 0 (unanimous).

The Executive Councillor for Community Development and Health approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/12/CS Funding for Community Development activities

Matter for decision: Approval of Community Development Grants for 2011/12, along with an update on the review of economic policy grants and the proposal to merge these objectives with the community development priorities. Also the development of a local Prevent strategy and the allocation of government funding for this programme.

Decision of Executive Councillor for Community Development and Health:

- Agreed the integration of the Economic Policy grants budget and objectives within the Community Development grants programme as detailed in Appendix 1 of the officers report.
- Agreed the recommendations for Community Development grants to voluntary and not-for-profit organisations in 2011/12 as set out in Appendix 2 of the officers report, subject to confirmation of the Council's 2011/12 budget in February 2011 and, in some cases, to the provision of further information from applicants.
- Approved the allocation of £130,000 of government funding focusing on the needs of young people at risk of radicalisation, promoting community cohesion and supporting families and communities to become more resilient to the pressures and influences leading to radicalisation.

Reason 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 Support Services and Centres Manager.

Councillor Walker expressed concern that the funding had been reduced. The Executive Councillor for Community Development and Health stated that unfortunately this was as a result of the current financial climate across the Council.

In response to member's questions regarding the Prevent Strategy, the Head of Community Development confirmed the following:

- i. The reduction in the funding from £190,000 to £130,000 was as a result of the coalition government's emergency budget.
- ii. The funding would need to be allocated this year but did not have to be spent.
- iii. The government had announced a review of the Prevent Strategy and acknowledged that the wider issue of radicalisation needed to be addressed.
- iv. A panel would be set up to promote the availability of the funding and any decisions would be fed back to the Executive Councillor for Community Development and Health and the Opposition Spokes.
- v. Council officers had held initial discussions with representatives of the Muslim community.

In response to a members question regarding bids for older peoples activities, the Support Services and Centres Manager confirmed the following:

- i. The number of bids received for older peoples activities was consistent with previous years.
- ii. Officers were attempting to raise the profile of the funding to older peoples groups and organisations.
- iii. Community initiatives and Area Committees tended to receive more applications for funding from older peoples groups and organisations.

Regarding the Cambridge and District Community Mediation Services, the Support Services and Centres Manager confirmed the following:

- i. Officers were working closely with the service and considerable funding had been allocated for current projects.
- ii. Whilst only a small amount had been allocated for the new training programme, the service did have numerous other funding sources available to them.

Regarding the Cambridge Ethnic Community Forum, the Support Services and Centres Manager confirmed the following:

- i. £25,000 had been allocated from Infrastructure.
- ii. £5,000 had been allocated from BME.
- iii. £3,000 had been allocated from Community Cohesion.

The Scrutiny Committee considered and endorsed the recommendations in the report by 6 votes to 0 (unanimous).

The Executive Councillor for Community Development and Health approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/13/CS Bereavement Services (Cemeteries and Crematorium) Business Plan 2011-2016

Matter for decision: Update and refresh of the 2006-07 Plan for Cambridge's Bereavement Services.

Decision of Executive Councillor for Community Development and Health:

- Mercury Abatement

Agreed:

- To robustly manage the timely implementation of the Mercury Abatement investment programme, in order to minimise financial and operational risks (Section 6.2 of the Business Plan).
- To investigate the potential benefits of joining the CAMEO Mercury credit scheme once details were published (Section 6.2.2 of the Business Plan).
- To develop cost and process a programme of building works, repairs and maintenance through the Capital Plan (Section 6.2.3 of the Business Plan).

- Commemorations

Agreed:

- To work closely through a supply partnership with an experienced specialist supplier to develop extend and market commemorations (memorial choices) and to review progress after 12 months of operation (Section 6.3 of the Business Plan).

- Management Issues

Agreed:

- To prepare a detailed specification, and undertake soft market testing to ensure that the current management arrangements are achieving value for money and meeting service standards (Section 6.4.1 of the Business Plan).
- To identify the best model for the future management of grounds maintenance (Section 6.4.1 of the Business Plan).
- To carry out a comprehensive review of working practices for the management of cremation activities in order to identify the most energy efficient and cost-effective ways to manage cremations operations (Section 6.4.2 of the Business Plan).
- To review the structure of the whole service in year 2, in conjunction with the other recommendations for reviewing and reorganising the operations of cremations and grounds maintenance, with a view to meeting any shortfalls in the skills and experience required in the areas of procurement, marketing, business finance, IT and administration (Section 6.4.2/3 of the Business Plan).

- New Processes

Agreed:

- To develop the option of a green burial in the portfolio of customer services available and to develop suitable expertise within existing resources to accommodate demand for such burials (Section 6.5.1 of the Business Plan).
- To maintain a watching brief over cryomation, promession and similar technologies and report back to members accordingly (Section 6.5.2 and 6.5.3 of the Business Plan).

- Additional Services

Agreed:

- To explore the business case further for providing a flower shop in Year 2 of this business plan (Section 6.6.1 of the Business Plan).
- To explore the business case further for providing catering services at the Crematorium in Year 3 of this business plan (Section 6.6.2 of the Business Plan).
- To promote a 24-Hour Booking Service as a priority in Year 1 (Section 6.6.3 of the Business Plan).

- To examine the business case for developing the Deceased On-Line scheme in Year 2 (Section 6.6.4 of the Business Plan).
- To investigate whether an option now exists to purchase additional land to increase the capacity of the service (Section 6.6.5 of the Business Plan).
- To examine the business case for offering a more comprehensive service to the public, subject to additional land becoming available (Section 6.6.6 of the Business Plan).

- Environmental Scheme Adoptions

Agreed:

- To join the Plastic Recycling Scheme (Section 6.7.1 of the Business Plan).
- To join the Carbon Footprint Scheme (Section 6.7.2 of the Business Plan).

- Monitoring Performance

Agreed:

- To move internally towards a business unit base for accounting for the service to enable improved benchmarking on a business basis against a mixed economy of others (Section 7.1 of the Business Plan).

Reason for the Decision: Update and refresh based on an assessment of the service and what challenges and opportunities exist for it in the future. The new plan sets out a development programme for the future, which aims to continue improving the service to customers and also meets sensible financial criteria.

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

Scrutiny Considerations:

The Executive Councillor for Community Development and Health introduced the item and gave some background to the proposals and the recommendations.

The Committee received a report from the Head of Specialist Services.

In response to member's questions the Head of Specialist Services confirmed the following:

- i. A dedicated team would be set up to manage the Memorial Service.
- ii. All staff would receive training from a prescribed supplier regarding sensitivity issues.
- iii. A review of staff would be undertaken to ensure the right skill mix for any new operational arrangements.
- iv. The Mercury Abatement project would take up to 4 months to complete but a full service would be maintained during the construction period.

In response to member's questions the Executive Councillor for Community Development and Health confirmed the following:

- i. The new Memorial Service would be managed in a modest and sensitive way.
- ii. No decision had been made on pet cremations, and any further discussion would be brought back to this committee.
- iii. Once the future of the A14 had been confirmed the issue of noise mitigation by vegetation or shielding could be looked at in more detail.

The Scrutiny Committee considered and endorsed the recommendations in the report by 6 votes to 0 (unanimous).

The Executive Councillor for Community Development and Health approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/14/CS Revenue and Capital Budgets 2010/11 (Revised), 2011/12 and 2012/13 (Forecast)

Matter for decision: The officer's report set out the overall base revenue budget position for the Housing portfolio. The report compared the proposed revised budget to the current budget at September 2010 and detailed the proposed budget for 2011/12 and forecast for 2012/13.

Decision of Executive Councillor for Housing:

- Review of Charges:

a) Approved the proposed charges for Housing services and facilities, as shown in Appendix B of the officer's report.

- Revenue Budgets:

b) Approved, with any amendments, the current year funding requests and savings, (shown in Appendix A of the officer's report) and the resulting revised revenue budgets for 2010/11 (shown in Table 1 of the officer's report) for submission to the Executive.

c) Agreed proposals for revenue savings and unavoidable bids, as set out in Appendix C of the officer's report and summarised in Table 1 of the officer's report, which have been incorporated into the budgets presented for this portfolio.

d) Approved the budget for 2011/12 as shown in Table 2 of the officer's report, for submission to the Executive.

- Capital:

e) Sought approval from the Executive to carry forward resources from 2010/11, as detailed in Appendix G of the officer's report, to fund rephased capital spending.

f) Approved capital bids, as identified in Appendix H of the officer's report (including the additions as tabled at the meeting) for submission to the Executive for inclusion in the Housing Capital Programme and Capital Plan.

g) Approved the revised Capital Plan for 2010/11, as detailed in Appendix J of the officer's report, to be updated for any amendments detailed in (f) above.

h) Approved the revised Housing Capital Investment Programme for 2010/11 to 2015/16, as detailed in Appendix K of the officer's report (as amended at the meeting) and the associated notes, to include approval of in year savings in capital budgets, re-allocation of budgets for decent homes works, rephasing of existing projects and schemes and approval of capital bids (as detailed in Appendix H of the officer's report - including the additions as tabled at the meeting), submitted as part of the 2011/12 budget process.

j) Approved the use of £331,000 of Developer's Contributions, identified for investment in affordable housing, towards the cost of the redevelopment of Seymour Court, with the balance of funding to be met through Homes and Communities Agency grant (if available), housing capital balances and an element of prudential borrowing if required (although it is not anticipated that this will be required).

k) Approved a Housing Capital Allowance for 2011/12 of £13,930,000.

Reason 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 Principal Accountant. An amendment to Appendix E (Priority Policy Fund Bids), Appendix H (Capital Bids) and Appendix K (Housing Capital Investment Plan – HRA & GF) of the officer's report was tabled.

In response to a members question regarding the Community Safety Nurse (PPF2484), the Head of Housing Strategy confirmed that a Local Public Sector Agreement had previously funded this for a two-year period. As the funding ended in March 2011 the Council had now agreed to fund 50%, with the remaining 50% coming from the GP Commissions clusters.

Regarding the underachievement in Home Aid agency income, (RB2660) the Head of Housing Strategy confirmed the following:

- i. The income was less than anticipated and was demand led.
- ii. In order to qualify for Home Aid a recommendation from an Occupational Therapist was required.
- iii. The underspend was as a result of the recommendations not coming through quick enough.
- iv. Improved marketing and looking at the possibility of a shared services may be beneficial.

Regarding the reduction in budgets for the Homelessness Costs, (RB2668) the Head of Housing Strategy confirmed the following:

- i. The City Council were exploring the option of a shared service with South Cambs District Council and Huntingdonshire District Council.
- ii. Officers were hoping to bring a further update to this committee in March 2011.

Regarding funding for travellers, the Head of Housing Strategy and the Executive Councillor for Housing confirmed the following:

- i. As the government was now less prescriptive regarding this funding, the Council were reviewing demand.
- ii. Work would continue to identify additional sites.
- iii. A cross member Gypsy and Travellers Working Group had been set up to look at these issues in more detail.

Regarding the restructure of the Safer Communities service area, the Head of Housing Strategy confirmed the following:

- i. When the Safer Communities Manager retired it provided an opportunity to review the structure of the service.
- ii. The Strategic Management post and the Project Officer post were combined.
- iii. A Project officer post was dropped from full time to 0.75FTE with the possibility of some joint working with South Cambs District Council extending the post at a later date.

The Scrutiny Committee considered and endorsed the recommendations in the report by 3 votes to 0 (unanimous).

The Executive Councillor for Housing approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/15/CS Housing General Fund Grants to Voluntary Organisations for 2011/12

Matter for decision: Review of the grants awarded by the Community Services Scrutiny Committee from the Housing General Fund for 2010/11 in the context of the corporate policy and recommendations to continue to grant fund the organisations during 2011/12.

Decision of Executive Councillor for Housing:

- Agreed, subject to the budget setting process and formal adoption by Council of the 2011/12 budget, the funding to the voluntary sector organisations as detailed in the officers report.

Reason 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 Housing Strategy.

Regarding the Cambridge Women and Homeless Group (CWHG), the Head of Housing Strategy and the Executive Councillor for Housing confirmed the following:

- i. The £5000 grant previously given mostly covered the administration costs of the organisation. As CWHG now operated under the umbrella of the CHS Group this was no longer necessary.
- ii. The building used by CWHG was owned by the CHS Group and they had been operating as a satellite organisation for a number of years.

The Scrutiny Committee considered and endorsed the recommendations in the report by 5 votes to 0 (unanimous).

The Executive Councillor for Housing approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted): None

11/16/CS Record of Urgent Decisions taken by Executive Councillors

The Committee noted the following urgent decisions made by the Executive Councillor for Arts and Recreation:

- Project Appraisal: Additional Play Pieces (Lammas Land)
- New Play Area (VIE Site)
- VIE Site – Public Open Space

The meeting ended at 5.40 pm

CHAIR

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Cambridge City Council

DRAFT 21.02.11

Arts & Recreation

Portfolio Holder: Councillor Rod Cantrill

Page 29

Lead drafting officer: **Debbie Kaye, Head of Arts & Recreation**
Email address: **Debbie.kaye@cambridge.gov.uk**
Phone number: **01223 458633**

Introduction

The Arts & Recreation portfolio includes the management of parks, streets and open spaces, and a broad range of cultural and sporting provision.

The portfolio has four strategic objectives:

- 1) Ensuring all city residents have the opportunity to access arts & recreation services
- 2) Enhancing the City's reputation and identity through arts & recreation provision
- 3) Protecting & enhancing the environment and tackling the causes and consequences of climate change
- 4) Engage and involve local communities in shaping arts & recreation activities

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The Council will deliver these objectives by working in a number of ways:

- Direct provision
- Partnership working
- Advocacy & development

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

- Arts and Recreation
- Streets and Open Spaces
- Community Development (Leisure Grants)

The portfolio includes services spread primarily across two newly created sections, Streets & Open Spaces, and Arts & Recreation. Both are currently engaged in restructuring exercises in order to better focus on Council priorities and to examine ways of delivering services more efficiently. The Council currently directly manages the majority of services although management of swimming and leisure provision is outsourced. A number of strategic approaches are being finalised within the two sections and these will provide clarity about future direction, investment, performance and opportunities for partnership working and engagement.

Achieving efficiencies and savings

We anticipate that in 2011-2012 the council will need to achieve about £2 million of the overall £6 million savings that we need to make over the next four years. We have put in place a programme of service reviews that goes across all portfolios, where we are looking very closely at what we do, how we do it, what the service costs and whether we could do things differently in the future. The programme of reviews is a rolling programme and early in 2011 all portfolios will be looking to identify further areas for review during 2011-2012 that will deliver savings from 2012-2013 onwards.

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

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

Vision Statements applicable to this portfolio

1. A City which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community
2. A City which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings
3. A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution
4. A City whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.

Strategic Objectives 2011-2012

Vision Statement 1:	<i>A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community</i>
Strategic Objective AR1:	Ensure all city residents have the opportunity to access arts & recreation services
By March 2012 we will have:	<p>AR1.1 Reviewed our leisure grants policy and priorities to ensure that leisure grants are better aligned to Council objectives and priorities</p> <p>AR1.2 Implemented a staffing restructure of the Cambridge Corn Exchange & delivered efficiencies of £300,000 for improvements to programming, marketing, physical environment and customer service</p> <p>AR1.3 Agreed a new approach to the future management of the Council's leisure facilities to ensure best value</p> <p>AR 1.4 Progress implementation of approved plan to maximise opportunities from London 2012 Olympic & Paralympic Games</p> <p>AR1.5 Delivered (or worked with developers to deliver) 3 public art projects to ensure a good supply of amenities for new communities planned with the involvement of the community</p> <p>AR 1.6 Implemented a new approach to outdoor events management, taking a more creative approach to identify and commission events in parks to provide a more diverse, relevant and cost-effective offer to residents.</p> <p>AR 1.7 Increased participation in arts & recreation activities by people on low incomes & those from black, Asian & minority groups</p> <p>AR 1.8 Created an evidence base to assist with the management of the future anticipated impact of city growth on service delivery and existing cultural amenities</p> <p>AR 1.9 Development of an Arts Strategy action plan in partnership with stakeholders</p>
Lead Officer:	Debbie Kaye, Head of Arts & Recreation (1.1, 1.2, 1.3, 1.4, 1.6, 1.7 and 1.8) Toni Ainley, Head of Streets & Open Spaces (1.5 & 1.7)

<p>Performance Measures:</p>	<p>AR 1.1 Grant monitoring evidencing alignment to Council priorities & delivery on objectives</p> <p>AR 1.2 Corn Exchange attendance levels (target: 190,000 per annum)</p> <p>AR 1.2 Corn Exchange comment cards record customer satisfaction levels</p> <p>AR 1.2 Asset Improvement Plan actions & targets for the Corn Exchange & Guildhall Halls</p> <p>AR 1.3 New management arrangements agreed for progression</p> <p>AR 1.4 No. of local groups/organisations involved in London 2012 Action Plan events</p> <p>AR 1.4 % of approved London 2012 Action Plan priorities underway</p> <p>AR 1.5 % of public art projects completed on time & on budget</p> <p>AR 1.5 Consider new question in Citizens Survey: % levels of satisfaction with open space, sport, public art and recreation delivered within new housing developments</p> <p>AR 1.6 Even spread of events programmed on open spaces across new Event Management Framework model</p> <p>AR 1.7 % of people on means-tested benefits attending Council managed cultural venues & events (e.g. as monitored via the Leisure Card A scheme or its replacement)</p> <p>AR 1.7 % satisfaction with parks & open spaces and outdoor & indoor sport by BAME citizens from Booster Survey/Citizen survey</p> <p>AR 1.7 % leisure grant applications from BAME led groups</p> <p>AR 1.8 Asset management plans across portfolio include requirements to address future growth</p> <p>AR 1.8 Targets set & monitored for Council funded cultural venues incorporating requirements to address future growth</p> <p>AR 1.9 Plan produced, number/% projects progressed each year as identified</p>
<p>Delivery Risks:</p>	<ul style="list-style-type: none"> ▪ Uncertainty relating to the funding of related areas (e.g. school sport, arts community) ▪ Failure to secure adequate s106 provision

Vision Statement 2:	<i>A City which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings</i>
Strategic Objective AR2:	Enhance the city of Cambridge's reputation and identity through arts & recreation provision
By March 2012 we will have:	<p>AR2.1 Enhanced communities' sense of place by adopting a coordinated approach to the management and improvement of the public realm including trees, parks and open spaces</p> <p>AR2.2 Made tangible improvements to open space, sports, recreation and public art provision by delivering 10 developer contributed projects</p> <p>AR2.3 Worked with developers and other stakeholders to consider proposals for a community stadium</p>
Lead Officer:	Toni Ainley, Head of Streets & Open Spaces (2.1 & 2.2) Debbie Kaye, Head of Arts & Recreation (2.3)
Performance Measures	<p>AR 2.1 Published strategy for managing & investing in trees</p> <p>AR 2.1 % increase in supply of allotments</p> <p>AR 2.1 % reduction in waiting list times for allotments</p> <p>AR 2.1 % levels of satisfaction in Citizen Survey with open space</p> <p>AR 2.1 % reduction in unauthorised BBQs in parks & open spaces</p> <p>AR 2.2 % of developer contributed projects delivered on target across all categories</p> <p>AR 2.3 Decision taken on level of commitment to further engagement on any feasibility studies post Mar 2012</p>
Delivery Risks:	<ul style="list-style-type: none"> ▪ Possible repayment of developer contributions

Vision Statement 3:	<i>A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution</i>
Strategic Objective AR3:	Protect & enhance the environment; and tackle the causes and consequences of climate change throughout arts & recreation activity
By March 2012 we will have:	AR 3.1 Establish an overall plan and agree priorities to enhance local environmental quality, biodiversity and sustainability as part of our three year programme to implement energy efficiency measures in community leisure and recreation facilities AR3.2 Reduced the carbon footprint of, and the waste produced by, arts & recreation services
Lead Officer:	Debbie Kaye, Head of Arts & Recreation (3.1, 3.2 and 3.3) Toni Ainley, Head of Streets & Open Spaces (3.1)
Performance Measures:	AR 3.1 % projects completed on target AR 3.1 % reduction in utilities consumption by cultural venues AR 3.2 % of major outdoor events adopting highest EMF standard for recycling waste AR 3.2 % people accessing services by walking, cycling & public transport
Delivery Risks:	<ul style="list-style-type: none"> ▪ Available funding to support invest-to-save measures

Vision Statement 4:	<i>A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives</i>
Strategic Objective AR4:	Engage and involve local communities in shaping arts & recreation activities
By March 2012 we will have:	AR4.1 Involved local people in understanding and identifying local needs and in decision-making about arts & recreation provision e.g. through area committees and other consultation and feedback channels AR4.2 Enabled new and existing communities to use arts and recreation to shape themselves & their city through the development of participatory opportunities
Lead Officer:	Debbie Kaye, Head of Arts & Recreation
Performance Measures:	AR 4.1 No. of art & recreation agenda items discussed at area committee meetings AR 4.1 Minutes of consultation meetings AR 4.2 Levels of residents satisfaction with arts & recreation discretionary services from Citizen Survey AR 4.2 No. of community organisations involved in delivering Council run events
Delivery Risks:	<ul style="list-style-type: none"> • Local expectations exceed what is possible with available resource <ul style="list-style-type: none"> ▪ Sustainability of engagement

Background Information:

- Allotment Strategy
- Arts Strategy 2011 – 2014
- Cambridge London 2012 Action Plan
- Corn Exchange Review
- Events Framework
- Parks & Open Spaces Strategy
- Performance Management Frameworks for Parks & Open Spaces, and Leisure Management
- Sports Strategy 2009 – 2013

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To: Executive Councillor for Arts & Recreation
Report by: Director of Customer and Community Services and
Director of Resources
Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/2011
Wards affected: All Wards

PROVISIONAL CARRY FORWARD REQUESTS (2010/11) AND REVENUE AND CAPITAL PROJECT APPRAISALS

Not a Key Decision

1. Executive Summary

- 1.1 This report presents details of any anticipated variances from revenue budgets, where resources are requested to be carried forward into the 2011/12 financial year in order to undertake or complete activities previously approved to take place in 2010/11.
- 1.2 Also included as appendices to this report are any project appraisals that require consideration by Community Services Scrutiny Committee and approval by the Executive Councillor prior to project commencement.

2. Recommendations

The Executive Councillor is recommended:

- a) To agree the provisional revenue carry forward requests, totalling £141,980 as detailed in Appendix A, to be recommended to Council for approval, subject to the final outturn position.
- b) Approve the following project appraisals:
 - 1 Parkside Changing Rooms
 - 2 Paddling Pool Water Play
 - 3 Play Areas (14 sites)
- c) To approve additional funding of £60,000 from Developer Contributions for Public Art in respect of SC476 – Water Play Area Abbey Paddling Pool as shown in the attached project appraisal (See Appendix B/2)

- d) To approve additional funding of £51,000 from Developer Contributions for Public Art in respect of SC487 and SC488 (Coleridge Recreation Ground – Landscaping and Informal Play) as shown in the attached project appraisal (See Appendix B/3)

3. Background

Revenue Outturn

- 3.1 Appendix A sets out the provisional list of items for this portfolio, for which approval is sought to carry forward unspent budget from 2010/11 to the next financial year, 2011/12.

4. Implications

- 4.1 The financial implications of approving the provisional carry forward of budget from the current year into 2011/12, will result in a reduced requirement in the use of reserves for the current financial year, with a corresponding increase in the use of reserves in 2011/12.
- 4.2 A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and / or community safety implications.

5. Background Papers

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

- Directors Variance Explanations – January 2011
- Budgetary Control Reports to 31 January 2011

6. Appendices

- Appendix A – Provisional Carry Forward Requests
- Appendix B – Project Appraisals (B/1 – B/3)

7. Inspection of papers

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

Author's Name: Chris Humphris
Author's Phone Number: 01223 - 458141
Author's Email: chris.humphris@cambridge.gov.uk

Arts & Recreation Portfolio / Community Services Scrutiny Committee

Revenue Budget 2010/11 - Carry Forward Requests (Provisional)

Request to Carry Forward Budgets from 2010/11 into 2011/12

Item		Request £	Contact
	Customer & Community Services		
	Arts & Recreation		
1	River Frontage Management Business Rates unbilled. Awaiting valuation from District Valuer.	28,580	Alistair Wilson
2	Leisure Contract Client Costs Balance of Legal Fees provision be carried forward until final settlement is agreed	53,400	Ian Ross
3	Arts & Recreation Restructuring costs	60,000	Debbie Kaye
	Total Carry Forward Requests for Arts & Recreation Portfolio / Community Services Scrutiny Committee	141,980	

Community Services Scrutiny Committee

Arts & Recreation Portfolio

The following project appraisals are appended for consideration by the scrutiny committee:

1. Parkside Pool Changing Rooms
2. Paddling Pool Water Play
3. Play Areas (14 sites)

Project Appraisal and Scrutiny Committee Recommendation

Project Name	Parkside Changing Rooms
Committee	Community Services
Portfolio	Arts & Recreation
Committee Date	17 th March 2010
Executive Councillor	Councillor Rod Cantrill
Lead Officer	Ian Ross

KEY DECISION

Recommendation/s

Financial recommendations –

For schemes included in the Council's Capital Plan

The Executive Councillor is asked to;

- The Executive Councillor is asked to approve the commencement of this capital scheme (which is included in the Council's Capital Plan – SC471), subject to resources being available to fund the capital cost associated with the Scheme. The total capital cost of the project is estimated to be £350,000 funded £160,000 from repairs and renewals funds and £190,000 Reserves.
- Acknowledge there are loss of earnings implications to SLM Ltd for revenue compensation payments arising from the project.

Procurement recommendations:

The Executive Councillor is asked to:

- Approve the procurement of the contractor.
- If the quotation or tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Finance will be sought prior to proceeding.

1 Summary

1.1 The project

This project is the complete refurbishment of the Parkside Pools changing rooms, to be undertaken during part of November and

throughout December 2011. Works would range from the grooming area through to the pre cleanse showers on poolside. Some tiling works on poolside will also be included.

Target Start date	November 2011
Target completion date	30th December 2011

1.2 The Cost

Total Capital Cost	£ 350,000
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Capital Cost Funded from:

Funding:	Amount:	Details:
Reserves	£ 190,000	
Repairs & Renewals	£ 160,000	21157
Section 106	£ 0,000	N/a
Other	£ 0	

Revenue Cost –

SLM maintain daily upkeep of the changing rooms

Year 1	£ 10,000 loss of earning – SLM Ltd
Ongoing	£ nothing additional

1.3 The Procurement

A fully tendered procurement exercise will be under taken for the design and installation of improvements to the changing rooms and ancillary areas.

The contact award would clearly state time lines for the completion of the works to be undertaken.

Penalty clauses will be imposed to recoup any potential further loss of earnings claim from SLM Ltd if the project is not completed on time and will be paid by the contractor for late completion, thus

negating Cambridge City Council any further loss of earning expense.

Capital Project Appraisal & Procurement Report

1.4 What is the project?

The project is to refurbish Parkside Pools “wetside” swimming changing rooms. A public consultation exercise is being undertaken similar to that which helped shape Abbey pool changing room refit.

The changing rooms are now over 10 years old, and it is not unusual for major refits and investment to be undertaken in this time period. When coupled with an excess of 4.5 million users over this 10-year period too, many areas are showing signs of this prolific usage and now require updating.

- **Wetside Changing Rooms** - Potential to reduce the number of cubicles overall and make better use of the space. To include more double sized cubicles for parent & child changing. (Similar cubicles were provided on the Abbey pool wetside refurbishment and have proved to be very popular with swimmers.) To provide more family changing rooms and spaces. Dependant on the public consultation to continue with male female segregation or provide a “village” style changing as at Abbey pool. Lighting, general decoration, floor tiling and the lockers will also be addressed.
- **Disabled / Family rooms** – To update the range of disabled provision in the rooms along with a redecoration of floor and wall tiling. Also possibility to relocate and construct new rooms nearer to the poolside for male and female users. This would improve access from the gender separated areas rather than the current provision where access to the rooms has to be through the designated male changing area.
- **Group Changing rooms** – General update of fixtures fittings and lighting, along with wall and floor coverings, with possibility of creating another room if the disabled rooms can be moved to nearer the pool side entry.
- **Male and Female Toilet areas** - Retile walls and renew laminate panels throughout. To remove and renew toilets, and cubicles. Improve ventilation, replace floor tiles and include new

drain gully and falls to drain. Provide new doors and architraves and corian blocks to door frames and skirting tiles.

- **Shower Area** - Retile walls, renew shower heads and push button fittings, improve ventilation, replace floor tiles and include new drain gully and falls to drain. Provide new shower vanity screens and fit new disabled handrails and seat for one number shower.
- **Corridor and Vanity area** – To redecorate and update the areas to include new lighting, hair dryers and vanity area spaces. General redecoration throughout along with new floor tiling.
- **Tiling works on poolside** – To replace some areas of poolside tiling particularly around the main entrance from the pre cleanse showers and other identified areas on poolside along with the main pool up stands at each end.

1.5 What are the aims & objectives of the project?

This project contributes to the Council's vision for:

- A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community

1.6 Summarise the major issues for stakeholders & other departments?

The impact on major stakeholders is primarily to SLM Ltd, who manages the pools on the City Council's behalf. The works will necessitate the full closure of the pool to the general public during the construction period. Abbey Pool will remain open throughout the closure and it has been specifically timed for a period that traditionally has the lowest income for the pools service but it will mean a loss of earnings claim at this site.

The City of Cambridge Swimming Club, the Water Polo Club and the Cambridge Diving club, will have to look to other venues to train over this period. Consideration for Abbey pool to be closed for exclusive club training on a Thursday evening from 6:00pm onwards may have to be considered. The Diving Club would have

to seek alternative venues outside of the district if they wish to continue training during the closure period.

Schools and variety of other existing user groups will have to be cancelled during the closure, but all have an interest in ensuring that final outcome is a changing facility that are updated and suitable for their usage, and are also completed on time.

The project seeks to address areas that have had some of the heaviest usage in the building and withstood considerable wear and tear. These areas are now not up to the standards the public expects from modern swimming and sports and leisure facilities and require replacing.

The works will completely refresh and update Parkside pools changing rooms, vanity area and pre cleanse shower zone, bringing them back to a high standard of provision that the public expect from services, and have experienced at Abbey Pool following its refurbishment.

There are no major impacts upon other stakeholders not already mentioned or Council departments.

1.7 Summarise key risks associated with the project

The main risks are centred on non-completion within the agreed time frame. It is anticipated that the works will take around six weeks with a week lead in and preparation. SLM Ltd manage the pool and are able to claim for loss of earnings for the number of weeks whilst the pool is shut. This is will be based upon an average of previous years usage over the same time period.

The building contract will allow for compensation for loss of earnings payments to be notified at the outset and should the contractor fail to complete the project within the agreed and tendered timeframe will be liable to pay compensation for loss of earnings over the agreed timeline per week until complete. The City Council will ensure that this payment is notified and adequately covers any potential loss of earnings claim from SLM Ltd outside of the agreed build period.

As the City Council are funding and managing the project there are no adverse VAT risks involved.

Failure to update the changing rooms and this project could well lead to loss of swimmers visiting the pool. As the changing room spaces ages and more variety of modern commercially owned sporting facilities are available across the City, the public may well choose to stop swimming at Parkside pools.

1.8 Financial implications

- a. Appraisal prepared on the following price base: **2010/11**
- b. Successful tender submission guide price £350,000
- c. Loss of earnings to SLM Ltd - income guide price £10,000
- d. Notified loss of earnings to be included in build contract

1.9 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works	200,000	
Purchase of vehicles, plant & equipment	135,000	
Professional / Consultants fees	15,000	
IT Hardware/Software	0	
Other capital expenditure	0	
Total Capital Cost	£350,000	

(b) Revenue	£	Comments
Existing provision	10,000	Loss earnings
Total Revenue Cost	10,000	

1.10 VAT implications

There are No VAT issues to Cambridge City Council on this project.

1.11 Other implications

There are no other implications that have not already been highlighted in the report

1.12 Estimate of staffing resource required to deliver the project

Staff resources will be from the Recreation team, to monitor the progression of works and onsite H&S checks.
SLM Ltd will also be onsite and aid in project management

1.13 Identify any dependencies upon other work or projects

There may possibly be a dependant project if a bid to the climate change fund for energy and utility reduction measures is successful.

1.14 Background Papers

None

1.15 Inspection of papers

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Date prepared:	03/03/2011

Capital Project Appraisal - Capital costs & funding - Profiling **Appendix A**

	2011/12	2012/13	2013/14	Comments
	£	£	£	
Capital Costs				
Building contractor / works	191,250	8,750		2012/13 retention @ 2.5%
Purchase of vehicles, plant & equipment	135,000			
Professional / Consultants fees	15,000			Structural engineer/M&E design
Other capital expenditure:				
Total Capital cost	341,250	8,750	0	
Capital Income / Funding				
Government Grant				
S106 funding				
R&R funding	151,250	8,750		21157
Earmarked Funds				
Existing capital programme funding				
Revenue contributions				
Total Income	151,250	8,750	0	
Net Capital Bid	190,000	0	0	C2521 approved February 2011

Project Appraisal and Scrutiny Committee Recommendation

Project Name	Developer Contribution Expenditure – Paddling Pool Water Play
Committee	Community Services
Portfolio	Arts & Recreation
Committee Date	17 th March 2011
Executive Councilor	Councilor Rod Cantrill
Lead Officer	Ian Ross

Recommendations

Financial recommendations –

The Executive Councillor is asked to;

- Approve the commencement of these capital schemes (which are included in the Council's Capital Plan), subject to resources being available to fund the capital cost associated with the Scheme. The total capital cost of the project is estimated to be £485,000 funded from Developer contributions.
- a) Coleridge Paddling Pool - £165,000 & £60,000 public art
b) Abbey Paddling Pool - £ 130,000
c) Kings Hedges Paddling Pool - £ 130,000

Procurement recommendations:

The Executive Councillor is asked to:

- Approve the procurement of the contractor.
- If the quotation or tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Finance will be sought prior to proceeding.

1 Summary

1.1 The project

To deliver interactive water play features at the three identified sites and convert the current paddling pool provision into a water feature area known as a "Splash Pad". At Kings Hedges and Abbey to utilise the existing paddling pool bowls to convert into

new water play features and at Coleridge to retain part of the paddling pool and introduce water features at the shallow end.

Target Start date	September 2011
Target completion date	May 2012

1.2 The Cost

Total Capital Cost	£ 485,000
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Capital Cost Funded from:

Funding:	Amount:	Details:
Reserves	£ 0	<i>N/a</i>
Repairs & Renewals	£ 0	<i>N/a</i>
Section 106	£ 485,000	<i>All types of Developer contributions inc. Art</i>
Other	£	

Revenue Cost

Year 1	£ 0
Ongoing	Will be part of the leisure management contract

1.3 The Procurement

A full procurement exercise for these projects will be undertaken and be outside of the Eastern Shires Purchasing Organisation (ESPO) framework agreement, which is delivering multiple play and open space improvements across 14 sites in the city. Works had to be excluded from this contract and project, as the framework did not have enough scope for the splash pad works to be delivered through the current ESPO contract.

There are also limited amounts of companies in the UK who can deliver these splash pads, with only three currently being

identified, Sunsafe play, Ustigate and H2O Services, a fourth will have to be sought or a waiver obtained to go to only three companies for a tendering exercise.

Capital Project Appraisal & Procurement Report

1.4 What is the project?

There are 3 identified project sites taken from the approved Open Space and Recreation S106 list, these are as follows;

1. Coleridge Recreation Ground - £ 165,000 & Upto £60,000 public art contribution

The project will seek retain the deep part of the existing paddling pool and the current circulation and filtration system. The remainder of the pool, surrounding poolside, and terrace feature will be incorporated into the new splash pad. The splash pad will have new water play features such as jumping fountains, sprays, water cannons, and splash buckets suitable for all ages. The surrounding poolside will all be re-laid and have wet pour safety surfacing. There will be a need for a standalone plant room to house the water jet pumps and valves.

There are also public art developer contribution sums to be included in this site from the Anglian Water Rustat Road development with sums of upto £60,000 being allocated to enhance the water play and have an artist involved with scoping, influencing and designing water play activities for the site.

2. Kings Hedges “The Pulley” - £130,000

The project will reuse the existing paddling pool footprint for the creation of a new water play feature. The splash pad will have new water play features such as jumping fountains, sprays, water cannons, and splash buckets suitable for all ages. The surrounding poolside will all be re-laid and have wet pour safety surfacing. There will be a need for a standalone plant room to house the water jet pumps and valves.

3. Abbey Paddling Pool – £ 130,000

The project will reuse the existing paddling pool footprint for the creation of a new water play feature. The splash pad will have new water play features such as jumping fountains, sprays, water cannons, and splash buckets suitable for all ages. The surrounding poolside will all be re-laid and have wet pour safety surfacing. There will be a need for a standalone plant room to house the water jet pumps and valves.

1.5 What are the aims & objectives of the project?

To update and make the current paddling pool provision more inviting and economical to run, as well as being more sustainable for the future. It will deliver a major capital investment with better provision for family and general public use of the Open spaces.

The project contributes to the Council's vision for:

- A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings.
- In the forefront of low carbon living and minimising its impact on the environment from waste and pollution

1.6 Summarise the major issues for stakeholders & other departments?

The projects will be delivered alongside works being under taken in the ESPO Framework agreement and seeks to integrate and compliment works being undertaken on the play areas.

The projects will be part of the new restructure process and be delivered by the Recreation team in Arts and Recreation as part of the Leisure management portfolio.

There are public art monies to be added to the Coleridge project to greatly enhance the look and style of water play at the site, generated from a neighbouring water related development.

1.7 Summarise key risks associated with the project

Non delivery of projects over a longer time period of time could result in Developer Contributions being repaid if time limited funds are not expended.

1.8 Financial implications

- a. Appraisal prepared on the following price base: **2010/11**
- b. Costs for the individual projects as tabled in 1.4 amounts to an anticipated expenditure of £485,000 of developer contributions for formal and informal Open space. (which includes a sum of £60,000 public art money).
- c. There will be some additional revenue implications for maintenance of the new splash pad controls and valves but daily running cost are envisaged to be lower thus having no overall increase.
- d. Costs will also be part of the leisure management portfolio and servicing costs paid for by the current and any future contractor.

1.9 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works	£485,000	Developer Contributions
Purchase of vehicles, plant & equipment		
Professional / Consultants fees		
IT Hardware/Software		
Other capital expenditure		
Total Capital Cost	£485,000	

(b) Revenue	£	Comments
Existing provision	£0	
Total Revenue Cost	£0	

1.10 VAT implications

There are no VAT issues in connection with this project

1.11 Other implications

There are no other implications outside of those already highlighted in this report.

1.12 Estimate of staffing resource required to deliver the project

Staff resources will be from the Arts and Recreation Team.

1.13 Identify any dependencies upon other work or projects

This project is not dependent upon the other individual projects highlighted in the other capital scheme report but does seek to work in unison with refurbishment and improvements into the play provision at these three identified Open spaces.

1.14 Background Papers

Community Services Project Appraisal – ESPO
Open Space & Recreation S106 list

1.15 Inspection of papers

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Date prepared:	02/03/2011



Example of a water play splash pad scheme

Appendix A

Capital Project Appraisal - Capital costs & funding - Profiling

	2011/12		2012/13		2013/14		Comments
	£		£		£		
Capital Costs							
Building contractor / works	470,000		15,000				year 2 retention monies
Purchase of vehicles, plant & equipment							
Professional / Consultants fees							
Other capital expenditure:							
Total Capital cost	470,000		15,000		0		
Capital Income / Funding							
Government Grant							
S106 funding	470,000		15,000				Developer Contributions Inc. Public art
R&R funding							
Earmarked Funds							
Existing capital programme funding							
Revenue contributions							
Total Income	470,000		15,000		0		
Net Capital Bid	0		0		0		

Project Appraisal and Scrutiny Committee Recommendation

Project Name	Developer Contribution expenditure – ESPO framework
Committee	Community Services
Portfolio	Arts & Recreation Streets Open Spaces
Committee Date	17 th March 2011
Executive Councilor	Councilor Rod Cantrill
Lead Officer	Ian Ross

Recommendations

Financial recommendations –

The Executive Councillor is asked to;

- Approve the commencement of the capital schemes tabled below (which are included in the Council's Capital Plan), subject to resources being available to fund the capital cost associated with the Scheme. The total capital cost of the projects is estimated to be £1,554,000 funded from a variety of Developer contributions, and an external grant.

Procurement recommendations:

- The Executive Councillor is asked to approve the carrying out and completion of the procurement of through the Eastern Shires Purchasing Organisation (ESPO) framework – Contract 115 - Cambridge City Council.

SC479	Abbey Pool Play Area Facilities
SC480	Alexander Gardens Play Area
SC481	Climbing Boulders at Cherry Hinton Hall
SC483	Coldhams Common BMX Track Enhancement
SC484	Coldhams Common Climbing Facility
SC485	Coldhams Common Skate Park
SC486	Coleridge Rec Skateboarding & BMX Trail
SC487	Coleridge Rec Landscaping & High Wire Climbing
SC488	Coleridge Rec Informal Games Area
SC489	Coleridge Rec Tennis Court
SC490	Dundee Close Play Area
SC491	Public Information in Play & Recreation Areas
SC492	Jesus Green Play Area
SC493	Jesus Green Tennis Court

SC494	Kings Hedges "Pulley" Play Area
SC495	The Meadows Outdoor Rec Area
SC496	Petersfield Play Area
SC497	Peveral Road Play Area
SC498	Picnic & BBQ Facilities in City Parks
SC499	Outdoor Fitness Equipment in Parks
SC500	Trumpington Rec Outdoor Space
SC501	Woodhead Drive Play Area

1 Summary

1.1 The project

To deliver multiple play area and parks and open spaces improvements across the City delivered through an existing framework agreement from ESPO "Play Ground Equipment – Outdoor. Contract 115". To work with ESPO to procure single contractors that are best placed to deliver the products required for the development of the open spaces and work in partnership with officers, local stakeholder groups and users.

Target Start date	May 2011
Target completion date	December 2013

1.2 The Cost

Total Capital Cost	£ 1,554,000
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Capital Cost Funded from:

Funding:	Amount:	Details:
Reserves	£ 0	<i>N/a</i>
Repairs & Renewals	£ 0	<i>N/a</i>
Section 106	£ 1,514,000	<i>All types of Developer contributions inc. Art</i>
Other	£ 40,000	<i>Aiming High grant – Jesus Green play area</i>

Revenue Cost

Year 1	Designs should reflect no additional costs, remaining within existing budgets
Ongoing	Coleridge Tennis court £ 400 Coldhams Skate £ 800

1.3 The Procurement

Procurement for these projects has already been agreed through the use of an existing ESPO contract 115. Meetings have taken place with the procurement team from the City Council and ESPO to ensure the existing framework can be fully utilised to deliver the needs of the City Council.

Initial Stage 1 expressions of interest stage has already been undertaken and Stage two – tendering for works is currently under way.

Individual contractors will then be selected and tasked to work with officers from across numerous disciplines of the Council, local stakeholder and friends groups, residents, and users of the open spaces to formulate final designs to be implemented that meet the exact outcomes of the consultation process.

Capital Project Appraisal & Procurement Report

1.4 What is the project?

There are 14 identified project areas taken from the approved Open Space and Recreation S106 list, these are as follows;

1. Coleridge Recreation Ground - £ 246,000 & (£51,000 public art contribution)

Improvements to the recreation ground as a whole looking at development of key areas to focus upon, additional play equipment including more disability friendly and accessible pieces, a trim and fitness trail, picnic and BBQ improvements, signage and notice boards. Other key areas that will require extensive consultation and will also require planning permissions to be granted for their installations include an additional tennis court, a Multi Use Games Area (MUGA), and a BMX skate provision.

There are also additional sums for an identified contribution from the Romsey School development for public art funding to be included in the project delivery and designs of play and landscaping works.

2. **Jesus Green Play Area & tennis courts- £280,000 & £40,000 Aiming High funds**

This project is focussed on two areas the improvement and expansion of the existing play area and the existing tennis courts. Local consultation has already taken place and resulted in the view that the play area is to stay in its' current location and be developed. Consultation for development of the Tennis provision has also outlined the way the courts are to be re developed. Improvements to signage, and notice boards are also included along with the addition of fitness equipment into the play area and BBQ and picnic facilities on the green.

Along with the identified improvements an additional £40,000 grant from Aiming High funds has been awarded to purchase and install specific disabled pieces of play equipment for the area.

3. **Kings Hedges “The Pulley” - £88,000**

To develop new and extend the play provision within the area known locally as “the Pulley”. Fitness and trim trail equipment will also be installed onto the surrounding green space along with public notice boards.

4. **Abbey Pool Play Area - £ 132,000**

To develop new and extend the play provision within the area behind Abbey swimming pool. The trim trail equipment will be extended and upgraded. Additional picnic and BBQ facilities will be installed onto the surrounding green space along with public notice boards and enhanced signage in the area to promote and direct users to the play space and paddling pool.

5. **Coldhams Common – Skate & BMX - £164,000**

This project is dependent upon a successful planning application if it is to be delivered. Skaters in the City have requested a large bowl style skateboard provision behind the existing dirt BMX tracks on the Common. The existing BMX

provision would also be upgraded through fixed ramps to the back of the trails and a secure boundary formed next to the riverbank.

6. Coldhams Common – Climbing Boulders - £ 62,000

Climbing boulders would be installed in close proximity to the existing BMX and proposed Skate park. These boulders will be of the same design as seen in some of the other recent parks and open space projects such as Romsey Rec and Thorpe way which have proved to be very popular with young people.

7. Pevrel Road Play Area & Open Space - £90,000

To develop new and extend the existing play provision within the green space area. It will also enhance the existing open space to make the area more usable for the local community.

8. Alexandra Gardens Play Area & Open Space - £77,000

To develop new and extend the existing play provision within the green space area. It will also enhance the existing open space to make the area more usable for the local community.

9. Meadows Centre – Teen Zone - £62,000

Recreational activities for young people next to existing play provision and the community centre are to be provided in the form of; Outdoor concrete table tennis tables, an interactive electronic play piece designed to be fun and engaging allowing physically active play and competitions to be undertaken, supported by the community centre.

10. Trumpington Pavilion - Teen Zone - £48,000

Recreational activities for young people next to existing play provision and the community centre are to be provided in the form of; Outdoor concrete table tennis tables, an interactive electronic play piece designed to be fun and engaging allowing physically active play and competitions to be undertaken, supported by the community centre

11 . Woodhead Drive Play Area & Open Space - £52,000

To develop new and extend the existing small toddler play provision within the area. It will also develop the existing open space to make the area more usable for the local community.

12 . Petersfield Play Area & Open Space - £80,000

To develop new and extend the existing small play provision within the area. Current feedback has requested the play area is moved from under the tree canopy. There is also potential for additional funds to develop the open space and play equipment from compensation from the proposed loss of play amenity in Norfolk Street through the extension of St. Matthews School. It will also develop the existing open space to make the area more usable for the local community.

13 . Cherry Hinton Hall Climbing Boulders - £32,000

Climbing boulders would be provided in and near the existing play area in the Park. The boulders will be of similar designs to those seen in some of the other recent parks and open space projects such as Romsey Rec and Thorpe Way, which have proved to be very popular with young people.

14 . Dundee Close Play Area - £50,000

To update the play area in the existing location with new safety surfacing and seating.

1.5 What are the aims & objectives of the project?

To deliver a major investment into parks and open spaces across the City. Investments into play provision and update play experiences along with more provision for family and general public use of the open spaces.

The project contributes to the Council's vision for:

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

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

1.6 Summarise the major issues for stakeholders & other departments?

The project will be delivered through an existing framework agreement and seeks to have a singular contractor (for each project or up to a maximum of three projects) that is engaged in the consultative process from the start to understand directly the requirements of local users, friends groups and stakeholders.

The projects will be part of the new restructure process and be delivered through the new projects team in Streets and Open Spaces.

There are several projects that will require planning permissions to fulfil the final delivery on sites such as Coleridge and Coldhams Common.

1.7 Summarise key risks associated with the project

The key risks would be focussed on non-approval of planning applications, which would mean that additional facilities would not be able to be delivered.

Non-delivery of projects over a longer time period of time could result in developer contributions being repaid if time limited funds are not expended.

During construction some of the facilities would be closed to the public for periods of up to 12 weeks. It may be possible to have staged construction programmes, which offer limited access to play spaces or staged openings of new facilities whilst construction progresses on the larger schemes.

Construction timescales will also be mindful of holiday and school breaks with most works being scheduled to commence and complete outside of school holidays so not disrupt play opportunities and availability.

There is a risk of vandalism to all sites, and this is covered by both a revenue sum in current budgets and repairs and renewal funds for major acts of vandalism repairs.

1.8 Financial implications

- a. Appraisal prepared on the following price base: **2010/11**
- b. Costs for the individual projects as tabled in 1.4 amounts to an anticipated expenditure of £1,514,000 of developer contributions with secured additional funds from Aiming High of £40,000 for disability equipment at Jesus Green.
- c. There is also potential for addition funds to make up for the loss of play provision in Petersfield if the St. Matthews School extension goes ahead as proposed.
- d. There will be additional revenue implications for cleaning and maintenance of the new tennis court at Coleridge, and the skate provision at Coldhams Common, if approved through the consultative and planning processes.

1.9

1.10 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works	1,514,000	Developer Contributions
Purchase of vehicles, plant & equipment	40,000	Disability Equipment
Professional / Consultants fees		
IT Hardware/Software		
Other capital expenditure		
Total Capital Cost	£1,554,000	

(b) Revenue	£	Comments
Existing provision	£0	Design to be within existing revenue budgets
New provision		
Coleridge Tennis	£400	Surface clean & nets
Coldhams Skate	£800	Cleaning and maintenance
Total Revenue Cost	£1,200	

1.11 VAT implications

There are no VAT issues in connection with this project

1.12 Other implications

There are no other implications outside of those already highlighted in this report.

1.13 Estimate of staffing resource required to deliver the project

Staff resources will be from the new project delivery section in Streets and Open Spaces, and the Recreation Section in Arts and Recreation

1.14 Identify any dependencies upon other work or projects

This project is not dependent upon the other individual projects highlighted in this report.

Elements of the Coleridge Recreation ground project may be interdependent if a “hub” of facilities is to be centred on the existing tennis court and new provisions are added.

There may be some interdependencies on works to integrate separate projects for the upgrade of water play within the paddling pools at Coleridge, Abbey and Kings Hedges, and the need to work with contractors delivering play opportunities in the nearby locations.

1.15 Background Papers

Community Services Project Appraisal – ESPO framework

1.16 Inspection of papers

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Date prepared:	03/03/2011

Appendix A

Capital Project Appraisal - Capital costs & funding - Profiling

	2011/12	2012/13	2013/14	Comments
	£	£	£	
Capital Costs				
Building contractor / works	1,144,000	365,000		12/13 spends - Projects requiring planning applications & retention
Purchase of vehicles, plant & equipment	40,000			Aiming High disability equipment
Professional / Consultants fees	5,000			Planning application supporting documents
Other capital expenditure:				
Total Capital cost	1,189,000	365,000	0	
Capital Income / Funding				
Government Grant				
S106 funding	1,149,000	365,000		Developer contributions
R&R funding				
Earmarked Funds				
Existing capital programme funding				
Revenue contributions				
Other	40,000			Aiming High grant
Total Income	1,189,000	365,000	0	
Net Capital Bid	0	0	0	

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To: Executive Councillor for Arts and Recreation
Report by: Debbie Kaye, Head of Arts & Recreation
Relevant scrutiny committee: Community Services Scrutiny Committee 17/03/2011
Wards affected: All Wards

CAMBRIDGE CITY COUNCIL'S ARTS STRATEGY 2011 - 2014

Key Decision

1. Executive summary

1.1 This new Arts Strategy provides a vision for the Council's role within the City's arts activity and indicates priorities for managing its engagement with the arts over the next three years. The strategy clarifies why the Council should support and use the arts as a tool for delivering on its objectives and has identified four key priorities:

- 1) Access for all to art
- 2) Engage & enable local communities
- 3) Enhance the city's reputation & identity
- 4) Protect the environment

1.2 The Strategy outlines how the Council's influence extends beyond its own direct provision through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge referred to as "the Ripple Effect". It has identified three key methods or "ripples" for working in the arts to achieve its vision:

- 1) Direct Provision
- 2) Partnership Working
- 3) Advocacy & Development

1.3 A Table of Objectives at the base of the report indicates how the Council intends to use these three ripples, or ways of working, to deliver on its four arts priorities.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the Arts Strategy for immediate adoption.
- 2.2 To agree for work with stakeholders on an action plan to be progressed.

3. Background

3.1 A formal strategic direction for the Council's arts engagement has been absent since 2007 when the former Arts Plan (2002 – 2007) expired and this has been felt by the wider arts community and internal Council staff. This new Strategy provides a revitalised approach to the arts, which confirms the Council's commitment to engaging with the arts within the parameters of a challenging local, economic and social context.

3.2 The Strategy does not seek to provide a direction for the arts for the whole City but to outline and steer the Council's role within that City as a significant and influential stakeholder.

3.3. The Strategy identifies the strengths of the City's arts provision which include a broad range of high quality arts provision, a highly valued programme of open access community activity and significant support to third sector providers through grant aid and advocacy. However, it acknowledges that the Council's engagement with the arts to date has largely been through significant direct provision and partnerships with many historic, rather than strategic, partners and grant recipients. It identifies a need for a clear vision for the arts, a developed approach to partnership working and a better understanding of local need to develop the potential for the arts to deliver on its priorities.

3.3 The Strategy's priorities align directly with the proposed objectives in the Arts & Recreation Portfolio Plan.

3.4 The draft Strategy was presented at Community Services Scrutiny Committee on 13th January 2011 and released for public consultation from 14th January – 11th February 2011 (4 weeks).

3.5 The Arts Strategy consultation was available on the Council website, circulated internally to service heads, and a range of officers & members were engaged. It was presented externally at a meeting of the Cambridge Arts Network (CAN) on 18th January 2011 & via the CAN e-bulletin, a direct email to formally consulted parties, local agencies & Council grant recipients, and a press release distributed locally & featured in the Cambridge News.

3.7 A total of 19 responses were received in addition to comments made at the CAN launch and all comments were logged in a table of responses. Names of respondents consulted have been listed in the Strategy.

3.8 Overall people felt that the document was clear, concise, visionary and provided a refreshing perspective from the City Council. Constructive

feedback mostly requested inclusion of omitted contextual references, requests for greater clarification of meaning, or minor factual corrections. There were no comments to suggest that anyone fundamentally disagreed with the Strategy's approach, priorities or delivery mechanisms proposed.

3.9 Respondents particularly liked:

- Vision & optimism, especially given national and local financial constraints.
- Moving on from historic relationships.
- Ensuring flexible resources to do new things.
- General clarity & overall accessibility of the document.
- Acknowledgement of valued concerns over issues such as creative workspace & the impact of funding cuts across the sector.

3.10 Factual inaccuracies have been amended within the document. No significant changes were required but other notable revisions include:

- Inclusion of references to further strengths e.g. world class organisations; and specific sectors & areas of activity e.g. archives.
- Clarity of what is meant by references to proposed activities.
- A commitment to consultation over proposals to review Leisure Grants.
- Strengthening of references to public art
- Clarity over a commitment to assist proposers in exploring ideas for new performance space and creative workspace in Cambridge without necessarily committing to endorsing any particular projects (such as a purpose built concert hall).

3.11 If approved, internal and external stakeholders will be invited to contribute to developing an Action Plan for the delivery of the Strategy's objectives.

4. Implications

4.1 Financial

The Strategy seeks to identify how the Council's existing resources can be utilised more effectively to achieve its aims but does not propose resources will be increased or reduced by any specific level. Current arts related resources will be required to evidence how they are using used to deliver on the strategy's new priorities.

4.2 Staffing

The Strategy acknowledges structural changes within the Council but is presented through a "one Council" approach to the delivery of its priorities, requiring a commitment from all areas of the Council to support its aims.

4.3 Equal Opportunities

The strategy priorities specifically identify a commitment to ensuring and promoting equality of opportunity in accessing the arts. An EQIA of the strategy was undertaken in February 2011 and suggested that the strategy is unlikely to negatively impact on minority groups. However, it was noted that improvements to consultation with these groups is required and will be progressed within the implementation of the Strategy and development of its Action Plan.

4.4 Environmental Implications

The priorities specifically provide a revitalised commitment to using the arts as a tool for promoting environmental sustainability and outlines ways to minimise the carbon consequences of arts activity.

4.5. Future strategies & policies

The Strategy and its priorities will inform future Council reviews, strategies, policies and plans with regard to delivery of its activities with relevance to the arts, including a proposed review of Leisure Grants in 2011.

5. Background papers

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

Full table of consultation responses

(sources used to inform the Strategy's content are indicated within the document)

6. Appendices

Cambridge City Council Arts Strategy 2011-2014

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

Arts Strategy 2011-2014



Produced: February 2011

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Introduction

“The next three years will be a very exciting time for Cambridge.

It will see the Olympics and Paralympics arrive in the UK and give us the opportunity to greet the world on our doorstep. The city will grow and expand, welcoming new communities and new opportunities to improve our neighbourhoods.

The arts play a crucial role in the life and reputation of our city and its people. Their contribution makes Cambridge unique and dynamic and a great place to live, work and visit.

The arts inspire us and lead us to a deeper engagement with each other and the world we live in. They are not the icing on the cake of a community; they are one of the critical ingredients that binds it together.

I am proud to introduce this new visionary Arts Strategy for Cambridge City Council which outlines its commitment to adding that ingredient to our community so that everyone can experience the benefits of the arts.”

Rod Cantrill, Executive Councillor for Arts & Recreation

1. Summary

Cambridge is a unique and dynamic city and its arts and culture are a fundamental part of that dynamism.

People feel happy when they feel part of a community and are proud of where they live and work. The arts provide experiences that bring people together and inspire them. Without them Cambridge would be a less desirable place to live, work and visit.

Our vision is for Cambridge to thrive as a dynamic city where diverse local communities enjoy a good quality of life with access to cultural activities within a vibrant, innovative knowledge-based economy.

The arts, in all their forms, are a powerful tool for helping Cambridge City Council to achieve this vision and enhance the quality of people's lives.

These are challenging times for everyone. Economic recession has resulted in a need for the Council to make reductions to its budget in the region of £6 million over the next four years whilst recognising that the city will grow significantly during this time.

We believe that everyone should benefit from the value of the arts and Cambridge City Council is committed to ensuring that support for the arts is maintained & developed. We will achieve this by exploring new ways of working and making the best use of the resources available.

Priorities 2011-2014

Cambridge City Council has identified four clear priority areas:

1) Access to art for all

Ensuring equality of access for all city users & residents to a broad range of high quality provision that provides excellent value for money through innovative & efficient ways of working.

2) Engage and enable local communities

Involving local people in decision-making and responding to local needs to engage communities in using the arts to shape their neighbourhoods and the broader city.

3) Enhance the city's reputation & identity

Focusing on innovation & excellence in the arts to re-invigorate the public realm & create a sense of place.

4) Protect the environment

Improving local environmental quality, biodiversity and sustainability; and to reduce, mitigate and manage the carbon consequences of arts activities.

The Ripple Effect

Cambridge City Council has a key influential role in the arts in Cambridge. The ripples of that influence extend beyond its own direct provision through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge.

It has identified three key methods for working in the arts to achieve its vision:

Direct Provision - Directly providing arts activities where there are gaps in provision that other providers or methods of working cannot fill.

Partnership Working - Investing in local arts provision through financial support and by strategically nurturing & coordinating partnership working between other local strategic partners, arts providers and local communities.

Advocacy & Development - Providing leadership and advocacy on arts issues of relevance to its priorities to strategically influence other stakeholders and policies with a view to developing provision for the arts locally.

2. Purpose

2.1 Why should Cambridge City Council support the arts?

2.1.1 Cambridge is a unique and dynamic city and its arts and culture are a fundamental part of that dynamism.

2.1.2 People feel happy when they feel part of a community and are proud of where they live and work. The arts, in all their forms of cultural expression, provide experiences that bring people together and inspire them.

2.1.3 There is a significant link between participation in cultural activity, which supports a healthy, active lifestyle, and people being satisfied with the area in which they live. The DCMS Taking Part survey shows that in inner city areas those who participated in culture were 10% more likely to be satisfied with where they live, compared to those who did not participate¹.

2.1.4 The benefit of the arts to Cambridge can be seen in how they help to strengthen communities and shape their identity whilst enhancing the mental and physical well-being of our local people. Artistic expression is unique in helping people to connect with others through enhancing their self-esteem & confidence, and helping them to express feelings, feel valued & accepted as a person, and feel enjoyment & pride in their achievements². Whether it's a carnival in Arbury, a moving choral concert in King's College Chapel or a lively salsa dance class in a marquee on Parker's Piece, through art, entertainment and culture all over Cambridge people come together to share experiences, be creative, and enjoy their lives and our city.

2.1.5 The arts provide a platform to celebrate and showcase our local cultural diversity and create a sense of excitement and pride in our city. It can enhance the quality of the built environment, and provide distinction and character.

2.1.6 This vibrant cultural offer generates economic prosperity for Cambridge, attracting more than 4 million tourists³ to the city each year to experience its culture as visitors. It encourages local business enterprises employing over 88,000 people⁴ to locate here, including a significant portion of Greater Cambridge's approximately £1 billion economy⁵, helping to build on Cambridge's reputation as a global hub of ideas & learning.

2.1.7 Without the arts providing these things, Cambridge would be a less desirable place to live, work and visit.

2.1.8 These benefits are all valuable contributors to the Council's wider objectives as outlined in its Vision Statement⁶ and justify its continued engagement with, and investment in, the arts in Cambridge.

¹ Taking Part (DCMS, 2006)

² Jenny Secker (2011) citing Clift – The State of the Arts & Mental Health in England (2009)

³ East of England Tourist Board

⁴ ONS Annual Population Survey: Oct 08 - Sept 09 (2009 figures)

⁵ Greater Cambridge Partnership (March 2008)

⁶ Available from: <http://www.cambridge.gov.uk/ccm/content/council-and-democracy/vision-statement.en>

2.2 Our Vision:

2.2.1 We think that everyone should benefit from the value of the arts.

2.2.2 We want Cambridge to thrive as a dynamic city where diverse local communities enjoy a good quality of life with access to cultural activities within a vibrant, innovative knowledge-based economy.

2.2.3 The arts, in all their forms, are a powerful tool for helping Cambridge City Council to achieve this vision and enhance the quality of people's lives.

2.3 What is the role of Cambridge City Council in the arts?

2.3.1 Cambridge City Council has a key influential role in the arts in Cambridge as a significant provider, investor and an advocator.

2.3.2 The ripples of that influence extend through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge.

2.3.3 Currently the Council's own arts activities have a net revenue cost of £1.1 million. It manages over 300 events per year through its direct provision including the operation of the region's largest venue, the Cambridge Corn Exchange, and a major events programme. In addition, it supports local arts activity through an investment of a further £323, 507 to local voluntary organisations through grant aid for arts activities.

2.3.4 The Council has a 'Percent for Art' policy for the provision of public art within major new developments. This policy is outlined in its Public Art Supplementary Planning Document (SPD), which was adopted in January 2010. The SPD aims to ensure high quality public art is commissioned in Cambridge and it is the role of the Council to facilitate this.

2.3.5 The Council contributes to many local strategic partnerships including consortiums such as the Culture Task Group, the Cambridgeshire Museums Advisory Partnership and its own Cambridge Arts Network (CAN). Its governance impacts the direction of the city in many other areas including planning, economic development and tourism.

2.3.6 The Council is therefore well positioned to support access to the arts for our local communities by:

- Providing leadership on arts issues of relevance to its priorities.
- Advocating for the arts in Cambridge & strategically influencing others.
- Supporting the coordination of arts activity by nurturing partnerships and holding a broad overview of city provision & local arts issues.
- Investing in local arts provision and improving access.
- Directly providing arts activities where there are gaps in provision that other providers cannot fill.
- Developing new and existing provision for the arts locally.

2.3.7 However, reduced resources will require re-prioritisation of activity in order for the Council to continue to deliver on its commitment to the arts. The Council will use this strategy to identify how it can manage its role and ensure that it provides best value to its stakeholders.

3. Setting the Scene

3.1 Current Context

3.1.1 Cambridge's population is growing at a rapid pace and is scheduled to rise from 119,100 by around 27% over the next 20 years⁷. This will result in the emergence of new communities and an increased demand for access to arts facilities and services. The population is likely to be increasingly multi-culturally diverse with large numbers of family groups and single households integrating with an aging existing local population. In addition, the transient student population of the city is significant and notably impacts on the city's cultural calendar. The arts have a key role to play in supporting the integration of new and existing communities and developing their sense of place within the city.

3.1.2 The Council has long been a champion of environmental protection and is acutely aware of the challenges posed by climate change. Arts organisations and their activities contribute to the city's carbon footprint through energy consumption, the maintenance of venues and the demand on transport networks. The Council has a desire to ensure the arts protect and enhance the environment to help Cambridge develop as a sustainable city whilst embracing the potential for the arts to showcase the city's commitment to environmental sustainability through their creativity.

3.1.3 The economic climate is particularly challenging and will require the City Council to make reductions to its budget in the region of £6 million over four years resulting in a reduced investment in arts services. This climate will drive changes to the working environment for the arts, as can be seen in the decision by Cambridgeshire County Council to develop a Libraries, Learning & Culture Trust for the delivery of cultural activity. Other factors will increase local financial challenges; notably Arts Council England will incur a reduction in its budget of 29.6% over four years⁸ whilst experiencing a likely increase in demand for its services and competition for funding from organisations affected by the changing funding landscape. This is reflected in the closure of the Museums, Libraries & Archives Council and Screen East, as well as enterprises such as the East of England Development Agency and Cambridgeshire Horizons which will further decrease local investment in arts organisations and infrastructure.

3.1.4 The London 2012 Olympic & Paralympic Games will provide an exciting opportunity for Cambridge to be seen on the world stage and cultural organisations will be crucial in ensuring a positive legacy from this celebration.

3.1.5 However, the Council is committed to ensuring that everyone can benefit from the value of the arts by continuing to maintain and develop arts services and use them to ensure community cohesion and well-being through difficult times. This strategy will help the Council to prioritise its work to ensure it delivers on this commitment. It will challenge the Council's ways of working to ensure its activities deliver on these priorities.

⁷ Cambridgeshire County Council Research Group cited in Annual Monitoring Report (Cambridge City Council, 2010)

⁸ Arts Council England East Essential Guide Presentation (Nov 2010)

3.1.6 This will require new ways of working within more limited resources to support the Council's vision for taking forward our creative city.

3.2 A New Approach

3.2.1 The Council will refresh and reinvigorate its ways of working to ensure:

- **Efficiency** – managing its resources more effectively, which may involve working differently to achieve its aims.
- **Transparency** – ensuring that there is a fair and clear rationale behind its activities.
- **Quality** – ensuring the highest possible level of quality in its activities to deliver best value.
- **Responsiveness** – effectively and flexibly managing its resources to enable it to harness new opportunities and adapt to changing community needs.
- **One voice** – utilising all parts of the Council in a coordinated approach to arts engagement.

3.2.2 The Council has begun by restructuring its organisation, which has resulted in a newly titled service of Arts & Recreation encompassing cultural facilities (the Cambridge Corn Exchange and Guildhall Halls), arts & events, business & marketing, and sports & recreation. This team will lead the development of the Council's arts engagement, working closely with all aspects of the Council and its other departments & services to create a cohesive approach going forward.

3.2.3 The introduction of the Localism Bill in December 2010 will shift power from central government back into the hands of local councils, communities and individuals. The Council is developing the role of its Area Committees in response to this, which will create a new democratic environment that more directly involves local people in delivering services. This will open up fresh opportunities for local people to shape the arts in Cambridge.

3.3 Local Engagement in the Arts

3.3.1 Local residents are generally satisfied with the levels of provision and quality of arts services in Cambridge, and 9 in 10 local residents currently participate in the arts at least annually.⁹

3.3.2 However, the Citizen Survey 2009 identified the running of the Corn Exchange and the provision of events such as Bonfire Night and The Big Weekend among the discretionary services that residents (26%) consider to be less important and feel that they could be provided at a lower standard to save money. The Council acknowledges that in order to ensure best value for local residents it will need to address these concerns in the management of its services.

3.3.3 In the 12 months to December 2009, 60.3% of adults in Cambridge engaged in the arts at least three times¹⁰ however local research suggests that

⁹ MRUK Residents Survey (2007)

inequalities exist in access to services. An example of this is that engagement & awareness of arts activities is significantly lower for Black, Asian & Minority Ethnic (BAME) communities¹¹ and young people who lack access to positive activities that could be provided by the arts¹².

3.3.4 Cambridge is a relatively expensive city to live in. Although 73% of the working population is economically active¹³, house prices in the city are the highest on average for the whole of Cambridgeshire. One of the strongest barriers for not attending the arts is cost associated¹⁴ and engagement in the arts is notably lowest in most deprived wards of the city, concentrated in the North and East of Cambridge¹⁵. Arts attendance is likely to be affected by economic recession which could in turn impact the sustainability of arts organisations.

3.3.5 The key to successfully ensuring everyone can benefit from the value of the arts will be in successfully developing equal opportunities for engagement in arts activity whilst ensuring best value.

3.4 Arts in Cambridge – Where are we now?

3.4.1 Throughout the period January to May 2010, the Council consulted with a number of key stakeholders on their opinion of the arts in Cambridge and the Council's role. This included meeting representatives from significant local organisations such as arts venues, Cambridge University and Arts Council England East, and culminated in an open consultation event at the Cambridge Corn Exchange in May 2010 of the Cambridge Arts Network (the Council run network of local arts practitioners) and other interested parties.

3.4.2 Students from the Judge Business School, Cambridge University, were also commissioned to consider the views of local residents through questionnaire and focus group surveys and these results, and the consideration of previous studies such as the Cambridgeshire Horizons Arts & Culture Strategy (2006) and the Council commissioned Arts & Entertainment Residents Survey (MRUK, 2007), have formed a broad view of the arts in Cambridge.

3.4.3 Despite its modest size, Cambridge is a significant regional city with an iconic city centre, a broad range of high quality arts provision and a rich cultural heritage that positions it as a world leader in ideas and innovation.

3.4.4 Cambridge is a world-renowned centre of academic excellence, playing host to Cambridge University and Anglia Ruskin University, which provide significant cultural assets including historic buildings and chapels, museums, festivals, and engagement with the city's hi-tech knowledge industry.

3.4.5 The city has a rich diversity of arts provision, in particular choral & classical music and theatre, and is home to both locally and nationally significant

10 Taking Part (DCMS findings until March 2010)

11 Citizen Survey (2007) & BME Booster Survey (2007)

12 Big Plan 2 (Cambridgeshire Children & Young People's Strategic Partnership, 2009)

13 Cambridge City Annual demographic and socio-economic information report (Cambridgeshire County Council, 2009)

14 MRUK Residents Survey (2007)

15 Active People's Survey (April, 2009)

organisations, venues and festivals supporting local artistic talent and attracting national & international artists.

3.4.6 This includes the Cambridge Corn Exchange as the city's largest multi-purpose arts performance venue and a range of smaller venues including music and theatre spaces such as Cambridge Arts Theatre and West Road concert hall, cinemas such as the Arts Picturehouse and galleries such as Kettle's Yard, the Ruskin Gallery and many commercial spaces. The city has the country's broadest collection of museums and archives outside of London, notably with the inclusion of the University museums such as The Fitzwilliam Museum, housing prestigious collections open for free to all.

3.4.7 The city boasts a wealth of resident and touring professional arts organisations such as Hoipolloi and New International Encounter theatre companies, the Britten Sinfonia, and Gomito as an example of an organisation initiated in Cambridge by local students. It is fortunate to benefit from the regional artist development role of The Junction venue, which supports Cambridge's iconic international and regional profile whilst providing local people with access to world-class provision. This benefit is felt across the county and Peterborough whose residents experience Cambridge's rich cultural offer through organisations' outreach as well as visiting the city.

3.4.8 Cambridge is particularly noted for its vibrant and developing outdoor community events & varied festivals programme. There are more than 20 regular activities within Cambridge's annual calendar and particularly during the summer months, such as the Council run Co-operative Cambridge Folk Festival attracting audiences of 14,000 per annum alongside community led activities such as Strawberry Fair.

3.4.9 Council run and supported events such as The Big Weekend are valued for being affordable and easily accessible, with a varied programme for all tastes, fostering a wide range of effective partnerships.

3.4.10 The Council is currently developing and delivering a number of public art projects, including the Snowy Farr Memorial, the Swift Tower commission at Pye Fen and a project at Mill Road Cemetery, and is continuing to commission and plan artworks through the notable opportunities arising from city growth.

3.4.11 The city's non-professional and voluntary sector particularly contributes to the city's vibrancy with the Council's grant programme reflecting the value of partnership working through support for a significant community of creative voluntary organisations working in a range of disciplines including physical and mental health such as Inspire and Rowan Humberstone.

3.5 Improvements & Opportunities

3.5.1 Much of the city's arts offer is focussed on the historic city centre and Cambridge University, and that puts particular pressure on the city centre, its facilities and transport networks. Access to provision can often be limiting for people unable to reach the centre, especially outside the core hours of public transport and particularly for young people.

3.5.2 Cambridge is growing, with new homes, new neighbourhoods and a rising population. There several major growth sites planned for new homes and communities: on the southern, north-west and eastern fringes of Cambridge, as well as the Cambridge Northern Fringe East and the Station Area (CB1).

3.5.3 In a 2008 public survey of Cambridge's public art, there was strong support for the role of public art in giving Cambridge a positive image, promoting art and culture and place-making. Art has a role to play in ensuring the development and integration of these new and existing communities, but in addition these sites present a significant opportunity for the Council explore the role of art in shaping the city's identity with investment through developer contributions.

3.5.4 Despite a vibrant cultural offer, there are still low levels of awareness by the public of accessible opportunities and arts organisations have expressed difficulty in adequately promoting their offer to local people and each other, made more difficult by the increasing costs in this area.

3.5.6 There is an unmet demand for creative workspace¹⁶, in particular for contemporary art where affordable and openly accessible studio and exhibition space is minimal despite a strong number of local practitioners in this field. There is strong competition for exhibition, rehearsal and performance space in the city centre for professional and local community arts use, and a noted lack of a major purpose-built centre for the performing arts (particularly for large scale live music concerts or major commercial events and shows) and conferences¹⁷. Local arts partners feel that there is an unexplored opportunity to maximise existing resources including through the opportunities around housing developments, the use of public art, and enhanced partnership working to address this.

3.5.7 Engagement in arts activity by minority groups such as BAME communities is lower than for the overall public, however many of these groups have a desire to engage further in the delivery of local activity¹⁸. The emergence of a number of localised, community run cultural activities such as the Chesterton Festival and the city's first Asian Mela suggest a need to support opportunities for local communities to deliver and develop their own arts provision.

3.5.8 Local arts providers have expressed a strong desire to see development priorities set for the future which harness the potential for the Council to influence the development of new facilities, activities, programmes and partnerships.

3.6 Partnership Working

3.6.1 The Council's significant third sector support in grant aid, advice and advocacy is noted and valued by arts providers but is not considered adequately transparent, monitored, communicated and managed to support their development. The Council's current support for arts activity is based on historical relationships and tradition with little emphasis on developing or nurturing new activity or individual practitioners.

¹⁶ Cambridgeshire Horizons Arts & Culture Strategy (2006) & Cambridge Arts Network consultation event (May 2010)

¹⁷ Cambridgeshire Horizons Arts & Culture Strategy (2006)

¹⁸ Survey of Black & Minority Ethnic People Living in Cambridge (Cambridge City Council, 2006)

3.6.2 External partners are keen to work with the Council and explore greater joint working, which can help to share resources and develop potential for new ways to deliver and develop arts activity in the city. The Council acknowledges the beneficial role that partners' activities play in delivering on its priorities and the potential to better utilise local assets such as the Universities to support arts priorities.

3.6.3 Local business investment in the arts in Cambridge has been underdeveloped and there is a desire felt by both arts providers and current corporate champions for the arts to nurture mutually beneficial partnerships with the corporate sector. This includes greater consideration of the role that the independent business sector such as local commercial galleries, as well as the city's vibrant creative & technology industries, can play in delivering on shared objectives and enhancing the city's identity & profile.

3.6.4 Local arts organisations and artists value the coordinating role of the Council, such as through the Cambridge Arts Network (CAN) and encouraging partnerships. However, there is a desire to see enhanced coordination of arts activity and programming to ensure that events, venues and opportunities can thrive and develop. This will require a greater understanding of the needs of local people and local arts organisations through adequate mapping of provision and consultation currently considered insufficient.

4. Priorities 2011-2014

4.1 Cambridge City Council has identified four key priorities to focus its activities on over the next three years in order to achieve its vision.

4.2 Our vision is for Cambridge to thrive as a dynamic city where diverse local communities enjoy a good quality of life with access to cultural activities within a vibrant, innovative knowledge-based economy.

4.3 Prioritising will help the Council to ensure best value for the use of its limited resources.

1) Access to art for all

Ensuring equality of access for all city users & residents to a broad range of high quality provision that provides excellent value for money through innovative & efficient ways of working.

a) Equal access for everyone

Everyone to have the opportunity to access the arts regardless of circumstance:

- Better access for those people who traditionally have barriers to arts engagement, particularly children & young people, older people, people with mental & physical disabilities & dependencies, and people from BAME communities.
- Provision of free and affordable cultural events for people on low incomes.
- A raised awareness of local opportunities to engage in the arts.

b) Excellent value for money

Residents to see Council resources spent effectively for their benefit:

- All provision is of the highest possible level of quality.
- Provision is delivered in the most efficient way possible.
- Partnership working is used to maximise resources and impact.

c) A broad & coordinated range of diverse arts provision

People both now and in the future to have the opportunity to access excellent art in all its forms in Cambridge:

- Gaps in provision are identified and nurtured.
- Better coordination of activity.
- Greater diversity of art in Cambridge.
- Improved arts facilities able to cope with increased future demand.

2) Engage and enable local communities

Involving local people in decision-making and responding to local need to engage communities in using the arts to shape their neighbourhoods and the broader city.

d) Support local need

Arts provision to deliver on local need:

- Pro-active consultation with local people on arts issues.
- Local people are involved in decision-making with regard to arts activity.
- The needs of artists & arts providers are supported.
- Evidence of planning for the needs of the future communities of Cambridge.

e) Develop community involvement & participation

Empower local communities to use the arts to shape their neighbourhoods and the broader city:

- Communities are supported in delivering their own events.
- More opportunities for local people to get involved in Council run activities & events.
- Maximised opportunities around growth and development in using the arts to develop and integrate communities.

3) Enhance the city's reputation & identity

Re-invigorate the public realm & create a sense of place that supports Cambridge's reputation for innovation & excellence.

f) Enhance Cambridge's reputation

Enhance the city's reputation as a world leader in innovation and creativity:

- Greater innovation, creativity, ambition & excellence.
- Organisations, activities and ideas are supported that raise the city's profile.
- New activities, organisations or initiatives are nurtured & developed.
- Support for initiatives with the power to showcase Cambridge's cultural assets within and beyond the city such as engagement with London 2012.

g) Develop Cambridge's identity & sense of place

Use the arts to help define Cambridge's identity:

- Public art and the opportunities surrounding the city's growth are used to integrate and shape new & existing communities.
- Attention is focussed on the digital arts as a significant emerging art-form that aligns with Cambridge's unique identity.
- Preservation of valued local cultural traditions and assets.

4) Protect the environment

Improving local environmental quality, biodiversity and sustainability; and to reduce, mitigate and manage the carbon consequences of arts activities.

h) Protect against negative impact

Protect the environment and mitigate & manage the carbon consequences of arts activity:

- Artists and arts organisations are encouraged to reduce their carbon footprint & those of their audiences.
- Greater energy efficiency in the delivery of arts activity.
- Waste produced by arts activity minimised and recycling is increased.

i) Enhance the environment

Use the arts to enhance the outdoor environment and the public realm:

- Arts activity is encouraged in outdoor spaces.
- Promotion of environmental sustainability within, and through, the arts.

5. The Ripple Effect

5.1 How we will work and what we will do

5.1.1 The impact of the Council's influence extends out beyond its own direct provision through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge. We call this "The Ripple Effect".

5.1.2 The Council has identified three key ripples that reflect its methods for working in the arts to achieve its vision:

- **Direct Provision**
- **Partnership Working**
- **Advocacy & Development**

5.2 The First Ripple - Direct Provision

5.2.1 The Council delivers arts activity where there are gaps in provision that other providers or methods of working cannot fill. It does not seek to compete with other local providers who are better placed to deliver activity and acknowledges that it should run its activities in the most efficient way possible.

a) Corn Exchange & Guildhall Halls

5.2.2 The Council manages the Cambridge Corn Exchange, which is the largest entertainment provider & conference centre in a 60-mile radius. The Council also operates the Guildhall Halls, which are two multi-purpose performance and conference spaces.

5.2.3 A review of the Corn Exchange was completed in 2010 and identified the future direction for the Council's involvement with this significant venue. This has resulted in a commitment to continue to operate the Corn Exchange in-house as a stand-alone business. Its operations will be improved to include:

- A focus on developing strategic external relationships with the venue.
- Creating a Performance Advisory Panel of members and officers to support the coordination & development of the venue's programme.
- The development of a clear & refreshed Programming Policy.
- A commitment to explore physical venue improvements to ensure they maintain increasing demand for services & provide better access for wheelchair users.
- A target to increase the venue's financial and energy efficiency.

b) Outdoor events & regular programmes

5.2.4 The Council runs a number of major outdoor events including The Co-operative Cambridge Folk Festival, which is arguably the most prestigious folk music festival in the world with an audience of 14,000 and major national media partnership associations, through to free community events such as The Big Weekend and Bonfire Night each attracting around 20,000 people per annum.

5.2.5 It also programmes a number of entertainment activities throughout the year for the benefit of targeted groups such as senior citizens, and children and young people.

5.2.6 The Council will continue to maintain and develop a programme of arts events in delivering its priorities for the future and will:

- Maintain a level of free provision for the community through events such as Bonfire Night and The Big Weekend.
- Develop opportunities for new communities and wider community groups to engage with existing events such as The Big Weekend.
- Develop an Events Framework, which will provide direction on the coordination of outdoor events in its parks and open spaces & maximise programming opportunities on open spaces.
- Develop flexibility within the events programme to enable it to respond to changing needs and new opportunities such as London 2012.
- Encourage ethnic diversity within its event programme to support engagement by the BAME community including delivering targeted events for the benefit of this community.
- Spread its event programme more evenly across the year to avoid an exclusive focus on the summer months.
- Maintain a targeted programme of activity for the benefit of people with barriers to accessing the arts.
- Develop an environmental policy for our events & programmes.

c) Growth of the city and Public Art

5.2.7 The significant levels of development in the city have created a unique window of opportunity to target investment in the arts for the benefit of the city's identity and community cohesion.

5.2.8 This investment presents an opportunity to ensure that cultural facilities are considered & developed by, and for, new & existing Cambridge communities, in particular through the management of developer contributions and the provision of public art.

5.2.9 The City Council enjoys an effective joint working partnership with South Cambridgeshire District Council within the management of growth and has recently commissioned an Infrastructure Study for Cambridge and South Cambridgeshire in order to better understand existing and future infrastructure to inform each authority's Development Plan. The Development Plan will identify the necessary social, physical and green infrastructure to ensure sustainable communities are delivered and will include leisure and community facilities.

5.2.10 In addition to the influence of the Council on ensuring the arts are considered within city growth through the planning process, the Council's Public Art Supplementary Document (SPD) outlines how the Council will ensure the successful delivery of public art within new developments. The Council's preference is for public art to be delivered on site by the developer but where this is not possible a financial contribution is made to the Public Art Initiative. The

City Council is responsible for spending these commuted sums by directly commissioning public artworks itself.

5.2.11 The priorities of this Arts Strategy compliment the Council's vision for public art stated in the Public Art SPD which is to "deliver outstanding communities and places by joining the best contemporary public art practice to community engagement, architecture, landscape and urban design in order to shape and improve the experience of the City as a place of creativity and innovation that offers a high quality of life" as well as supporting the Council's commitment to the Cambridgeshire Quality Charter principles of community, connectivity, climate and character¹⁹.

5.2.12 The Council will:

- Strengthen community engagement with public art to ensure it responds to the needs of local communities.
- Ensure that the Council's Development Plan incorporates good quality leisure and art infrastructure facilities.
- Provide advice and expertise to developers & communities to ensure best practice in commissioning public art.
- Enhance the development, curation and management of public art projects and ensure the strategic use of public art funds including art to deliver projects, which provide character and improve the quality of the public realm.
- Ensure public art projects are developed which support both the Public Art SPD and the Arts Strategy priorities of promoting the environment, climate change and sustainable living.

5.3 The Second Ripple - Partnership Working

5.3.1 The Council acknowledges that it cannot deliver its priorities alone. The key to success is in nurturing strategic partnerships, which have mutual benefit and can achieve shared objectives.

5.3.2 The Council works in partnership with others by investing in local arts provision through grant aid and by strategically nurturing & coordinating partnership working between other local strategic partners, arts providers and local communities.

e) Financial investment in partners

5.3.3 The Council's funding helps organisations to lever other external support and maintains and develops local arts organisations. The Council currently offers financial support to voluntary organisations for leisure activities in the form of grants. In 2009-10 the Council awarded 43 grants to 37 different voluntary organisations for arts related activities totalling £323,507.

5.3.4 Financial support to external partners can be provided in different ways:

- **Grants** – where funding is provided to support an organisation that applies with a proposed project or service that fits with the Council's grant

¹⁹ Cambridgeshire Quality Charter (2009)

objectives. The Council currently offers grants through a variety of processes including Leisure Grants and Area Committees.

- **Contracts** – where the Council has an agreement with an organisation to fund areas of its activity that deliver on identified Council priorities. The Council currently funds one arts organisation through a contractual grant agreement.
- **Commissions** – a project or service commissioned through a procurement process where an organisation is funded to deliver a specific project or activity that has been identified by the Council.

5.3.5 Levels of funding cannot be prescribed in this document however the Council is committed to continuing to provide financial support to arts organisations. The Council seeks to enhance its working to ensure a fair and transparent process for allocating funding that aligns the outcomes of its investment with its priorities and promotes long-term organisational development & sustainability for grant recipients.

5.3.6 The Council will:

- Review its leisure grants to consider the best delivery models for financial investment including exploring strategic commissioning, contracts, grants, and bursaries for individual practitioners for capital, revenue and project costs.
- Create a clear rationale for its financial investment through new policies and guidelines.
- Engineer and manage better systems of monitoring financial investment in providers against Council objectives.
- Consult with existing grant recipients and the wider arts community on the impact, design & implementation of proposed changes to grant funding.
- Proactively seek to support activity which promotes environmental sustainability.

f) External strategic relationships

5.3.7 The Council has a strong influencing role in supporting the arts through working with other local strategic partners.

5.3.8 The Council has a number of relationships with key local partners such as Arts Council England (ACE), East, the city's universities and education sector, local businesses and the other district authorities for Cambridgeshire. The Council is aware of its role in influencing the focus and investment of partners such as ACE in the Cambridge arts scene.

5.3.9 For example, in 2009-10 ACE made 28 grants for projects taking place in Cambridge totalling £681,316 to 26 different organisations/individuals. However, the publication of ACE's new 10 year strategic framework "Achieving Great Art for Everyone" in November 2010 includes a major renewal of its funding programmes, alongside a focus on 5 new goals, which are:

Goal 1- Talent and artistic excellence are thriving and celebrated.

Goal 2 - More people experience and are inspired by the arts.

Goal 3 - The arts are sustainable, resilient and innovative.

Goal 4 - The arts leadership and workforce are diverse and highly skilled.

Goal 5 - Every child and young person has the opportunity to experience the richness of the arts.

The Council will seek to work closely with ACE to ensure that its investment in and development of the arts in Cambridge supports its own objectives in harmony with these goals.

5.3.10 The Council will seek to strengthen all its external strategic relationships to support its priorities and will work in partnership with:

- **Arts Council England:** to ensure that Council priorities are considered in ACE's decisions and maximise each other's investment in the arts.
- **Cambridge University, Anglia Ruskin University & local schools & sixth form colleges:** to ensure enhanced joint working & better access to their facilities by local residents.
- Explore the potential for joint projects working in partnership with others on shared initiatives.
- **Cambridgeshire County Council, South Cambridgeshire District Council, and other local district authorities:** to develop work that supports access by the wider county to the city's cultural assets.
- **Other external arts organisations & grant recipients** in developing their own work which delivers on Council priorities including joint projects & environmental policies.
- **Local businesses & the corporate sector** in nurturing business investment and support for the city's arts activities, organisations and infrastructure.

g) Coordination & facilitation

5.3.11 Whilst there is not a comprehensive audit of all city arts provision, the Council is well positioned to manage a broad overview of arts provision and the issues affecting the arts sector in Cambridge.

5.3.12 The Council will seek to develop this role and ensure effectiveness in identifying gaps in provision and will:

- Undertake consultation with Cambridge residents to ensure their views are reflected in city-wide arts provision.
- Help to forge links between the education sector and local arts organisations to increase engagement in the arts in particular for children & young people.
- Bring together venues and arts organisations to ensure enhanced communication & coordination of programmes and marketing of activity across Cambridge.
- Lead on the city's engagement with London 2012 to maximise opportunities for the arts.

h) Supporting the third sector through non-financial means

5.3.13 The Council has a role in offering advice and support to the third sector and other providers of arts activities in the city. This role will be developed to include:

- Support for Council grant recipients to assist them in diversifying their funding and developing sustainability.
- Understanding of the needs of third sector arts organisations to consider ways to enable their growth and development.
- Greater advocacy for the work of artists and art providers in the city.

5.4 The Third Ripple - Advocacy & Development

5.4.1 The Council has a key influential role in providing leadership and advocacy on issues of relevance to its priorities and strategically influence other stakeholders and policies with a view to developing provision for the arts locally.

i) Strategising & influencing others

5.4.2 The Council will continue to provide a strong voice for the arts in Cambridge by finding ways to positively influence local and national policy and direction. It will:

- Raise the profile of its priorities and needs for the arts in Cambridge at a County, local & region wide level.
- Encourage engagement by the business community in the arts including investment & support.
- Attend and support other local networks such as Culture First, the Culture Task Group and the Cambridgeshire Museums Advisory Partnership, to provide a steer for the city's provision.
- Encourage others to support and use the arts as a tool to achieve their objectives such as in the education sector, voluntary groups, healthcare providers, other local authorities in Cambridgeshire, and through the Local Enterprise Partnership (LEP).
- Campaign to decrease the carbon footprint of arts activities.

j) Identifying, exploring, initiating & supporting long-term developmental aims

5.4.3 Cambridge City Council has an ability to influence significant development projects for the city such as capital investment through planning control, and the initiation of new major ventures for the city.

5.4.4 The Council welcomes developmental proposals for consideration and will identify areas to focus its advocacy on to ensure the successful development of city arts provision in partnership with others. It will:

- Coordinate discussion on maximising city resources to address the need for creative space including undertaking a needs analysis.
- Identify resources to enable flexibility to respond to arts development opportunities.
- Lead on the development of a strategy for the city's festivals and outdoor events involving a range of external & internal stakeholders.

5.5 Delivering on objectives

5.5.1 The Council will be proactive in ensuring it delivers on its priorities and the objectives of this Arts Strategy. It will produce an Action Plan for the management of the delivery of activity in collaboration with external stakeholders.

5.5.2 This Action Plan will aim to be specific and achievable and will incorporate methods for monitoring success. The plan will enable local people to see the impact of the arts on their city and document the outcomes of the strategy as it delivers on the Council's vision for the arts.

The Ripple Effect

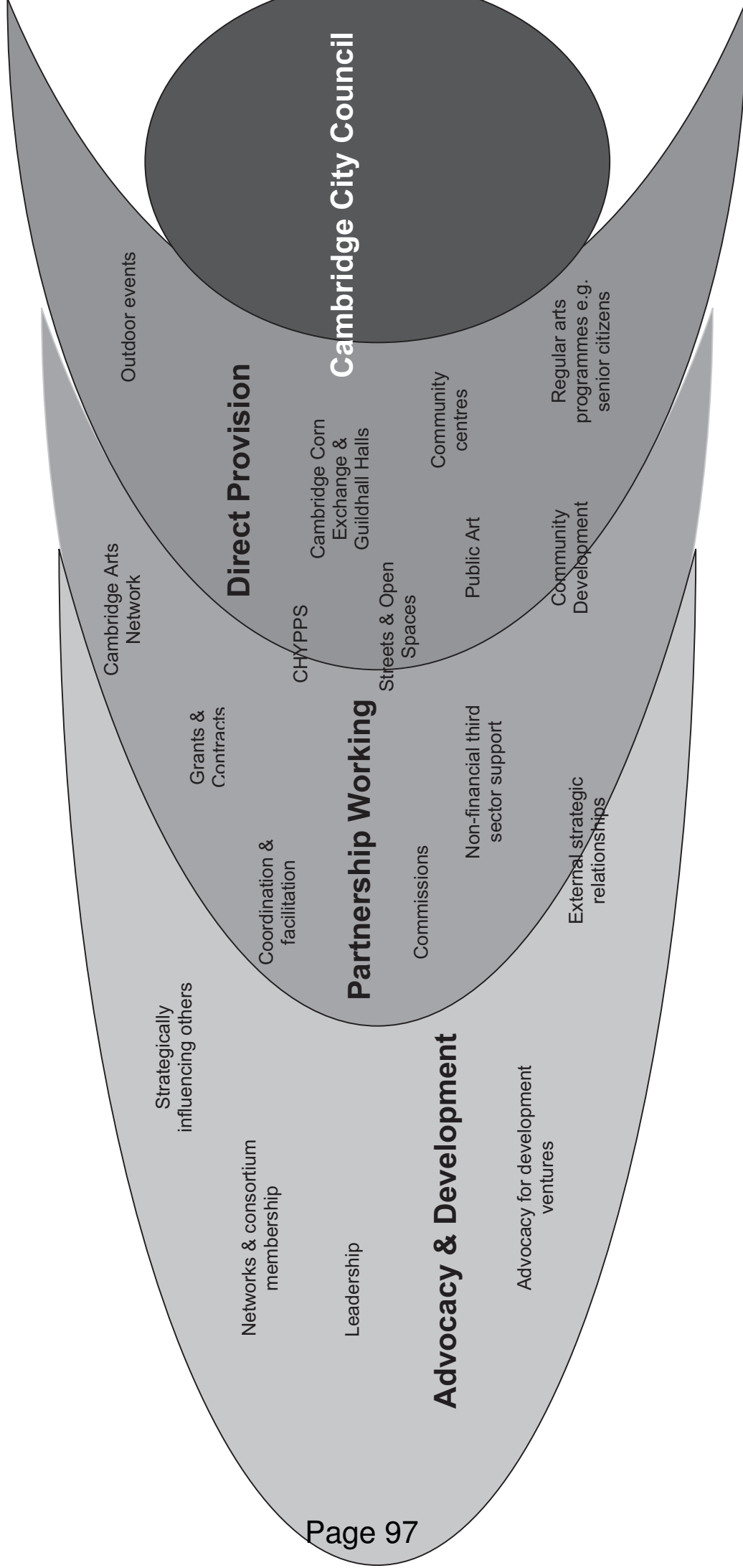


Table of Objectives

1) Access to art for all		
	Ripple	Objective
a) Equal access for everyone	1 - Direct Provision	Commit to exploring physical venue improvements to the Corn Exchange & Guildhall Halls to ensure they maintain increasing demand for services & provide better access for wheelchair users.
	1 - Direct Provision	Maintain a level of free provision for the community through events such as Bonfire Night and The Big Weekend.
	1 - Direct Provision	Encourage ethnic diversity within Council event programmes to support engagement by the BAME community including delivering targeted events for the benefit of this community.
	1 - Direct Provision	Maintain a targeted programme of activity for the benefit of people with barriers to accessing the arts.
	2 – Partnership Working	Strengthen relationships with both city universities, schools & colleges to ensure that better access is encouraged to their facilities by local residents.

b) Excellent value for money	2 – Partnership Working	Develop work with Cambridgeshire County Council and local district authorities to support access by the wider county to the city's cultural assets.
	2 – Partnership Working	Help to forge links between the education sector and local arts organisations to increase engagement in the arts in particular for children & young people.
	1 - Direct Provision	Increase the financial efficiency of the Corn Exchange.
	2 – Partnership Working	Review leisure grants to consider the best delivery models to deliver objectives including strategic commissioning, contracts, grants, and bursaries for individual practitioners for capital, revenue and project costs.
	2 – Partnership Working	Create a clear rationale for financial investment through new policies and guidelines.
	2 – Partnership Working	Engineer and manage better systems of monitoring financial investment in providers against Council objectives.
	2 – Partnership Working	Work in partnership with Arts Council England to ensure that Council priorities are considered and maximise each other's investment in the arts.
	2 – Partnership Working	Explore the potential for joint projects working in partnership with others on shared initiatives.
	2 – Partnership Working	

<p>c) A broad & coordinated range of diverse arts provision</p>	<p>3 – Advocacy & Development</p>	<p>Encourage engagement by the business community in the arts including investment & support.</p>
	<p>1 - Direct Provision</p>	<p>Focus on developing strategic external relationships with the Corn Exchange.</p>
	<p>1 - Direct Provision</p>	<p>Create a Performance Advisory Panel of members and officers to support the coordination & development of the Corn Exchange's programme.</p>
	<p>1 - Direct Provision</p>	<p>Develop an Events Framework, which will provide direction on the coordination of outdoor events in parks & open spaces & maximise programming on open spaces.</p>
	<p>1 - Direct Provision</p>	<p>Spread the Council's event programme more evenly across the year to avoid an exclusive focus on the summer months.</p>
	<p>1 - Direct Provision</p>	<p>Ensure that the Council's Development Plan incorporates good quality leisure and art infrastructure facilities.</p>
	<p>2 – Partnership Working</p>	<p>Bring together venues and arts organisations to ensure enhanced communication & coordination of programmes and marketing of activity across Cambridge.</p>
	<p>3 – Advocacy & Development</p>	<p>Attend and support other local networks such as Culture First, the Culture Task Group and the Cambridgeshire Museums Advisory Partnership, to provide a steer for the city's provision.</p>

	3 – Advocacy & Development	Coordinate discussion on maximising city resources to address the need for creative space including undertaking a needs analysis.
	3 – Advocacy & Development	Identify resources to enable flexibility to respond to arts development opportunities.
	3 – Advocacy & Development	Lead on the development of a strategy for the city's festivals and outdoor events involving a range of external & internal stakeholders.
2) Engage and enable local communities		
d) Support local need	Ripple	Objective
	1 - Direct Provision	Strengthen community engagement with public art to ensure it responds to the needs of local communities.
	2 – Partnership Working	Undertake consultation with Cambridge residents to ensure their views are reflected in city-wide arts provision.
	2 – Partnership Working	Consult with existing grant recipients and the wider arts community on the impact, design & implementation of proposed changes to grant funding.
	2 – Partnership Working	Support Council grant recipients to assist them in diversifying their funding and developing sustainability.
	2 – Partnership Working	Understand of the needs of third sector arts organisations to consider ways to enable their growth and development.

<p>e) Develop community involvement & participation</p>	<p>2 – Partnership Working</p>	<p>Nurture business investment & support for the city's arts activities, organisations & infrastructure.</p>
	<p>3 – Advocacy & Development</p>	<p>Greater advocacy for the work of artists and arts providers in the city.</p>
	<p>1 - Direct Provision</p>	<p>Develop opportunities for new communities and wider community groups to engage with existing events such as The Big Weekend.</p>
	<p>3 – Advocacy & Development</p>	<p>Encourage others to support and use the arts as a tool to achieve their objectives such as the education sector, voluntary groups, healthcare providers, other local authorities in Cambridgeshire & through the LEP.</p>

3) Enhance the city's reputation & identity		
	Ripple	Objective
f) Enhance Cambridge's reputation	1 - Direct Provision	Develop a clear & refreshed Programming Policy for the Corn Exchange.
	1 - Direct Provision	Develop flexibility within the events programme to enable it to respond to changing needs and new opportunities such as London 2012.
	2 – Partnership Working	Lead on the city's engagement with London 2012 to maximise opportunities for the arts.
	3 – Advocacy & Development	Raise the profile of Council priorities and needs for the arts in Cambridge at a county, local & regional level.
g) Develop Cambridge's identity & sense of place	1 - Direct Provision	Provide advice and expertise to developers & communities to ensure best practice in commissioning public art.
	1 - Direct Provision	Enhance the development, curation and management of public art projects and ensure the strategic use of public art funds including art to deliver projects, which provide character and improve the quality of the public realm.

4) Protect the environment		
	Ripple	Objective
h) Protect against negative impact	1 - Direct Provision	Increase the energy efficiency of the Corn Exchange and Guildhall Halls.
	1 - Direct Provision	Develop an environmental policy for events & programmes
	2 – Partnership Working	Support external arts organisations & grant recipients in developing their own environmental policies
	3 – Advocacy & Development	Campaign to decrease the carbon footprint of arts activities
i) Enhance the environment	1 - Direct Provision	Ensure public art projects are developed which support both the Public Art SPD and the Arts Strategy priorities of promoting the environment, climate change and sustainable living.
	1 - Direct Provision	Develop an Events Framework, which will provide direction on the coordination of outdoor events in parks & open spaces & maximise programming on open spaces.
	2 – Partnership Working	Proactively seek to support activity which promotes environmental sustainability.

List of Sources

- Basic audit of Cambridge City arts provision (Cambridge City Council, 2010)
Arts provision benchmarking exercise (Cambridge City Council, 2010)
- Internal Consultation Meeting (Cambridge City Council, 9th April 2010)
External Consultation Meeting (Cambridge City Council, 14th April 2010)
Cambridge Arts Network Consultation Event (Cambridge City Council, Cambridge Corn Exchange, May 2010)
Judge Business School Presentation (June 2010)
- Active People's Survey (April, 2009)
Annual Monitoring Report 2010 (Cambridge City Council, 2010)
Arts & Culture Strategy (Cambridgeshire Horizons, 2006)
Arts Industry (March 2011)
A Passion for Excellence (DCMS March 2008)
Big Plan 2 (Cambridgeshire Children & Young People's Strategic Partnership, 2009)
BME Booster Survey (Cambridge City Council, 2007)
BVPI Survey 2006
Cambridge Arts & Entertainment Resident Survey (MRUK, 2007)
Cambridge City annual demographic and socio-economic information report (Cambridgeshire County Council, 2010)
Cambridge Environmental Framework 2009-2012 (Cambridge City Council, 2009)
Cambridgeshire Quality Charter for Growth (Cambridgeshire Horizons/Inspire East, 2009)
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Greater Cambridge Research Report & Action Plan (Greater Cambridge Partnership, March 2008)
ONS Annual Population Survey: Oct 08 - Sept 09 (2009 figures)
Public Arts Supplementary Planning Document (Cambridge City Council, 2010)
The State of the Arts and Health in England (2009)
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Taking Part Survey (DCMS, 2006, 2007 & 2010)

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To: Executive Councillor for Arts and Recreation
Report by: Head of Arts and Recreation
Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/11
Wards affected: All

LEISURE GRANT PRIORITIES 2012-14 Key Decision

1. Executive summary

This report sets out proposals to review Leisure Grants from 2012/13 to align grant priorities to the arts and sports strategies.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the review of Leisure Grants to voluntary and community organisations required to align priorities to the Arts Strategy 2010-14 and the Sports Strategy 2009-13.
- 2.2 To note that following consultation with current grant recipients, proposals for Leisure Grant priorities 2012-14 will be brought back to this committee in July.

3. Background

3.1 Leisure Grant Priorities 2011-12

The current priorities have remained unchanged for many years and were based on the City Council's previous Medium Term Objective to maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods by:

- Supporting a flourishing and diverse voluntary and not-for-profit sector
- Ensuring Cambridge residents can access a range of sports, arts, recreational and community facilities and activities

3.1.1 The priorities are:

- Activities which increase formal and informal access for all city residents to cultural and leisure activities. Priority is given to services which benefit children and young people, people with disabilities, and those whose opportunities are restricted by low income or discrimination
- Area Committee Grants

3.1.2 The 2011/12 budget is divided into two:

- Leisure Activity Grants £273,970 (94%)
- Area Committee Grants £17,500 (6%)
- Total budget: £291,470

3.2 Future Priorities 2012-14

The following strategic priorities will influence the development of leisure grant priorities for 2012-14.

3.2.1 Arts and Recreation Priorities

The Portfolio Plan identifies 4 key themes summarising the overall Arts & Recreation priorities (which are relevant to the review of leisure grants:

- Access – for all to the city’s arts and recreation provision
- Engage – local communities in shaping provision
- Enhance – the City’s identity (sense of place) and reputation through the use of arts and recreation
- Protect – the environment

3.2.2 Sports Strategy 2009-13

There are 4 key priorities resulting from the Sports Strategy 2009-2013:

- Supporting community sport infrastructure
- Improving the health of the community
- Targeted Participation
- Reducing anti-social behaviour

3.2.3 Arts Strategy 2011- 14

There are 4 key priorities resulting from the Arts Strategy 2011-14:

- Access to art for all
- Engage and enable local communities
- Enhance the city’s reputation & identity
- Protect the environment

3.3 Draft Leisure Grant Priorities 2012-14

We will consolidate the above themes into succinct priorities for consultation and outline other potential topics for consultation, such as marketing, process and links to new area committee arrangements etc.

The draft priorities for consultation will be circulated to the Cambridge Council for Voluntary Service, elected members and a wide range of voluntary and community organisations currently funded by the Council.

3.3.1 Feedback will be sought by a number of methods and will include a web based survey, and meetings with umbrella organisations. The consultation will take place between March and June and will include:

- New thematic priorities
- The allocation of funds to the revised priorities
- Any adjustments to criteria or process

3.3.2 Criteria

We need to explore how to assess applications against new priorities and what criteria we will use for monitoring and evaluation. Areas to be considered include:

- Funding for Area Committees to support local decision making aligned with area priorities
- Funding for London 2012
- Longer-term funding agreements
- Maximum limits for one off project grants and for individual organisations
- Level of match funding required

3.3.3 The current method of awarding grants has resulted in some groups receiving funding from the Council over a sustained period of time, so any changes to priorities and processes will need to be carefully assessed, communicated and implemented in phases to support groups to manage the changes and protect services as far as possible.

3.3.4 There will be a need for flexibility to support those groups who may face changes to their funding structure. This will be managed by a phased introduction, exit strategies for those affected and support to secure alternative funding linked to our partnerships with the Cambridgeshire Community Foundation and the Cambridge Council for Voluntary Support and other funders.

3.3.5 Leisure grants currently include several Discretionary Rate Relief (DRR) awards. There is a notice period of 12 months from the beginning of a financial year to amend or terminate such agreements. This commits us to the current level of funding for 2011/12 for DRR for current beneficiaries unless they cease to operate from the premises for which the award has been granted and changes for 2012/13 will need timely communication.

3.4 Cambridgeshire Compact

The Council endorsed the Compact in 2007. The Compact aims to:

- Improve and develop the relationships between the sectors
- Establish a framework for joint working
- Enable the agreement of codes of good practice in areas such as funding/commissioning, consultation, volunteering, community groups, and equality and diversity

3.4.1 Of particular importance to this report the Compact has the following three undertakings for statutory organisations:

- Develop a long-term policy and strategy for support and investment in voluntary and community sector activity in Cambridgeshire including Compact compliance
- Consultation periods are for 12 weeks wherever possible
- Work towards a situation in which statutory contracts and service agreements are a minimum of three years duration and where a minimum of 12 weeks notice is given in respect of decisions to change or terminate a grant or contract condition (or less by mutual agreement)

4. Implications

4.1 Financial Implications

- The funding amounts is dependent on 2012/13 budget approval
- Any revisions to individual awards will be undertaken with support

4.2 Staffing Implications

None

4.3 Equal Opportunities Implications

- Equality impact assessments were undertaken on the strategies and a further assessment will be undertaken on the developed priorities
- A condition of grant aid is the effective implementation of equal opportunities policy and practice

4.4 Environmental Implications

- All applicants are required to have environmental/green policies

5. Background papers

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

- Sports Strategy 2009-13
- Arts Strategy 2011- 14
- Compact

6. Appendices

None

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

Housing Portfolio Plan

Portfolio Holder: Catherine Smart

Accountable Officer: Liz Bisset
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Introduction

Despite the national context, the local economy centred on Cambridge remains resilient and the number of new homes planned and needed is anticipated to remain high. We will make sure that the expansion of Cambridge creates new homes and communities that people want to live in. Market house prices and rents remain high in Cambridge and we will continue to make the case for investment in a range of sizes and types and tenures of housing for local residents, including affordable housing, consistent with the Charter for New Affordable Housing. We will also continue to invest in, and make best use of, the existing homes within the City, taking account of the need to tackle climate change and ensuring the existing communities can benefit from the planned growth.

Details of the long awaited reform to the national system by which Council's like Cambridge finance their own housing (known as 'self-financing') were announced in February 2011. Preparation for self-financing will be a major focus for new work in the coming years we need to be ready to implement changes to the Housing Revenue Subsidy in April 2012. In parallel, we will continue to pursue the feasibility of a programme to build more new Council homes. The impact of other new government initiatives such as changes to Housing Benefit and Local Housing Allowance; the new Affordable Rent proposal; reduction of funding to build new Affordable Homes and reduction of revenue funding through the Supporting People programme etc, are not yet clear – again, we need to be ready to implement any changes when required. Changes to the planning system introduced at the national level could inhibit the planned growth of Cambridge.

Whatever emerges, we will work with partner local authorities, housing associations and others across the sub-regional around Cambridge to demonstrate the need for investment in local housing and how this is critical to the success of other local policy requirements such as social care; health; and local economic growth.

Virtually all of the Council's service divisions contribute to the achievement of this Plan's Objectives but the main Teams involved are Housing Strategy; Private Sector Housing; Housing Development; Housing Options and Homelessness; Home Aid; City Homes; Repairs and Maintenance and Safer Communities.

Vision Statements applicable to this portfolio

- A city which recognises and meets needs for housing of all kinds - close to jobs and neighbourhood facilities
- A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution.

Strategic Objectives 2011-2012

Vision Statement:	A city which recognises and meets needs for housing of all kinds - close to jobs and neighbourhood facilities
Strategic Objective HSO1:	Maximise the delivery of new housing in a range of sizes, types and tenures ensuring that current standards are at least maintained.
By March 2012 we will have:	<p>H1.1 Worked with developers, Registered Providers (housing associations) and planners to ensure that the city's social and market housing (including private rented housing) stock continues to grow, including 40% Affordable Housing in most new developments, and decided on the Council's own new build programme.</p> <p>H1.2 Worked with Registered Providers to ensure the current standard of new build housing is sustained in terms of size, construction and layout.</p>
Lead Officer:	Alan Carter

Performance Measures:	<ol style="list-style-type: none"> 1. New Affordable Homes on the strategic growth sites. Completions – 176 2. New Affordable Homes on other sites. Completions - 57 3. Whether agreement is reached with the University on the mix, rent policy, letting and management of the Key Worker Housing on the new University Site in the North West Quadrant.
Delivery Risks:	<ol style="list-style-type: none"> 1. New national policy drivers could impact on the ability to deliver policy aspirations for example, <ul style="list-style-type: none"> • reduced public capital grant for new Affordable Housing could change the tenure mix of housing on new housing sites and result in a reduction in social rented housing • changes to the benefit system could adversely impact on access to the private rented sector for low income households 2. The availability of development finance and mortgage finance slows up the delivery of new housing.
Strategic Objective HSO2:	Make the best use of existing homes.
By March 2012 we will have:	HG2.1 delivered a planned maintenance programme (£952,000) so that all City Council stock continues to meet the Decent Homes standard and reviewed systems in respect of repairs and customer access to improve value for money.

	<p>HG2.2 Influenced Registered Providers' resident engagement to ensure it is effective; developed measures to tackle under-occupation, potentially through a sub-regional approach.</p> <p>HG2.3 Engaged with private sector landlords to ensure they meet the statutory requirements of the Housing Act 2004 so that the physical condition of private housing in Cambridge continues to improve and the Council encourages the good management of housing in multiple-occupation.</p> <p>HG2.4 Delivered our statutory responsibilities and engaged with property owners to ensure that the number of long term empty homes in the private sector continues to reduce.</p> <p>HG2.5 Engaged with Cambridge Colleges to help them attain Landlord Accreditation Scheme standards.</p>
<p>Lead Officer:</p>	<p>Alan Carter (4) Bob Hadfield (3) Jas Lally (5, 6 & 7)</p>
<p>Performance Measures:</p>	<ol style="list-style-type: none"> 1. All City Homes stock sustained to Decent Homes standard. 2. More City Homes households are satisfied with services measured by customer feedback . 3. At least 12 long term vacant properties returned to residential use 4. 12 Cambridge University or other College properties attain Landlord Accreditation Scheme standards.

	<p>Delivery Risks:</p> <ol style="list-style-type: none"> 1. Changes to the Housing Revenue Subsidy System restrict the ability of the Council to deliver high standards of management and maintenance. 2. Changes to the benefit system discourage private landlords from providing good standard housing. 3. Increased demand for support from households in housing stress is not matched by reprioritisation of resources.
<p>Strategic Objective H3O3:</p> <p>By March 2012 we will have:</p>	<p>To prepare for the implementation of self-financing.</p> <p>HG 3.1 Set-up the new self-financing system showing a clear fully funded, 30 year Business Plan for City Homes.</p> <p>HG 3.2 Revised the Business Plan to clearly show the revenue and capital costs of sustaining City Homes; and made choices between different areas of expenditure in the future, including the feasibility of the Council having a new build programme.</p> <p>HG 3.3 Engaged with tenants, leaseholders and other stakeholders to take account of their priorities.</p> <p>Robert Hollingsworth</p>
<p>Lead Officer:</p> <p>Delivery Risks:</p>	<p>1. Conditions that apply to the new self-financing system are so restrictive that there is little real local control over the management of the system and no opportunity to</p>

	<p>feasibly sustain a Council new build programme.</p> <p>2. All risks such as variations in interest rate and changes in utility costs etc will be passed to the Council without proportionate local control over the management of the system.</p>
<p>Performance Measures:</p>	<p>1. Whether the new self-financing system is delivered on time.</p> <p>2. Whether the Council responds to any further consultation.</p> <p>3. Tenants, leaseholders and other stake-holders fully engaged, as measured by informal feedback and supportive votes from Housing Management Board tenants and leaseholder representatives.</p>
<p>Strategic Objective HSO4:</p>	<p>Foster good quality housing and housing related advice.</p>
<p>By March 2012 we will have:</p>	<p>HG4.1 Continued to rationalise and streamline the Housing Options and Homelessness service to ensure that Home-Link (the sub-regional choice-based letting system) evolves to become the hub for housing and housing related advice across all tenures linking effectively with other services offered through the Customer Service Centre e.g. housing benefit advice.</p> <p>HG4.2 Carried out improvements such as increasing accessibility to the Homelink IT system for customers. As better and more information on housing options is provided more people will be able to make decisions themselves over where they want to live. As more people take earlier and direct control over their housing options homelessness will</p>

	<p>be minimised.</p> <p>HG4.3 Improved support to rough sleepers so that the incidence of rough sleeping and use of Temporary Accommodation is minimised as households move more effectively to secure permanent housing.</p> <p>HG4.4 Established whether a shared Home Improvement Agency with South Cambs DC and Hunts DC is a viable option and if not what is the alternative option for a service to support older and vulnerable people to be warm, safe and as independent as possible in their homes.</p>
Lead Officer:	Alan Carter
Performance Measures:	<ol style="list-style-type: none"> 1. Number of Rough Sleepers remains below 10 2. Number of households in non-permanent accommodation remains below 70. 3. More households are satisfied that they have access to the housing advice they need (measured by customer feedback) 4. Key performance measures in respect of Housing Benefit. 5. Home Improvement Agency services are sustained at no additional cost
Delivery Risks:	<ol style="list-style-type: none"> 1. Housing Benefit levels restrict access for some households to housing that meets their needs within the city.

	<p>2. New national policy initiatives such as the new 'Affordable Rents will restrict access to new housing provided by housing associations (Registered Providers).</p> <p>3. If a shared HIA service does not proceed there is a risk that partner funding will be withdrawn resulting in additional cost to the Council.</p>
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<p>Vision Statement:</p>	<p>A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution.</p>
<p>Strategic Objective HSO5:</p>	<p>Increase energy efficiency of existing homes; promote sustainable design and construction methods; promote high standards of environmental sustainability of new homes and communities, including water management.</p>
<p>By March 2012 we will have:</p>	<p>HG5.1 Worked with Registered Providers to ensure that New Affordable Housing is built to at least Level 4 of the Code for Sustainable Homes.</p> <p>HG5.2 Carried out improvements as part of the planned maintenance programme to measurably improve the energy efficiency of the Council stock and generate lower levels of carbon output; environmental waste; and pollution as part of the Decent Homes Programme.</p> <p>HG5.3 Optimum use of the 'feed-in tariff' programme and other funding sources.</p> <p>HG5.4 Promoted Improved energy efficiency of private housing in Cambridge so that fewer people suffer 'fuel poverty' in their housing, particularly vulnerable households; and housing generates lower levels of carbon output, environmental waste and</p>

	<p>pollution through schemes with private landlords such as the Landlord Accreditation Scheme.</p> <p>HG5.5 Increased take-up of Landlord Accreditation scheme which includes energy efficiency standards. .</p>
Lead Officer:	Alan Carter (15) Bob Hadfield (15 & 16) Jas Lally (17& 18)
Delivery Risks:	<ol style="list-style-type: none"> 1. The capital investment required is not forthcoming or pay-back of investment is not sufficient to represent 'value for money' (HG 16). 2. Low take up by residents and landlords on energy initiatives (HG17)
Performance Measures:	<ol style="list-style-type: none"> 1. Increased percentage of new Affordable Homes built to at least Level 4 of the Code for Sustainable Homes 2. New targets to be established as part of the revised Home Energy Strategy to be produced in 2011. 3. Take-up of energy saving schemes within the city in the private sector stock. During 2011/12 develop achievable targets for monitoring the take up of energy saving initiatives taking into account the Green Deal as detail becomes available.

Background Information:

Housing Strategy 2009-12
Affordable Housing Supplementary Planning Document

Developing Affordable Housing Policy Guide
Charter for New Affordable Housing
Private Housing Stock Condition Survey
Strategic Housing Market Assessment
Draft Cambridge Local Investment Plan

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To: Executive Councillor for Housing
Report by: Director of Customer and Community Services and
Director of Environment and Director of Resources
Relevant scrutiny Community Services Scrutiny 17/3/2011
committee: Committee
Wards affected: All Wards

PROVISIONAL CARRY FORWARD REQUESTS (2010/11) AND REVENUE AND CAPITAL PROJECT APPRAISALS

Not a Key Decision

1. Executive Summary

- 1.1 This report presents details of any anticipated variances from budgets, both revenue and capital, where resources are requested to be carried forward into the 2011/12 financial year in order to undertake or complete activities previously approved to take place in 2010/11.
- 1.2 Also included as appendices to this report (if applicable) are any project appraisals that require consideration by Community Services Scrutiny Committee and approval by the Executive Councillor prior to project commencement.

2. Recommendations

The Executive Councillor is recommended:

- a) To agree the provisional revenue carry forward requests, totalling £47,350 as detailed in Appendix A, to be recommended to Council for approval, subject to the final outturn position.
- b) To agree the provisional rephasing of £4,624,000 of capital resources, from 2010/11 into 2011/12, as part of the Housing Capital Investment Plan, to be recommended to Council for approval, subject to the final outturn position.

3. Background

Revenue Outturn

- 3.1 Appendix A sets out the provisional list of items for this portfolio, for which approval is sought to carry forward unspent budget from 2010/11 to the next financial year, 2011/12.

Capital Outturn

- 3.2 All capital schemes were reviewed as part of the budget process in January 2011 and the Capital Plan was amended to account for rephasing and anticipated over/underspends on individual schemes at this stage.
- 3.3 Appendix B shows the capital schemes covered by the Housing Capital Investment Plan (Housing Revenue Account and Housing General Fund schemes funded from HRA resources). Any provisional requests to rephase additional resources from 2010/11 to 2011/12 have been incorporated in the appendix and are explained in detail in the notes to the appendix.

4. Implications

- 4.1 The financial implications of approving the provisional carry forward of budget from the current year into 2011/12, will result in a reduced requirement in the use of reserves for the current financial year, with a corresponding increase in the use of reserves in 2011/12.
- 4.2 A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and / or community safety implications.

5. Background Papers

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

- Directors Variance Explanations – January 2011
- Budgetary Control Reports to 31 January 2011

6. Appendices

- Appendix A – Provisional Carry Forward Requests
- Appendix B – Housing Capital Investment Plan
- Appendix B Notes – Notes to the Housing Capital Investment 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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Community Services - Housing

Revenue Budget 2010/11 - Carry Forward Requests

Request to Carry Forward Community Services (Housing) Budgets from 2010/11 into 2011/12

Item		Request £
	<p>Director of Customer and Community Services</p> <p>Housing General Fund</p>	
1	<p>A carry forward of currently uncommitted 2010/11 CLG Homelessness Grant is requested to enable further homelessness prevention work to be undertaken with this targeted funding in 2011/12.</p>	34,000
	<p>Director of Environment - Refuse and Environment</p>	
2	<p>A carry forward of the underspend of the Housing Management Orders budget to 2011/12 is requested in order to carry out CPO work, if necessary, next year.</p>	7,820
3	<p>An underspend is projected on the budget set aside for energy/poverty monitoring as the contractor we have used fell into financial difficulty. A review of how we carry out this work is needed before we can proceed. It is requested to carry this forward so that it can be completed in 2011/12.</p>	2,530
4	<p>An underspend on Energy promotion work is expected in 2011/12. It is asked that £3,000 is carried forward in order to facilitate work on the green deal in 2011/12.</p>	3,000
		47,350

Housing Capital Investment Plan - HRA & GF

	2010/11 Current Budget Jan 2011 £000's	Provisional Rephasing / Slippage £000's	2010/11 Budget less Provisional Rephasing / Slippage £000's	Notes	2011/12 Budget plus Provisional Rephasing / Slippage £000's
General Fund Housing Capital Spend					
Investment in Affordable Housing (Including Developer's Contributions)	15	0	15		0
Other General Fund Housing	1,624	40	1,584	1	3,017
Total General Fund Housing Capital Spend	1,639	40	1,599		3,017
HRA Capital Spend					
Decent Homes Programme	5,377	97	5,280	2	5,004
Other Spend on HRA Stock	3,091	798	2,293	3	3,827
HRA New Build	1,341		1,341		1,047
Cambridge Standard Works	370	130	240	4	330
Sheltered Housing Capital Investment	4,116	3,559	557	5	4,999
Other HRA Capital Spend	513	0	513		330
Total HRA Capital Spend	14,808	4,584	10,224		15,537
Total Housing Capital Spend	16,447	4,624	11,823		18,554
Housing Capital Resources					
Right to Buy Receipts	(430)	0	(430)		(327)
Other Capital Receipts (Land and Dwellings)	0	0	0		0
MRA	(5,020)	0	(5,020)		(5,119)
Direct Revenue Financing of Capital	(2,743)	0	(2,743)		(2,021)
Other Capital Resources (Grants / Shared Ownership / R&R Funding)	(2,199)	0	(2,199)		(562)
Developer's Contributions (Affordable Housing)	(314)	0	(314)		(331)
Prudential Borrowing	(283)	0	(283)		0
Total Housing Capital Resources	(10,989)	0	(10,989)		(8,360)
Net (Surplus) / Deficit of Resources	5,458		834		10,194
Capital Balances b/f	(13,943)		(13,943)		(12,427)
Use of / (Contribution to) Balances in Year	5,458		834		10,194
Ear-Marked for Future Investment in HRA Stock	0		0		0
Ear-Marked for Future Investment in Affordable Housing / (Use of Previously Ear-Marked Resources)	682		682		(682)
Capital resources remaining to fund future Housing Investment Programme	(7,803)		(12,427)		(2,915)

Housing Capital Investment Plan

Notes to the Housing Capital Investment Plan

- 1 Resources for Disabled Facilities Grants are not expected to be fully spent in 2010/11, and therefore a provisional sum of £40,000 is requested to be carried forward to help meet demand in 2011/12.
- 2 Work to Cemetery Lodge, a dwelling within the housing stock, is not now anticipated to take place until 2011/12, resulting in a request to rephase £20,000 of resources for wall finishes and £69,000 for health and safety works into 2011/12. £8,000 of works for door replacements is also expected to slip into 2011/12 in conjunction with the associated fire works as described in note 3, with a request for provisional approval to carry forward this resource.
- 3 There is an anticipated need to rephase £24,000 for garage improvement works and £100,000 for balcony works at Princess and Hanover Court to ensure that the work is undertaken as part of a larger single project at this location, incorporating safety works to access the roof. Works in relation to £674,000 of funding for fire escapes, fire doors, fire prevention emergency lighting, dry risers and smoke detectors is not now anticipated to take place until 2011/12 due to the capacity of City Services in 2010/11 and difficulties with procuring an external contractor within the original time scales.
- 4 Cambridge Standard works in Ditton Fields (£70,000) and the project to allow ad-hoc parking solutions across the city (£60,000) have not taken place during 2010/11 as anticipated and provisional approval to rephase the £130,000 funding into 2011/12 is requested to enable these works to be undertaken early in the new financial year.
- 5 Work is underway to fully refurbish the sheltered scheme at Brandon Court. The majority of the expenditure is now expected to fall within 2011/12, with provisional approval sought to rephase £2,953,000 from 2010/11 into the new financial year to meet this cost as incurred. Resources of £106,000 to upgrade warden call systems in a number of sheltered schemes are also requested to be rephased into 2011/12 when this work is now anticipated to be undertaken. £500,000 of resources earmarked for a joint re-development project at Roman Court will not now be required until 2011/12.



To: Executive Councillor for Housing
Report by: Liz Bisset, Director of Customer and Community Services
Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/2011
Wards affected: All Wards

DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT (DCLG) HOMELESSNESS GRANT ALLOCATION 2011-12 & 2012-13 Key Decision

1. Executive summary

The City Council is a recipient of a Homelessness Grant from the Department for Communities and Local Government (DCLG). DCLG commonly refers to the grant as a homelessness prevention fund but it is not, technically, ring-fenced. In previous years, decisions on allocation of this grant have been made by delegated authority by the Head of Strategic Housing, in consultation with the Executive Councillor for Housing. However, the report is being brought to committee on this occasion for Members' information and approval for three reasons:

1. The grant allocation has been increased by around 40% from £401,000 in 2010-11 to £575,470 per annum for the period 1st April 2011 to 31st March 2013
2. The Government has written to local authorities in receipt of a Homelessness Grant Allocation asking that the grant is protected for the purposes of tackling and preventing homelessness
3. That forthcoming changes to the welfare benefits system and other significant reductions in government expenditure are likely to lead to significantly increased pressure on homelessness services.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To note and approve the proposed Homelessness Grant distribution for 2011-12

- 2.2 To delegate authority for grant distribution in 2012-15 to the Head of Strategic Housing in consultation with the Executive Councillor for Housing, Chair and Spokesperson on the understanding that a report is brought back to committee for approval for the subsequent spending review period
- 2.3 To note the relevance of the report on forthcoming welfare benefits changes (as contained at appendix 1) to measures designed to tackle and prevent homelessness

3. Background

- 3.1 The Housing Options and Homeless section is the recipient of a two-year Homelessness Grant settlement for 2011-13 and the confirmed allocation of £575,470 is expected to be retained for the final two years of the spending review (i.e. 2013-15)
- 3.2 The grant is not ring-fenced, in line with freedoms and flexibilities afforded to local government in a number of funding areas. It is important to note that 'Preventing Homelessness Grant' is one of only 2 DCLG revenue grants that will remain outside formula grant funding. This is because its success as a targeted grant has been fundamental to achieving a significant fall of over 75% in homeless acceptances and 50% in the number of households in temporary accommodation over the last 5 years.
- 3.3 The Council and its partners have managed to stabilise rough sleeping numbers in the City and our local target of 6 has only been missed once in the last 4½ years
- 3.4 Statutory homelessness acceptances in the City have remained relatively stable throughout the recession at around 140 per annum and the Council has managed to reduce numbers in temporary accommodation to around 70-75 households
- 3.5 The net cost of bed and breakfast placements has fallen from a yearly average of £92,106 in the period 2004/5 to 2008/9 to £65,687 in 2009/10 and £53,134 to the end of January (pro-rata projected expenditure to the end of this year is £63,760)
- 3.6 Despite encouraging performance locally, achieved through the development of a combination of efficiency measures and a greater emphasis on prevention work, all the indicators suggest that pressure on homelessness services is likely to increase. The national homeless statistics for England published on December 9th (covering the end of

September 2010 quarter) record that the number of households accepted as homeless is 14 per cent higher than the same quarter last year. This is also 12 per cent higher than the previous June 2010 quarter. Following a long-term downward trend since 2004 acceptances have now increased nationally in two consecutive quarters for the first time since 2003. While quarterly figures can occasionally be misleading, it is worth noting that homelessness acceptances rose by 32% in Cambridge in the third quarter of 2010, an increase of 23% on the previous quarter.

3.7 The Council is conscious that it needs to plan for the combined impact of a number of economic, housing and government policy pressures that are likely to considerably increase demand for our service in 2011. The most significant of these are the forthcoming changes to the welfare benefits system highlighted in the December 2011 briefing attached at appendix 1.

3.8 In assessing the merits of each funding proposal with our homelessness grant allocation, we have devised 12 priority categories for consideration – the funding proposal must contribute to at least one of these areas in order to be approved. The priority categories are as follows:

1. Increase prevention of homelessness against the four main causes of statutory homelessness (parental evictions, friends and family evictions, end of Assured Shorthold tenancy and domestic violence)
2. Minimise rough sleeping and keep it as near to zero as possible
3. To ensure the delivery of more effective services for single homeless people and help them to sustain settled accommodation
4. To contribute to the Council's overall objectives to use housing stock more effectively
5. Ensure adequate turnover of temporary housing, for statutory homeless households by presenting a range of housing options for service users and, in so doing, make best use of temporary accommodation
6. Develop and maintain a strategic approach to:
 - a) Engaging with our customers to seek feedback on services
 - b) Consulting with customers about the future development of services and policies
 - c) Effecting service changes based on a & b
7. Expand the use of the private rented sector as a housing option
8. To promote better co-operation and partnership working between local authorities and Registered Providers to meet housing needs and prevent homelessness

9. Working with other agencies to prevent worklessness and debt
10. Contribute to social and/or financial inclusion
11. Services that we have an obligation to provide e.g. temporary accommodation to meet an interim duty to homeless households, cold weather provision etc
12. We are already committed to an existing contract for forthcoming year.

3.9 The table below represents Customer and Community Services' proposed allocation for 2011-12 – further detail on proposals categorised as new funding provision in the table below, or where there is a significant funding increase, is attached at appendix 2.

Organisation	Service description	Proposed allocation (£)	New or existing funding?	Increase or decrease on last year?	Priority category
Crime Reduction Initiatives (CRI)	Street Outreach and mental health services - contract to 31.3.14	175,000	Existing	- £16,500 due to joint commissioning with the County Council - efficiency savings	2
Centre 33	Youth homelessness prevention - 2 year SLA to 31.3.12	27,720	Existing	No change	1,3,12
Riverside ECHG	Pre-tenancy work - preparing individuals moving on into permanent housing	28,280	Existing	No change	2,3,7
Cambridgeshire Constabulary	Street-life police officers – rough sleeping and associated street-based anti-social behaviour	30,550	Existing	No change	2
Jimmy's Cambridge	Floating Support to residents moving on from emergency provision*	25,270	Existing	No change	2,3,7

Organisation	Service description	Proposed allocation (£)	New or existing funding?	Increase or decrease on last year?	Priority category
To be determined	Housing options and homelessness – service quality assessments	15,000	New	N/A	6
Riverside ECHG (Cambridge Youth Foyer)	Emergency bed space for homeless 16-21 year olds	4,000	Existing	No change	1,3
Cold weather provision	DCLG directive on additional measures to tackle rough sleeping in cold weather	8,500	Existing	+£2000	2,11
Internal fund	Homelessness prevention fund / extension of discretionary housing payments**	50,250	Existing	+£42,750	1,2,3,7,10
Wintercomfort	Learning and Development Service - contract	25,000	Existing	No change	3,9,10,12
Internal fund	Private rented sector move on via the Access Scheme for single homeless people in hostels or shared houses	6,000	Existing	No change	3,7
Social Enterprise Funding	To support social enterprises employing homeless or formerly homeless people	20,000	New	N/A	3,9,10
Riverside ECHG	Training flats provided by CHS Group, supported by Riverside ECHG and used to intensively	14,000	Existing	+£7,000	2,3,8

Organisation	Service description	Proposed allocation (£)	New or existing funding?	Increase or decrease on last year?	Priority category
	prepare former rough sleepers for independent living				
Cambridgeshire County Council	Further contribution to a chronically excluded adults pilot in partnership with the County Council and Cambridgeshire Primary Care Trust - to be used as a budget to augment packages of care	20,000	Existing	+£10,000	2,3,10
Internal	To resource targeted home visits to prevent homelessness	39,000	Existing	+ £32,000	1
Cambridge Mediation Service	Target group is young people living at home with parents and threatened with homelessness	1,500	Existing	N/A	1,3
Cambridge Women's Aid	Domestic violence – homelessness prevention work	3,250	New	N/A	1,5
Internal	To resource private rented landlord liaison work	32,000	New	N/A	1,2,3,5,7,9,10
Jimmy's Cambridge	To support the work of the Assessment Centre in tackling rough sleeping – funding ineligible for coverage by Housing Benefit or Supporting People	26,000	New	N/A	2,3,10

Organisation	Service description	Proposed allocation (£)	New or existing funding?	Increase or decrease on last year?	Priority category
Unallocated grant		24,150			
TOTAL		£575,470			

* Funding to cease at 31.3.2012 and be switched into the new Assessment Centre at Jimmy's

** Discretionary Housing Payment allocation for Revenues and Benefits for 2011-12 is circa £32,000.

4. Implications

- 4.1 The Homelessness Grant is an external funding source and does not draw directly on the Council's resources and DCLG does not require the Council to offer match funding for any of the areas of expenditure outlined above at 3.9.
- 4.2 The proposals to extend our homelessness prevention visiting service and private rented sector landlord liaison service involve adding to two fixed term full time equivalent posts to the Housing Options and Advice Team. This will allow the Council to build on the success of these initiatives. Our Access Scheme (rent deposit / rent guarantee scheme) has housed 37 households threatened with homelessness in the first 10 months of 2010-11. Our homelessness prevention service is recording a successful prevention outcome in around 40% of all cases.

5. Background papers

These background papers were used in the preparation of this report:
Homelessness acceptances data – DCLG (calendar years 2009 and 2010)

6. Appendices

Appendix 1 – Housing Benefit Changes: Update December 2010 –
Cambridge City Council Revenues and Benefits section

7. Inspection of papers

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

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Housing Benefit Changes: Update December 2010

Since the Emergency Budget of 22 June 2010, there have been further announcements in the Comprehensive Spending Review, along with the White Paper and most recently legislation laid 30 November 2010, which changes some of the key dates announced in the Budget.

Below I have provided an update on each key change, along with data for Cambridge City Council benefit recipients where available.

There have been DWP impact assessments published recently, some of which show information relating to the impact of the changes on the Cambridge BRMA area. It must be noted that unless it stipulates that the data relates to Cambridge as a Local Authority, the data will be misleading as it covers the much wider BRMA area including Haverhill, Ely, Newmarket and Littleport.

With regard to the Cambridge BRMA, the DWP's response to the Committee's Fifth Report of Session (printed 13 October 2010) recommendation to review Cambridge's BRMA states:

"In England there has been a rolling programme of reviews which is expected to be completed by April 2011. Both Blackpool and Cambridge were recognised as early candidates and reviews have been completed."

This is not the case, and is very misleading. A review of Cambridge's BRMA was carried out, but this was approximately 2 years ago when Huntingdon was given its own BRMA.

There has not been a review of the Cambridge BRMA as a result of responses to consultation documents, which highlight existing and very much current problems with the BRMA.

I have written to Paul Howarth, Head of Housing Benefit Strategy at the DWP asking him to give this his urgent consideration.

The latest Government's impact assessment lists the following as likely risks in relation to the Housing Benefit reforms:

- increases in the number of households with rent arrears, eviction and households presenting themselves as homeless.
- disruption to children's education and reduced attainment
- disruption to support services for people with disabilities and other households with care and support needs
- an increase in the number of households living in overcrowded conditions
- a decrease in the number of and quality of private rented sector properties available to Housing Benefit tenants

1. From April 2011, Local Housing Allowance rates will be set at the 30th percentile of local rents for new claims and a period of up to nine months transitional protection will be available for existing customers from the date the claim is reviewed.

Nationally, for 1-bedroom rate, the difference between the 50th percentile (used currently) and the 30th percentile is £6 or less in over half the areas in England. In Cambridge the difference is £17, representing a **decrease of 11.8%**, which is significantly greater than the percentage loss in London.

Nationally, for 2-bedroom rate, the difference between the 50th percentile (used currently) and the 30th percentile is £9 or less in over half the areas in England. In Cambridge the difference is £25, representing a **decrease of 15.3%**, which is significantly greater than the percentage loss in London.

Research by Shelter found that in Cambridge only 4% of rental properties were currently affordable (using the 50th percentile calculation) to people on LHA, as opposed to 70% being affordable in the rural areas of the BRMA.

The change in calculation of LHA rates to the 30th percentile will make it less likely for people to find affordable privately rented accommodation in Cambridge.

Existing claims will have the changes applied when the claim is reviewed and there will then be a further 9 months transitional protection with HB continuing based on their existing LHA rate to allow people "more time to adjust".

We currently have 800 LHA claimants, and if on average, each claimant loses £20 per week, this would equate to £832,000 per year.

2. From April 2011, an additional bedroom will be included within the size criteria used to assess HB claims in the private rented sector when a disabled person has a proven need for overnight care and a non-resident carer provides this.

The new provision in HB for an extra room for carers of disabled people will mean that many disabled households will be better off. However, according to the government's impact assessment **some families with disabled members will actually be worse off** after the changes, once the impact of the 30th percentile is taken into account (most notably in Central London, Inner North London and Cambridge).

3. From April 2011, staged increase in non-dependant deductions so that by 2014 rates will be at the level they would have been if uprated since 2001.

In Cambridge, we currently have 309 Council Tax Benefit non-dependent deductions applied, and 317 Housing Benefit non-dependant deductions, 238 of which are for Council Housing Revenue Account tenancies.

Whilst the exact values are still unknown, it is anticipated that the deductions will be steep increases, and this will impact on rent collection, as greater non-dependant deductions will lead to increased rent to be paid by the tenant.

4. From April 2011, Local Housing Allowance levels will be restricted to the 4-bedroom rate and a new upper limit will be introduced for each property size (1 bed, £250; 2 bed £290; 3 bed £340; 4 bed, £400).

Cambridge is virtually unaffected by these measures as our LHA rates are so low compared to average market values for Cambridge.

5. From April 2011, the £15 excess provision currently payable within the LHA rules will be removed.

Due to the affect of the Broad Rental Market Area, there are few claimants in Cambridge that receive the £15 weekly excess.

6. From April 2011, DWP will introduce a measure whereby direct payments to private landlords will be allowed where the rents are reduced to LHA rate.

Direct payment rules will be relaxed temporarily to allow LAs to make direct payment to landlords. It appears this will only apply where the landlord agrees to reduce the rent to "a rent that is affordable to the customer", defined as "at or around the LHA rate". It remains uncertain as to the impact that this measure will have in the City, as the disparity between market values and LHA rates is so great due to the BRMA that private landlords may be unwilling to reduce the rent.

7. From April 2011, Discretionary Housing Payment (DHP) grant to be increased by £10 million with a possible £10 million from CLG homeless budget.

There are concerns that even with this increase we will be unable to meet the shortfall due to the 30th percentile changes. Our current DHP grant is £26,000.

8. From April 2011, annual uprating of benefits to use the Consumer Price Index (CPI) rather than the Retail Price Index (RPI) used previously.

The rates of inflation to be used to uprate benefits in April 2011, were set in September 2010, and were 4.6% for RPI and 3.1 % for CPI.

9. From April 2012, DHP grant to be increased by a further £40 million.

There are concerns that even with this increase we will be unable to meet the shortfall due to the 30th percentile changes.

10. From April 2012, shared room rent in LHA to be extended to all single claimants under 35.

There are concerns that there is not enough shared accommodation available to meet the increased demand that raising the age limit from 25 to 35 will create. It is extremely unlikely that the increase in the DHP grant would cover the shortfall created by this change.

The shared room rate is lower than all other housing benefit payments and is currently paid to claimants under 25. It is based on the amount of rent charged for a single room with shared use of the rest of a house. Using current information the Single room rate is £136.92 but a shared room rent under 30th Percentile is £69.04.

11. From April 2013, LHA rates will be updated on the basis of the CPI in the same way as other claim elements will be updated.

The CPI has generally risen slower than rents so over time LHA will cover a smaller proportion of rent. Between 1997 and 2007, CPI inflation averaged 2 per cent annually, whereas rent inflation averaged 5 per cent.

In the long term, the linking of LHA to an index instead of actual rent levels will inevitably lead to situations where the value of LHA available will not reflect changes in the relative rent levels between areas.

12. From April 2013, size criteria rules will be introduced for working age claimants living in the social rented sector.

Precise working arrangements are yet to be announced by DWP.

13. From April 2013, all HB entitlement levels will be reduced to 90% after 12 months for those claimants receiving Jobseeker's Allowance.

Precise working arrangements are yet to be announced by DWP.

14. From April 2013, an LA administered cap to be introduced for the maximum amount of benefit received by any family, currently £500 per week or £350 for single out of work people.

Precise working arrangements are yet to be announced by DWP, but Local Authorities will assess the total benefit income of all new and existing HB claimants, and reduce HB to ensure that they do not receive more than the cap.

15. From April 2013, Council Tax Benefit to be localised and spending reduced by 10%.

Precise working arrangements are yet to be announced by DWP.

16. From April 2013, DWP Fraud Investigation Service to deal with all aspects of benefit fraud, including HB/CTB.

17. From October 2013/April 2014, Universal Credit to be introduced.

People on Universal Credit will receive a basic out-of-work element similar to Jobseeker's Allowance, plus additional supplements to cover disability, children, housing and other similar elements as appropriate to individual circumstances.

Appendix 2

Further detail on areas for new or significantly increased funding for 2011-12

1) Housing Options and Homelessness Quality Assessments

The Housing Options and Homelessness section is looking to commission an external organisation to conduct some quality assurance work on our services. In particular, we will be looking at customer service, case file management, information sharing and workflow arrangements. Achieving greater levels of customer feedback on services has been identified in the Improvement Plan for the Housing Options and Homelessness section.

We also intend to use this money to do some more benchmarking on our Housing Options and Homelessness services. We have done some work on this with Housing Quality Network but more needs to be done to understand how we are doing in value for money terms.

2) Homelessness prevention fund / extension of discretionary housing payments

Discretionary Housing Payments (DHPs) are temporary top-up payments to cover benefit shortfalls for a limited period of time. Although Cambridge has been allocated £32,347 for 2011-12 for 2011-12 (an increase of £7,023 on the current year) officers in Revenues and Benefits are concerned that the fund will be heavily oversubscribed as the impact of benefit changes kick in. The Housing Options and Homelessness section will be meeting with Revenues and Benefits to discuss combining a homelessness prevention budget with the DHP fund. DHPs are not a permanent solution but do allow the Housing Options and Advice Team to 'buy time' for those potentially threatened with homelessness and explore alternative options.

3) Social Enterprise Fund

The Housing Options and Homelessness section has opened discussions with Wintercomfort and Create to look at how we can support social enterprises focusing on finding employment for homeless people in Cambridge.

Create is an organisation recommended to Cambridge by the Department for Communities and Local Government (DCLG). It is an award winning Social Enterprise. As a not-for-profit company they are committed to developing innovative training and employment opportunities for people who have been homeless, marginalised or vulnerable. Working in Leeds, Doncaster, Sunderland and Liverpool Create staff and volunteers are motivated and driven to rebuild their lives: wanting a hand up, not a hand out. Running businesses as diverse as outside catering, café's and retail Create offers people a real commercial workplace to develop their skills, getting a foot back on the ladder of making a meaningful contribution to society.

Discussions are at an early stage with these organisations but the Council wants to support social enterprises that deliver employment outcomes for homeless people.

4) Homelessness prevention visits

Please also refer to 4.2 in the report. The Housing Options and Homelessness section has been piloting home visits as a prevention tool for 2 years now. In homelessness prevention good practice guides home visits are cited by local authorities as one of the most effective means of preventing homelessness. This has also proved to be the case in Cambridge and the section would like to extend the home visiting service by employing a full time home visiting officer in 2011-12.

5) Cambridge Women's Aid (CWA)

The City Council already funds CWA through its grants to housing agencies programme. However, the new and additional funding for 2011-12 is a performance-related bonus payment system for achieving homelessness prevention outcomes.

6) Private rented landlord liaison work

Please also refer to 4.2 in the report. In recognition that easing access to the private rented sector accommodation may prove to be more challenging given the forthcoming welfare rights changes (see appendix 1) and that encouraging landlords to work with the Council to house those in housing need may also prove difficult, the Housing Options and Advice Team requires additional staffing resource to:

- 1) educate landlords and lettings agents about the changes
- 2) facilitate early warnings links with landlords and tenants to try and avert homelessness on the basis of rent arrears in particular
- 3) promote new initiatives that are afoot in terms of private rented accommodation being advertised on the Home-Link system and private sector leasing, in particular.

7) Jimmy's Cambridge – Assessment Centre

Although of great strategic significance in terms of managing rough sleeping, the Council has not, aside from Housing Benefit payments, offered grant funding to the night shelter. As we move towards the development of an Assessment Centre in 2011-12 the Council wishes to provide financial support for the development of the service where it relates to strategic goals on homelessness and where these work streams do not qualify for Housing Benefit or Supporting People funding.

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To: Executive Councillor for Housing
Report by: Director of Customer and Community Services
Relevant scrutiny committee: Community Services Scrutiny Committee *17 March 2010*
Wards affected: All Wards

Shared Home Improvement Agency (HIA)

Key Decision

1. Executive summary

This report is about setting up a shared Home Improvement Agency with South Cambridgeshire District Council and Huntingdonshire District Council. The shared service is proposed to offer the best opportunity to sustain the current levels of service across the districts at a time of reducing budgets. The model proposed is for a single staff team to be primarily based at South Cambs DC offices in Cambourne administered and line managed by the City Council. The target date to establish the shared service is April 2012.

2. Recommendations

The Executive Councillor is recommended:

Agree in principle that a shared service is established subject to

- staff consultation on the restructure
- the development of a legal protocol to govern the shared service
- the development of an agreed cost sharing mechanism between the district authorities
- there being no additional costs to the Council and no reduction in the quality of the service
- a final report being brought back to the Committee for scrutiny and approval in the next Committee cycle.

3. Background

3.1 What is a Home Improvement Agency (HIA)?

HIAs, also known as “Care and Repair” or “Staying Put” agencies, grew up from the late nineteen seventies onwards. Foundations is an umbrella organisation set up by central government to foster the development of HIAs and to monitor their activity. Foundations define HIAs as follows

‘Home improvement agencies assist vulnerable homeowners and private sector tenants who are older, disabled or on a low income to repair, improve, maintain or adapt their homes. They are local, not-for-profit organisations.’

HIAs are highly valued services that contribute significantly to housing, care and health policy in the context of our ageing population.

3.2 Home Aid

Home Aid is the City Council’s version of an HIA. In 2010.11 it is estimated to support 93 mainly older people with adaptations or repairs to their homes.

3.3 The Need to Change

Different ways of delivering HIA services have grown up over the last 30 years, as demonstrated by the current situation across Cambridgeshire. Cambridge (The City), South Cambs and Huntingdonshire (Hunts) Councils have chosen to keep services ‘in-house’. East Cambs and Fenland Councils have commissioned services from the independent sector, with Fenland opting to work in partnership to commission services with Kings Lynn and West Norfolk.

Revenue funding for local services is provided by the districts councils, Supporting People, the County Adult Care Services and the Primary Care Trust. Procurement rules require County and health colleagues to consider tendering the services. Irrespective of this all of the local authority partners are, of course, under severe pressure to reduce budgets. Procurement advice has indicated that it will not be necessary to tender the HIA services for the City, South Cambs and Hunts if the partner authorities agree to implement a joint service.

At a time of reducing budgets, analysis is showing that joining forces provides the City, South Cambs and Hunts with the opportunity to sustain a level of operation that would otherwise become increasingly fragile.

Appendix 1 summarises some of the strengths, weaknesses, opportunities and threats of moving to a shared service.

3.4 The Route to a Shared Service

A thorough review of HIA services in Cambridgeshire was carried out over a two year period from 2007 on behalf of the Supporting People Commissioning Body. The outcome of the review(s) has been a decision to work towards a shared service for the City, South Cambs and Hunts. A countywide service was considered but due to existing contract obligations in the Fenland and East Cambridgeshire districts, it was decided not to pursue this option at this time. However, there is potential for this to be developed in future years depending on the efficiencies gained through the proposed three-authority shared service model.

3.5 Existing Budgets, Funding and Staff

The budgeted cost and funding profile of the City, South Cambs and Hunts services for 2010.11 are as follows

	City	South Cambs	Hunts
Total Costs	220,000	213,374	261,108
Fee Income from capital projects	67,520	75,000	110,000
Supporting People	37,460	34,880	31,510
Adult Care (County)	30,000	30,000	30,000
PCT	16,800	16,000	16,000
District Authority	68,210	57,494	73,598

The staff profile of the services by full time equivalent is as follows

	City	South Cambs	Hunts
Manager	1.0	1.0	1.0
Surveyor	1.0	1.0	1.0
Caseworker	1.6	1.0	2.0
Administrators	1.0	1.0	1.0
Total	4.6	4.0	5.0

3.6 Options Appraisal

The City, South Cambs and Hunts secured external funding in 2010 to commission Tribal Consultants to develop alternative organisational models of a shared service to bring the three services together as one.

The following three options were highlighted for detailed analysis.

Option 1: Baseline model - One shared organisation, with all staff seconded to one of the partner authorities, but physically dispersed across the three locations (Tribal has modeled that this option could result in savings of circa £107k over 5 years)

Option 2: Interim model - One shared organisation, with all staff seconded to one of the partner authorities and some staffing adjustments and co-location. (Tribal has modelled that this option could result in savings of circa £336k over 5 years)

Option 3: Joint Venture Agreement Company (JVA) (Tribal has modelled that this option could result in savings of circa £346k over 5 years)

Appendix 2 covers Tribal's the analysis in more detail.

3.7 Preferred Option

Following discussion between the respective Heads of Service and Accountants from the district councils Option 2 has emerged as the preferred model as it is considered to provide the best balance between

- The potential for cost savings and delivery of value for money
- Political acceptability and deliverability
- Ease of implementation
- Maintenance of individual tailored services within each authority
- Minimising risk of failure and maximising likelihood of success
- Delivery of a uniformly high standard of service across the three authorities

Consensus has also emerged between the officers that the service would be best located at South Cambs DC offices in Cambourne. Cambourne obviously offers the best central geographical location and there is capacity at South Cambs offices that are available at marginal cost. Although this will be the main office of the shared service it is proposed that some 'hot desk' opportunities will be maintained in Cambridge and Huntingdon. It is proposed also to explore the opportunity for 'home working' for staff once the new team is established.

Officers have agreed that the City Council should line manage and administer the shared service with an ongoing scrutiny and governance interface through a three-way meeting of the respective Heads of Service from each of the partner authorities. This tripartite meeting will be responsible for all of the key elements of operational scrutiny and oversight; budget setting and management, financial controls, performance management (quality of service), setting of objectives and strategy design and implementation. It will also cover risk management. The terms of reference for this steering group will be of fundamental importance and will embody the principles of transparency and accountability.

4. Next Steps

Subject to the Executive Councillors approval the next steps would be to enter into a period of due diligence in respect of

- Staff consultation
- The development of a legal protocol to govern the shared service.
- The development of an agreed cost sharing mechanism between the district authorities
- The development of a Business Plan and budget for the service from April 2011
- The development of an Implementation Plan

5. Background papers

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

Cambridgeshire Supporting People Review of HIA Agency Services, October 2008

Review of HIA Services in Cambridgeshire, November 2009, CEL Transform

Lifetime Homes, Lifetime Neighbourhoods: A National Strategy for Housing in an Ageing Society, Feb 2008, Communities and Local Government

Shared Service Option Appraisal – Cambridge City, South Cambs and Huntingdonshire HIAs, December 2010

6. Appendices

Appendix 1 – An Analysis of the Strengths, Weaknesses, Opportunities and Threats of a Shared HIA Service

Appendix 2 – Tribal’s Option Appraisal in Respect of a Shared HIA Service

7. Inspection of papers

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

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Appendix 1 - An Analysis of the Strengths, Weaknesses, Opportunities and Threats of a Shared HIA Service

Strengths
<ul style="list-style-type: none">• Potentially offers greater reductions in the cost of management and other activities.• A larger staff team will be more robust than running three independent services.• This approach is in line with current procurement advice that to avoid the need to tender services a shared service would need to cover the City Council, South Cambs DC and Hunts DC.
Weaknesses and Risks and Threats
<ul style="list-style-type: none">• Each Council may have different priorities for the shared service and these differences will introduce a complexity into its management.• A way of sharing future savings and costs of the service will need to be developed.• The governance and relationship between the three authorities may be complex.• The geographical coverage of a service across the three Districts is driven more by administrative factors than housing market factors.• Staff travel costs will need to be carefully assessed.• Once established a shared service may be difficult to dismantle should issues arise
Opportunities
<ul style="list-style-type: none">• The scale of activity of a service covering three Districts will provide a single, and potentially more influential, point of contact to work on future service development, for example, in relationship to sustaining a Handyperson service.

Appendix 2 - Tribal's Option Appraisal in Respect of a Shared HIA Service

1. Brief and Initial Review of Options

Tribal's brief was to analyse;

- governance arrangements for a shared HIA service
- management structure
- staffing levels quantified by Full-time Equivalent and appropriate skills; experience and knowledge
- indicative annual budgets for the three year period starting April 2011
- office base
- service development and implementation timetable

For preferred models Tribal were asked for a cost-benefit analysis in respect of financial and qualitative measures and to show key risks. Also Tribal were asked to have regard to the impact of current services' central overheads on the ability to generate 'bottom line', 'cash-able' financial savings through the provision of a shared service.

Initially Tribal produced a report that highlighted six models of how a shared service may work as follows

1. Staff retained by respective authorities
2. Staff seconded to one of the three authorities
3. Staff are seconded or transferred to a third party authority
4. Staff are transferred to a private sector provider
5. Staff are transferred to a housing association or an independent HIA
6. The three authorities set up a Joint Venture Agreement Company (JVA) to deliver HIA services.

Following a Workshop with the current Manager's of the services to validate their assumptions and following review and discussion with the respective Heads of Service, a short-list of three options were selected for further detailed analysis. The criteria used to generate the shortlist were:

- Potential for cost savings
- Value for money
- Political acceptability and deliverability
- Ease of implementation
- Maintenance of individual tailored services within each authority
- Risk of failure or likelihood of success
- Delivery of a uniformly high standard of service across the three authorities

2. The Three Options

Detailed analysis of the three options and further scrutiny by Heads of Services and accountants from each authority resulted in the following summary appraisal for each.

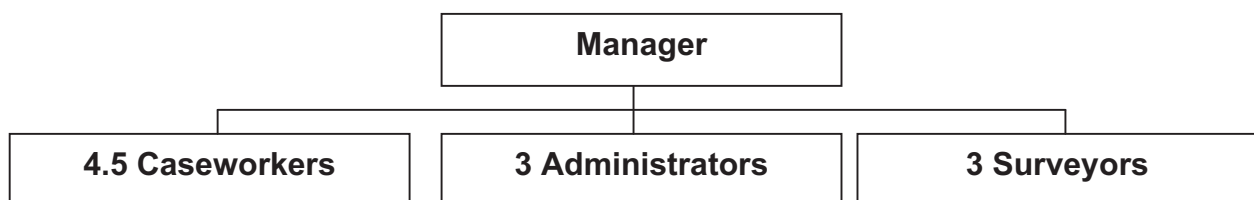
Option 1: Baseline model - One shared organisation, with all staff seconded to one of the partner authorities, but physically dispersed across the three locations

This option could result in savings of circa £107k over 5 years

How would the model work?

- HIA staff from all three partner authorities are seconded to one authority
- Staff would continue to be employed by their respective authority
- Staff would continue to work from their current office bases
- This option would not significantly change the way the service is delivered, but would result in greater standardisation between the three authorities, with the additional cost benefit of only having one manager post.

The staffing structure would remain largely unchanged. However, the new organisation would have only one manager, rather than the current three posts.



The financial benefits from this option come from replacing the current three managerial posts with just one manager.

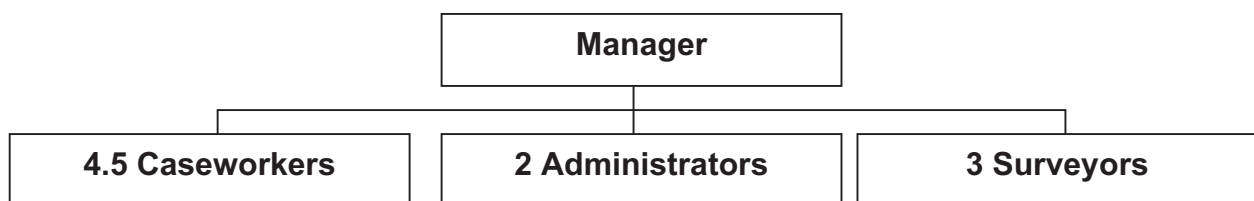
Option 2: Interim model - One shared organisation, with all staff seconded to one of the partner authorities and some staffing adjustments and co-location.

This option could result in savings of circa £336k (Tribal to confirm that this is the benefit over 5 years).

How would the model work?

- HIA staff from all three partner authorities are seconded to one authority
- Staff would continue to be employed by their respective authority
- Managerial and support (administrative) staff would be co-located
- Frontline staff (caseworkers and surveyors) would continue to work from their preferred location
- This option would result in greater standardisation and joint working between the three authorities, especially since key back office staff are co-located
- This option would result in greater financial savings than the 'baseline model' as the staffing structure is leaner

The staffing structure will be streamlined, with reductions in management and administrator posts; however frontline caseworkers and surveyors will be retained



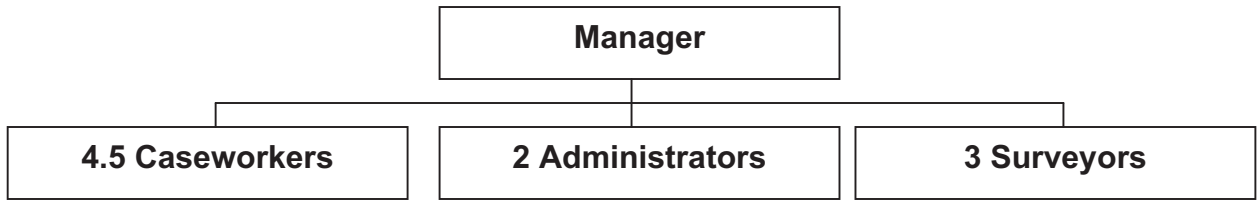
Option 3: Joint Venture Agreement Company (JVA) - JVA established by three authorities to deliver HIA services, with all staff transferred to the new organisation and co-located.

This option could result in savings of circa £326k over 5 years

How would the model work?

- The three partner authorities establish a new joint venture agreement company (JVA) to deliver HIA services
- This requires the authorities to set up a committee or company jointly controlled by the three authorities
- All staff are transferred to the new organisation
- All staff are co-located
- This option could be expanded in future to include other authorities or a wider range of services
- This option would result in greater financial savings than the 'baseline model' as the staffing structure is leaner, as in the 'interim model'
- However, the model may be too complex given the scale of the service

As with the 'interim model', the staffing structure will be streamlined, with reductions in management and administration staff



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To: Executive Councillor for Housing
Report by: Jas Lally
Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/2011
Wards affected: All Wards

REVISED HOUSES IN MULTIPLE OCCUPATION (HMO) LICENSING PROCEDURE

Not a Key Decision

1. Executive summary

- 1.1 Mandatory licensing of certain Houses in Multiple Occupation (HMO) was introduced in 2006 under Part 2 of the Housing Act 2004 (“the Act”). Section 67 of the Act permits the Council to attach discretionary conditions such as requiring landlords or managers to undertake appropriate training.
- 1.2 The law in relation to HMO licensing is complex and subject to guidance, precedent & interpretation. The Council has reviewed and clarified the existing licensing procedure to ensure consistency and equity to the way in which it works with all landlords and ensures that the Council avoids legal challenge.

2. Recommendations

- 2.1 The Executive Councillor for Housing approves the attached revised HMO licensing procedure as detailed in Annex A subject to the following:-
 - a] With the exception of paragraph 16 this procedure shall be introduced on 1st April 2011.
 - b] Paragraph 16 in relation to landlord training will be introduced subject to consultation with mandatory licence holders. Approval of this section should be delegated to the Executive Councillor subject to review of the consultation responses.
 - c] Officers will inform all current mandatory HMO license holders prior to the introduction of the new procedure.

3. Background

- 3.1 The Housing Act 2004 introduced mandatory licensing of certain Houses in Multiple Occupation (HMO) in June 2006.
- 3.2 Officers developed a licensing policy and procedure in January 2009. Since this time legislation has been clarified by guidance issued by LG Regulation, tribunal decisions and legal precedent.
- 3.3 The current procedure needs to be reviewed, revised and clarified to ensure that the Council acts appropriately and undertake its duties equitably to licence holders.
- 3.3 In particular the following areas need to be considered.
- Clarifying which properties need to be licensed, including multi-occupied self contained flats
 - Licensing of student accommodation
 - Review of fees
 - Landlord training.

4. Clarification of types of properties that need licensing.

- 4.1 The Council has a duty to ensure that qualifying HMOs are licensed. There are some flats in multiple occupation where licensing may not apply due to their size, construction or age. The intentions of these controls are principally for fire safety reasons and amenity standards.
- 4.2 The reviewed and updated procedure as detailed in Appendix A now seeks to clarify the Councils position as follows.
- Paragraph 3 details the types of buildings which will require a mandatory licence.
 - Paragraph 4 clarifies what counts as a three storey building.

The procedure has been written considering the risk posed by the various types of buildings.

- 4.3 Paragraph 3.2. refers to converted self contained flats. The reviewed and clarified Council licensing procedure confirms the requirement for two-storey converted flats in multiple occupation built above other separate residential ground floor premises are required to be licensed.

- 4.4 This revision is to ensure that the fire risk relates to the number of storeys, not the way they that the flats are occupied and that there is little or no difference in terms of fire risk between a multi- storey flat that is above a residential premises to one that is over a commercial premises. Legal precedent has confirmed this view.
- 4.5 The City has a number of purpose built blocks of self-contained cluster flats. These types of flats comprise a number of individually let rooms (generally with en suite facilities), which share a communal kitchen. Students mostly occupy these buildings.
- 4.6 Council licensing procedure will clarify that these types of cluster flats will not require a licence. There are many of these types of flats nationwide research indicates that no other local authority have required these properties to be licensed.
- 4.7 The reason for not licensing these types of individual flats is because the blocks have an internal protected fire escape route. Secondly the separate flats are located on a single storey within the purpose built blocks that meet the requirements of the Building Regulations (1991 or later).

5.0 Student Accommodation

- 5.1 Paragraph 3.3 refers to private educational establishments e.g. 6th form colleges and language schools. A clear distinction is made between boarding schools that offer secondary education and 6th form study and other further or higher education establishments with halls of residence.
- 5.2 HMO accommodation provided by private educational establishments that offer further or higher courses of education e.g. language schools require a licence unless otherwise exempted.
- 5.3 HMO accommodation provided by private boarding schools that primarily offer secondary education is exempted from licensing.
- 5.4 Paragraph 3.4 refers to student properties managed by private landlords who are registered with the Accreditation Network UK (ANUK) Code of Management. The Housing Act 2004 exempts buildings occupied by certain student accommodation from mandatory HMO licensing. LG Regulation Guidance has clarified that not all student accommodation is exempted from licensing as was previously thought. In simple terms the exemption from licensing refers to accommodation provided by The Colleges within the University of Cambridge and Anglia Ruskin University.

5.5 It is accepted that whilst ANUK accredited properties of private landlords require licensing an appropriate discount fee will be charged as they already belong to a compliance scheme.

5.5 This is a change of interpretation as to date the Council has not required this type of building to be licensed. This will result in a small number of landlords who have been previously advised that their properties will not need to be licensed will now require a licence.

6.0 Licensing fees.

6.1 A mandatory HMO license has a five-year duration. The first new licences were issued in 2006 and will be coming up for renewal in 2011. The current licensing fees have been reviewed to ensure that the Council recovers its full cost for the service

6.2 The proposed fee structure is contained in paragraph 13 of the procedure has separately been approved by Committee as part of the budget setting process.

7.0 Landlord training.

7.1 Officers are aware that there is a wide range of landlords that operate in the City. These range from large professional owners/agents who are members of recognised trade bodies to the other end of the spectrum small landlords who only own one or two properties.

7.2 This gives rise to landlords with a range of knowledge and experience of the law and requirements and skills necessary to operate rented properties. Research has revealed that some local authorities add a discretionary condition requiring landlords to undertake training where needed. Such conditions and the training once taken not only improves knowledge and conditions for residents but also protects landlords.

7.3 It is proposed that the following methods of proving competence would be considered acceptable.

- Pass an approved landlord training course, for example one offered by the National Landlords Association or the Residential Landlords Association
- To have the HMO accredited with the Cambridge Landlord Accreditation Scheme, (or the scheme following the change of name).

- To have the property managed by a manager or agent who is a member of approved trade organisation. e.g. Association of Residential Letting Agents (ARLA) or Association of Residential Managing Agents (ARMA) or accredited with National Approved Lettings Scheme (NALS).

7.4 Any landlord unable to meet these requirements would need to undertake training within a reasonable time period (6 months). Failure to comply with the condition will be a breach of the licence condition, which subject to our enforcement policy may result in legal action.

7.5 The proposed conditions relating to either the manager or the landlord are -

“To attend within 12 months from the date of the issue of this license (or by such later time as agreed with the written consent of Cambridge City Council) a training course approved by Cambridge City Council and to produce on demand written evidence of such attendance.

“The manager of the property if different to the license holder shall attend within 12 months from the date of the issue of this license (or by such later time as agreed with the written consent of Cambridge City Council) a training course approved by Cambridge City Council and to produce on demand written evidence of such attendance.

7.6 Informal consultation at the Landlord Accreditation Steering Group has indicated support for the appropriate use of the condition. Nevertheless Officers consider that this section of the procedure should not be adopted until a fuller consultation has been undertaken. All license holders will be contacted in writing and comments sought. The outcome of the consultation will be referred to the Executive Councillor for Housing for a final decision to be taken.

7.7 The condition will not be retrospective and will only be attached where considered necessary to new HMO licences and when properties are re-licensed. There are currently 240 licensed HMO’s in Cambridge.

8 Implications

8.1 Financial

No additional resources are required to implement this policy

8.2 Staffing

Housing standards and licensing officers can undertake this mandatory task within existing resources. There will be no anticipated increase in the expected number of HMO's that will require a license. Licensing is a legal requirement and will be managed within existing resources.

8.3 Environmental

Regulation of HMO's will improve the living conditions and environment of tenants including in some cases improving heating system and or energy efficiency.

8.4 Equal opportunities

HMO licensing is a mandatory task and is provided equally to all sectors of the community and will not disadvantage any group.

8.5 Legal

The principals detailed in the procedure have been discussed and agreed by Legal Services.

8.6 Consultation.

The majority of the procedure does not require consultation. However Landlord training as detailed in section 7 will require consultation with licensees. Officers will undertake this consultation before reporting the outcome to the Executive Councillor for a final decision

9. Background papers

The following background paper was used in the preparation of this report:

LACORS guidance document *When do self contained flats in multiple occupation need to be licensed?* dated 30/09/2008.

10 . Appendices

10.1 Appendix A -Revised Mandatory HMO Licensing Procedure.

11. Inspection of papers

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

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Cambridge City Council

Houses in Multiple Occupation Licensing Procedure

March 2011

1. Statement
2. Fit & Proper Person
3. The following types of buildings will require a mandatory license.
4. What counts as three storeys?
5. The following types of buildings are exempted from the definition of a HMO
6. Complying with license conditions.
7. Rent Repayment Orders.
8. Management Orders.
9. HMO Register
10. Appeals
11. Temporary Exemption Notice
12. HMO declarations
13. Fees
14. Re-licensing HMO's
15. Powers of Entry
16. Landlord Training

Appendices

1. Tests for defining a HMO under Housing Act 2004
2. Schedule of mandatory conditions
3. Other legislation relating to Houses in Multiple Occupation
 - Planning permission
 - Council tax
4. Licensing enforcement procedure

1 Statement.

1.1 All Houses in Multiple Occupation (HMOs) occupied by five or more persons forming two or more households over three or more floors, and otherwise not exempted, require a license. (See Appendix 1 “The tests for defining an HMO”).

1.2 A person owning or managing an HMO, which is required to be licensed, must make a full application to the Council for that property unless a Temporary Exemption Notice (TEN) has been applied for or is in force. The Council must grant a license if it is satisfied that the proposed licensee is a fit and proper person (see paragraph 2.1 below) and that the HMO is reasonably suitable for occupation by the number of persons permitted under the license having regard at least to the minimum prescribed standards of amenities and facilities. These include the number, type and quality of shared bathrooms, toilets and cooking facilities. Following receipt of the application an enforcement officer will contact the applicant to make an appointment to inspect the property to ensure that it is reasonably suitable for occupation. This will include an assessment of the kitchens, bathrooms and fire precautions.

1.3 Once the Council is satisfied that the property is reasonably suitable for occupation by a given number of people a licence will be granted with appropriate conditions attached, tacit consent will apply until such time as the application is granted or refused. The Council aims to issue a license within 8 weeks of receipt.

1.4 Properties that are part of the Cambridge City Landlord Accreditation Scheme or landlords who join the scheme will qualify for a 50% reduction in the application fee. Any property that reaches the accreditation standard within six months from the date of receipt of completed licensing application and payment will be entitled to a 50% refund. The Accreditation Officer will advise the Licensing Manager so that the appropriate refund can be made.

1.5 A license will contain a set of conditions some of which are mandatory as required by the Housing Act 2004 and possibly some that are discretionary which will be related to the provision of documentation or the provision of works required to bring the property up to standard, that will be time related, for example the provision of an appropriate fire alarm system or attending an approved landlord training scheme.

1.6 If the Council refuses to issue a license it must tell the applicant why and include the right of appeal to the Residential Property Tribunal. The applicant can also appeal against the imposition of discretionary conditions to the Residential Property Tribunal.

1.7 Although it is the responsibility of the landlord to apply for a licence, there is an onus on the Council to ensure that applications are made. Copies of the application packs are available on request or to download from the Council website (weblink to be inserted at later date).

1.8 HMO licences are not transferable. Provisions exist to vary a license if appropriate or in the event of a licence holder's death and/ or to treat the licence as a Temporary Exemption Notice for a period of 3 months. During that three-month period, the representatives of the licence holder may request an extension of time of three months. If this is agreed then a notice to this effect will be served.

1.9. When landlords are identified who are illegally operating an HMO without a license the Council will take appropriate enforcement action.

1.10 It is an offence to operate an HMO without a licence with a maximum fine of up to £20,000 on conviction. If a person is so convicted it could mean that he will be considered unfit to hold a license or manage any HMO.

1.11. Following conviction it may be possible for occupiers/tenants to apply to the Residential Property Tribunal (RPT) for a Rent Repayment Order to be made against the convicted person for repayment of all rent paid during the period that the property was unlicensed up to a maximum of 12 months.

1.12 The Council are required to keep a public register of all HMO's, which can be viewed by appointment during office hours at Customer Service Centre Mandela House. (weblink to be inserted at later date).

2 Fit & Proper Person

2.1 Before granting an HMO Licence the Council must be satisfied that the licence holder, manager and any other person involved in managing the HMO are fit and proper. In deciding whether the person is fit and proper, the Council must have regard, amongst other matters:

- to any previous convictions relating to violence, sexual offences, drugs or fraud;
- whether the proposed licence holder has contravened any laws relating to housing or landlord and tenant issues;
- whether the person has been found guilty of unlawful discrimination practices;
- whether the person has managed HMOs otherwise than in accordance with any Approved Code of Practice.

2.2 It is a matter for the Council to determine the relevance of these considerations (or other matters it considers to be relevant) in deciding whether or not the person is fit and proper. It may be a requirement of application that reference is made to the Criminal Records Bureau (CRB) in relation to the proposed licence holder. The level of disclosure the Council may require is described as 'enhanced disclosure'.

2.3 If a landlord is successfully prosecuted it is unlikely that they would be considered a fit and proper person and may not be able to hold such a license in future. Any licenses the landlord holds in respect of other licensable HMO's

would need to be reviewed in order to decide whether they should be revoked.

3 The following types of buildings will require a mandatory license.

The Council will require the following types of properties to be licensed.

- Buildings that are 3 storeys or more and occupied by 5 persons or more that comprise two or more households.
- Converted residential buildings that are more than two floors or more in multiple occupation above commercial or other separate residential premises.

The following specific points clarify the Councils approach to self contained flats and student accommodation

3.1 Buildings comprising of self contained flats.

Buildings comprising entirely of self-contained flats are not licensable under the mandatory HMO Licensing regime.

However the flats within those buildings may need a license if they are over three storeys or more.

3.2 Converted self-contained flats

The Council will require two-storey converted flats in multiple occupation above other residential or commercial ground floor premises to be licensed, where the building that are located in comprises three storeys or more.

Note: this will include purpose built two storey houses that are in multiple occupation above a separate self contained basement flat e.g. basement garden flat. The separate garden flat will not require licensing.

3.3 Educational establishments that are not otherwise exempted e.g. 6th form colleges and language schools.

Buildings that satisfy the basic criteria for licensing and are not otherwise exempted will need to be licensed where the educational establishment provides full time further or higher education e.g. 'A' levels and higher, and where none of the students are undertaking secondary education.

This will mean that a private boarding school where there is a mixture of secondary and tertiary students attending are not required to be licensed.

3.4 ANUK registered student properties managed by private providers.

The Housing Act 2004 contains an exemption within schedule 14 (4) (1) (*Buildings Occupied by Students*) that exempts certain student accommodation from mandatory HMO licensing. The buildings must be occupied by students who are undertaking a full time course of further or higher education at a specified educational establishment and where the person managing or having control of it is the specified educational establishment. Currently within the City of Cambridge only Anglia Ruskin

University and all of the Colleges within the University of Cambridge are listed in the appropriate national Regulations. (See 5.3 below)

Buildings operated as HMOs by any other providers of student accommodation will not be exempted from licensing even where they have been accepted as full members of the ANUK/Unipol Code of Standards and signed up to code of management standards. This includes private providers of student accommodation who are signed up to, The Accreditation Network UK/Unipol Code of Standards for Larger Developments for Student Accommodation Not Managed and Controlled by Educational Establishments

The Council will require any HMO and self contained flat appropriately located in a building to hold a mandatory licence

This is a change of procedure as to date the Council have exempted this type of property from licensing. National guidance has clarified that licensing is still required in this case, the appropriate discounted fee will be charged as less work is required in order to licence such properties.

3.5 Purpose built self-contained flats in multiple occupation on a single storey in a three storey or more block.

These type of purpose built cluster flats generally satisfy the 1991 Building Regulations and are located on a single floor of a purpose built block that shares a central staircase.

The Council will not require these types of cluster flat to obtain a licence.

4 What counts as three storeys?

When counting how many storeys a property has you must include:

- Any basement used or constructed/converted/adapted wholly/partly for living accommodation, if it is being used as an integral part of the HMO or it is the principal entry point from the street.
- Any attic used or constructed/converted/adapted wholly/partly for living accommodation or being used as an integral part of the HMO.
- Any other premises above or below the living accommodation however occupied.
- Any mezzanine floor used wholly/partly for living accommodation or being used as an integral part of the HMO.
- Any other storey used wholly/partly for living accommodation or being used as an integral part of the HMO

See the diagram in appendix 6 attached. What counts as a property of 3 or more storeys in height?

5.0 The following types of buildings are exempted from the definition of a HMO (see Schedule 14 of the Housing Act 2004).

5.1 Buildings controlled or managed by public sector bodies.

5.2 Any building, which is occupied by two persons who form two households.

5.3 Buildings occupied by students undertaking a full time course of further or higher education where the accommodation provider is a specified educational establishment that is also a signed up to either of the two codes of practice listed below. In Cambridge this exempts only those properties owned or managed by Anglia Ruskin University (ARU) or the Colleges in the University of Cambridge, and privately owned properties that are leased to the these providers for at least three years.

The two codes of practice that exempt these educational establishments are

- (a) The Universities UK/Standing Conference Of Principals Code of Practice for the Management of Student Housing.
- (b) The Accreditation Network UK/Unipol Code of Standards for Larger Developments for Student Accommodation Managed and Controlled by Educational Establishments and

5.4 Buildings occupied by religious communities where the building is occupied principally for the purposes of a religious community whose principal occupation is prayer, contemplation education or the relief of suffering.

5.5 Buildings occupied by owners that have up to two lodgers

6.0 Complying with license conditions.

6.1 Breaches of licence conditions will be investigated in line with current enforcement objectives and priorities.

6.2 Informal action will be taken in relation to minor breaches of the licence conditions, for example not producing certificates on time as long as the breaches have not significantly affected a person's health safety or welfare.

6.3 Formal action will be considered where there have been serious and or persistent breaches of licence conditions for example failure to install a fire alarm system with the period conditioned.

6.4 Each case will be judged on its own merits and regard will be taken of the Council's Enforcement Policy as well as the Code for Crown Prosecutors and Home Office Guidance on Simple Cautions.

7 Rent Repayment Orders.

Under section 73 of the Act a landlord or managing agent who receives housing benefit in relation of an unlicensed HMO may be ordered to repay that benefit to the Council for up to a maximum of 12 months.

8 Management Orders.

8.1 Legislation

Under Part 4 of the Act the Council has a duty to implement Interim Management Orders (IMOs) in certain circumstances. Section 102 (2) states

2) The authority must make an interim management order in respect of a house if

(a) it is an HMO or a Part 3 house which is required to be licensed under Part 2 or Part 3 (see section 61(1) or 85(1)) but is not so licensed, and

(b) they consider either—

(i) that there is no reasonable prospect of its being so licensed in the near future, or

(ii) that the health and safety condition is satisfied (see section 104).

An IMO enables the Council to take any immediate steps which may be necessary to protect the health, safety and welfare of persons occupying the property or persons having an estate or interest in any premises in the vicinity. It also enables the Council to take any further action which may be appropriate to secure the proper management of the property.

An interim management order can be for a maximum of 12 months.

8.2 Interim Management Order (IMO)

An Interim Management Order (IMO) can be made to ensure that certain steps are taken with respect to the management of a HMO, which is required to be licensed.

An IMO allows the Council to takes steps to protect the health, safety or welfare of occupiers of the house, or of neighbours or people having an interest in neighbouring properties, or any other management steps considered appropriate pending the grant of a license or issue of a final management order.

The Council will make an IMO where the property is a HMO, which is required to be licensed but is not and it is considered that there is no reasonable prospect of it being licensed in the near future, or that the health and safety condition is satisfied.

Whilst an IMO is made, the Council will collect rents and can deduct from this income any relevant expenditure and sums due in compensation to a third party. Any residual income, with interest if relevant, must then be paid to the

landlord or other recognised recipient at a frequency determined by the Council.

The Council will arrange with an approved housing management body to carry out this management function on its behalf.

An IMO may be varied if considered appropriate.

An IMO may be revoked where the house ceases to be a HMO, a licence is subsequently issued, a Final Management Order is made or where considered appropriate.

An IMO when in force is a local land charge.

Note the Council would not become liable for any mortgage payments, these would remain the responsibility of the owner even though they may be receiving no income or reduced income from the property

8.3 Final Management Order (FMO)

The Council will make a Final Management Order (FMO) to secure the long-term management of a house in accordance with a management scheme detailed in the order.

A FMO can be for a maximum duration of 5 years.

A FMO when in force is a local land charge and the Council can apply to the Chief Land Registrar for the entry of an appropriate restriction in the register in respect of the order.

If it is necessary to protect the health, safety and welfare of the occupants and neighbours on a long term basis, FMOs will be made to replace IMOs on their expiry, whether the property is required to be licensed but cannot be licensed or if it is not required to be licensed.

New FMOs will be made to replace existing ones under the same circumstances.

An FMO will contain a management scheme for the property.

When a FMO is made the Council will take appropriate steps in relation to the long term management of the property. The Council will periodically review the order and the management scheme contained in it and consider whether keeping the order in force is the best course of action.

Following the review the order may be varied or revoked, or a licence can be issued in respect of the property.

When a FMO is in place the Council have the right to:

- Take possession of the house
- Do anything, and authorise a delegated person to do, anything which a person having an interest in the house would be entitled to do.
- Create a leasehold or occupancy licence. Such tenures cannot extend beyond the period of the FMO, nor can the notice to quit or termination be more than 4 weeks.
- Create an assured shorthold tenancy as long as it starts more than 6 months before the expiry of the order.

The time elements in items 3 and 4 can be waived with the written consent of the person who would be managing the property if the order was not in force.

The Council does not acquire an interest in the house and therefore cannot sell or otherwise dispose of it.

8.4 Appeals to the Residential Property Tribunal. (RPT)

Once a management order is in force a relevant person may appeal against the making of the order or its terms must be made to the RPT normally within 28 days.

At a hearing the Tribunal will either confirm or quash the order.

9. HMO Register

The Council will maintain registers of Licences, Temporary Exemption Notices, Interim and Final Management orders. These registers will contain all the relevant information required by regulation as well as any other information we consider relevant.

The information will be stored electronically with the ability to be transcribed when required.

The information will generally be made available to the public subject to the provisions of the Data Protection Act and the Freedom of Information Act.

Personal callers will be advised of the availability of any paper versions of the relevant registers for inspection. This will be during office hours at the council building housing the offices of the department responsible for the management of the HMO licensing scheme.

10 Appeals

Applicants and licence holders have a right of appeal to the Residential Property Tribunal where they are dissatisfied with decisions made in relation to the issue of licences, HMO declarations, notices or orders (IMO/FMO) , including variations, revocations or refusals.

The Council will consult with the relevant persons at all stages of involvement to work to a satisfactory solution to the situation at hand.

Relevant persons will be made aware at all appropriate points where there is a right of appeal, and will be told of the procedure, including time limits, of lodging an appeal. This will normally take the form of notes appended to notices or orders.

The Council will give the appeal tribunal all the information and assistance they may require in order to assist them in making their decision.

Where the Council is dissatisfied with the outcome of an appeal, it may consider the implications of making an appeal to the Lands Tribunal or the Court of Appeal as appropriate.

Note: Action for IMO/FMO would be reconsidered if at any point landlords placed their property under the management and control of another suitable person or agent such that the Council considers it would place the property under suitable control and undertake suitable measures in a reasonable timescale.

11 Temporary Exemption Notice

Temporary Exemption Notices (TEN) can be issued where the manager or person having control of an unlicensed HMO (which should be licensed) notifies the Council of his intention to take the necessary steps to secure that the house is no longer required to be licensed.

A TEN will be valid for an initial period of 3 months. A second TEN for a 3 month period can be issued at the discretion of the Council under exceptional circumstances. No further TENs can be issued on expiry of the second TEN.

Where a TEN is not issued, the Council must inform the manager or person having control by way of a notice, stating the decision and why it has been made, and providing details of rights of appeal.

Where a licence holder dies the license has the effect of being a TEN until the future of the property is determined (within the same time constraints of a TEN)

12 HMO declarations.

Where a building, or part of a building, is partly occupied by persons as their only or main residence, but is also partly occupied otherwise than as a residence e.g. a Bed & Breakfast establishment providing accommodation for both homeless people or asylum seekers and for holidaymakers, the Council may declare the building an HMO if it is satisfied that the occupation by persons as their only or main residence is a significant use of the building, or part of the building.

If an owner or manager does not agree that the building should be subject to an HMO Declaration he can appeal against the Council decision to a

Residential Property Tribunal. On appeal the tribunal must either confirm the declaration or revoke it.

13. Fees

The following schedule of fees and discounts will apply for all applications as of 1st April 2011, and will be reviewed every three years.

Full fee for initial application	£620:00
Renewal fee	£310:00
Fee for registered charities	£70:00
Fee for members of ANUK	£70:00
Variation fee per application.	£30:00

50 % Discount for members of Cambridge City Accreditation scheme for the initial applications only and not renewals. (See appendix 4)

The reduced fee for registered charities only applies where the rent is collected by a charity registered in the UK.

14 Re-licensing HMO's.

At the end of a 5-year licensing period HMOs will require re-licensing. The renewal fee will apply provided the ownership or management are the same as on the original license as they are non transferable. The new license will commence the day after the expiry of the existing licence so there is no lapse in the license period, irrespective of the date that the application is received. This will not give any advantage to a late application over a prompt application.

15. Powers of entry.

The Housing Act 2004 provides for powers of entry to HMOs where officers are investigating offences in relation to the licensing of HMO's. e.g. failure to license. Authorised officers are entitled to enter a building at any reasonable time without giving any prior notice.

Any obstruction of an officer carrying out his duties in accordance with the relevant powers of entry is an offence and the Council will consider legal action in accordance with its Enforcement Policy for such obstruction.

16. License holder competence.

The Council considers that it is important for private landlords to be trained or to prove competency in property management.

The following methods of proving competence will be considered acceptable.

- Pass an approved landlord training course, for example one offered by the National Landlords Association or the Residential Landlords Association
- Have the HMO accredited with the Cambridge Accreditation Scheme.
- Have the property managed by a manager or agent who is a member of approved trade organisation. e.g. ARLA or ARMA or accredited with National Approved Lettings Scheme (NALS).

If a landlord cannot demonstrate competence by satisfying any of the above criteria the Council will attach a condition to any HMO licence. Such a condition will require the landlord to achieve a level of competency expected of a reasonable landlord by attending relevant training within a specified period of time. It is hoped that this will ensure that landlords of licensable HMO's are competent to be license holders.

Approval of this policy

This Policy was approved on 17th March 2011 by the Executive Councillor for Housing.

Appendix 1

The tests for defining an HMO

To satisfy the definition of 'house in multiple occupation', a building, or part of it, must meet at least one of the following tests

- It meets the 'standard test'
- It meets the self-contained flat test
- It meets the converted building test
- It is declared to be a HMO, or
- It is a block of flats subject to section 257 of the Act.

The Standard Test

To satisfy the Standard test, the building (or part) must fulfil six criteria:

- It consists of one or more units of living accommodation which are not self-contained flats,
- The living accommodation is occupied by persons who do not form a single household,
- They occupy the living accommodation as their only or main residence, or they are treated as such,
- Their occupation of the living accommodation constitutes the only use of that accommodation,
- Rent is payable by virtue of at least one of the occupants of the living accommodation occupation of the accommodation (or there is some other agreed form of consideration in lieu of rent), and
- Two or more of the households occupying the living accommodation share one or more basic amenities, or the living accommodation is lacking in one or more basic amenities.

The Self-contained Flat Test

This can only apply to a self-contained flat within a particular building part of a building.

The part must be a self-contained flat and the criteria of the Standard Test are fulfilled, with the exception of the first item.

The Converted Building Test

To satisfy this test, six criteria are to be fulfilled:

- It must be a converted building
- It contains one or more units of accommodation which are not self contained flats (even though it may contain such flats too)
- The living accommodation is occupied by persons who do not form a single household,
- They occupy the living accommodation as their only or main residence, or they are treated as such,

- Their occupation of the living accommodation constitutes the only use of that accommodation, and,
- Rent is payable by virtue of at least one of the occupants of the living accommodation occupation of the accommodation (or there is some other agreed form of consideration in lieu of rent).

Only or Main Residence

Where a person occupies a building (or part) whilst undertaking a course of full time further or higher education, or is a refuge, or under other circumstances to be determined by regulation, it is deemed to be their main residence.

A refuge includes buildings managed by voluntary organisations providing temporary accommodation to those who have left their homes as a result of real or threatened physical violence or mental abuse from current or former co-habiting partners.

Appendix 2

Schedule of Mandatory Conditions

Conditions requiring the following requirements must be included in this Schedule.

- If gas is supplied to the house, to produce to the Authority annually for their inspection a gas safety certificate obtained in respect of the house within the last 12 months
- To keep electrical appliances and furniture made available by the licence holder in the house in a safe condition
- To supply the Authority, on demand, with a declaration by the licence holder as to the safety of the appliances and furniture detailed in condition 2
- To ensure that smoke alarms are installed in the house and to keep them in proper working order
- To supply the Authority, on demand, with a declaration by the licence holder as to the condition and positioning of the smoke alarms detailed in condition 4
- The licence holder to supply to the occupiers of the house a written statement of the terms on which they occupy it.

Other Conditions

The authority may include other conditions that it considers appropriate in the schedule under the general headings of

- To regulate the management, use and occupation of the house concerned e.g .requiring landlord and manager training
- To regulate the condition and contents of the house
- Conditions imposing restrictions or prohibitions on the use or occupation of particular parts of the house by persons occupying it e.g prohibiting the use of undersized rooms as bedrooms.
- Conditions requiring the taking of reasonable and practicable steps to prevent or reduce anti-social behaviour by persons occupying or visiting the house
- Conditions requiring facilities and equipment to be made available in the house for the purpose of meeting standards prescribed under section 65 e.g. installation of bathrooms, toilets, kitchens etc.
- Conditions requiring such facilities and equipment to be kept in repair and proper working order
- Conditions requiring, in the case of any works needed in order for any such facilities or equipment to be made available or to meet any such standards, that the works are carried out within such period or periods as maybe specified in, or determined under, the licence.

Appendix 3

Other legislation relating to Houses in Multiple Occupation

Planning permission

The changes in legislation in October 2010 apply to Cambridge. Planning permission is not required for change of use between a dwellinghouse (C3) and HMOs (C4) or for a change of use between a HMO (C4) to a dwellinghouse (C3). However larger HMO's, those over 7 or occupiers may require a change of use to a HMO

If large concentrations of HMOs exist in parts of Cambridge and there are known problems, the Council could investigate the possibility of implementing an Article 4 direction in order to remove permitted development rights and require planning permission for changes of use (in either direction) between C3 and C4. The Council will also be able to review its planning policy position in the future when the development plan is updated and can consider an appropriate policy framework to control large concentration of HMOs.

The full Government guidance can be obtained from the Department for Communities and Local Government website

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/1759707.pdf>

Council tax HMO definition

The following legislation relates to Council Tax Liability for Non Resident Owners in establishing HMO status for Council Tax purposes.

Liability for Owners

Part 3, Section 8 Regulation 2 Class C of Statutory Instrument 1992/551 (as amended) defines Houses in Multiple Occupation from the 1 April 1993:

Class C - Houses in Multiple Occupation (HMO)

- a) Is a property originally constructed or subsequently adapted for occupation by persons who do not constitute a single household; or (“and” prior to 1 April 1995)
- b) Is inhabited by a person who, or two or more persons each of whom is either: -
 - I The tenant of, or has a licence to occupy, part only of the dwelling; or

ii Has a licence to occupy, but is not liable (whether alone or jointly with other persons) to pay rent or a licence fee in respect of the dwelling as a whole.

Regulation 2A states: -

1) In relation to a dwelling within Class C shall effect as if, for the reference to the owner, there were substituted a reference to -

a) The person who has a relevant material interest which is not subject to a relevant material interest inferior to it; or, if there is no such person -

b) The person who has a freehold interest in the whole or any part of the dwelling.

2) In Paragraph (1) "relevant material interest" means, a freehold or leasehold interest in the whole of the dwelling.

Appendix 4

The Cambridge City Landlord Accreditation Scheme

One of the incentives of the landlord accreditation scheme is a 50% discount in the licensing fee for properties that reach the approved standards.

All HMO licensing applications will need to be accompanied by the full fee of £620:00. Any application where a reduced fee is submitted will be returned to the applicant requesting the full fee to be submitted.

Any property that reaches the accreditation standard within six months from the date of receipt of completed licensing application and payment will be entitled to a 50% refund. The Accreditation Officer will advise the Licensing Manager so that the appropriate refund can be made.

Appendix 5

Licensing Enforcement Procedure.

The offence for failure to license a HMO in Section 72 of the Housing Act 2004 states that :

(1) A person commits an offence if he is a person having control of or managing an HMO which is required to be licensed under this Part (see section 61(1)) but is not so licensed.

(4) In proceedings against a person for an offence under subsection (1) it is a defence that, at the material time—

(a) a notification had been duly given in respect of the house under section 62(1), or

(b) an application for a licence had been duly made in respect of the house under section 63,

and that notification or application was still effective (see subsection (8)).

(5) In proceedings against a person for an offence under subsection (1)

(6) A person who commits an offence under subsection (1) or (2) is liable on summary conviction to a fine not exceeding £20,000.

Landlords who are known to operate unlicensed HMO's should be given an opportunity to apply for a license.

Before any enforcement action is taken reference should be made to the corporate enforcement policy to ensure that enforcement action is fair, reasonable and proportionate.

1. A mandatory licensing application pack and covering letter should be sent by the Licensing Team advising the landlord/agent that the application form and fee should be returned within 14 days. In the first instance the landlord may be sent a landlord accreditation pack.
2. If no reply has been received after 14 days a second pack and covering letter should be sent. This letter must highlight the range of sanctions that may be applied for failure to apply for a license.
3. If the application form is not received after 14 days then a final reminder should be sent out with a Local Government (Miscellaneous Provisions) Act 1976 s16 notice enclosed (Requisition for Information). This letter should advise that if an application form and fee is not received and s16 is not returned within a further 14 days then a report will be prepared recommending legal action for failure to license the HMO.

4. Landlords or managing agents who have a history of non-compliance and have already been given opportunities to apply should be sent a final letter outlining the range of sanctions and a section s16 notice, provided that it can be shown that every opportunity has already been taken to ensure that the properties become licensed.

Evidence gathering.

If after all the necessary letters have sent out, a landlord who has failed to make an application may face legal action. The gathering of current evidence will be necessary to prove that the property still requires a mandatory HMO license.

The Council will need to prove 'beyond reasonable doubt' that the landlord failed to license that property and that he had no 'reasonable excuse'

For example

- Establish that the property is a HMO that requires a license.
- Identifying the person having control or the manager.
- Showing that no license or (temporary exemption notice) has been applied for.

Gathering this evidence will require a site visit to establish the current mode of occupation and the number of occupiers etc.

LG Regulation guidance may be referred to on gathering evidence to prove that a property is unlicensed.

Formal Action

All enforcement will follow the principles set out in the Cambridge City Council Enforcement Policy and the following documents.

- The Regulators Compliance Code (as it will relate to the licensing of HMO's)
- The Legislative and Regulatory Reform (Regulatory Functions) Order 2007 SI 3544
- The Code for Crown Prosecutors (November 2007)

The following options should be considered once it has been concluded that legal action is required against a landlords for operating an unlicensed HMO.

- Simple cautions
- Prosecution
- Rent Repayment Orders
- Interim or final Management Orders

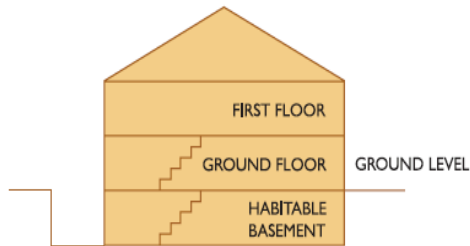
If a prosecution is considered appropriate a file should be prepared and all relevant evidence enclosed prior to submitting to HSM and HOS for signature and passing to Legal Services.

Appendix 6

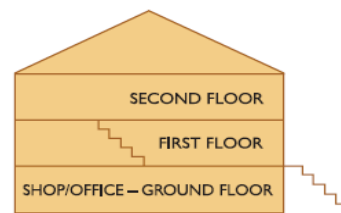
What counts as a property of 3 or more storeys in height?

The following examples are the most likely types of property which will be counted. This list is not exhaustive and other properties may also be licensable.

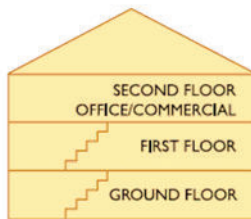
Updated March 2011



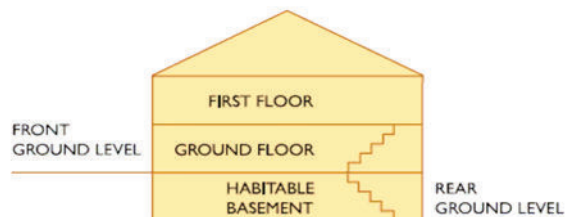
House with 2 floors above ground and a habitable basement



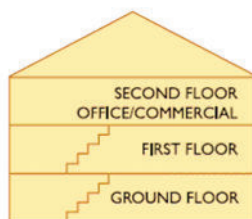
Property with three or more floor levels and a shop or other commercial use on the ground floor and living accommodation above.



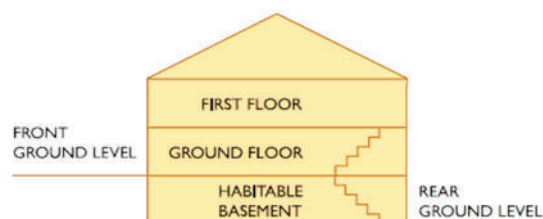
Property with 3 or more floor levels. Living accommodation on the lower 2 levels and commercial use above.



House on a sloping site with 2 floor levels at the front and 3 at the back

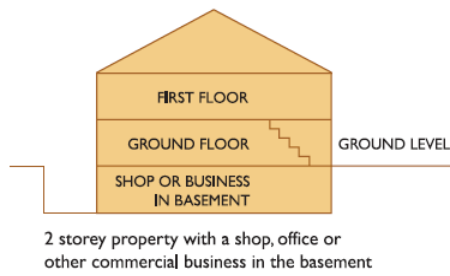
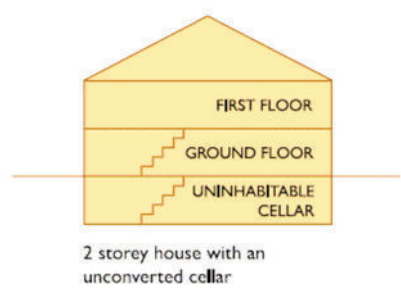


Property with 3 or more floor levels. Living accommodation on the lower 2 levels and commercial use above.



House on a sloping site with 2 floor levels at the front and 3 at the back

The following are not currently counted as 3 or more storeys:





To: Executive Councillor for Community Development and Health
Report by: Head of Refuse and Environment
Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/2011
Wards affected: All Wards

STATUTORY ENFORCEMENT WORK PLAN FOR HEALTH AND SAFETY LAW ENFORCEMENT 2011/2012
Not a Key Decision

1. Executive summary

- 1.1 The Health and Safety Executive require each health and safety enforcement authority to produce a Health and Safety Enforcement Work Plan which outlines the Authority's work programme to ensure that businesses in the City comply with the relevant legislation
- 1.2 The document provides a reference point to allow the service to be reviewed against its objectives whilst still allowing the flexibility to respond to urgent incidents
- 1.3 The aim of the Health and Safety Enforcement Work Plan is to:
 - Provide information about the health and safety enforcement aspect of the Food and Occupational Safety Service
 - Identifies the means by which the service will provided
 - Identifies how the service will meet relevant performance targets and standards
 - Demonstrate a balanced and considered enforcement approach
- 1.4 It is recognised that Best Value plays a central role in the planning and delivery of the service, and the service utilises this framework in the development of its Work Plan and the delivery of health and safety law enforcement

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the attached Statutory Enforcement Work Plan for Health and Safety Law Enforcement 2011/2012

3. Background

- 3.1 The Refuse and Environment Department is responsible for enforcing health and safety legislation for specific types of business activity e.g. offices, shops and restaurants, within the City of Cambridge. The Department has for many years produced its own general service plan that includes reference to health and safety enforcement work.
- 3.2 The Health and Safety Executive, in its guidance to local authorities under Section 18 of the Health and Safety at Work etc. Act 1974, introduced a requirement that each Local Authority should produce a dedicated Health and Safety Enforcement Work Plan and that the Plan is presented for approval to the appropriate Member forum.

4. Implications

- 4.1 **Financial Implications** – there are no additional costs associated in producing this Enforcement Work Plan
- 4.2 **Staffing Implications** – none except in the production of the Service Plan
- 4.3 **Equal Opportunities Implications** – health and safety is designed to protect all members of the community
- 4.4 **Environmental Implications** – health and safety enforcement is designed to provide a safer environment for all members of the public
- 4.5 **Community Safety** – none except those linked to (4.4) above

5. Background papers

These background papers were used in the preparation of this report:
HSC Guidance note to local authorities under Section 18, HASWA
Health and Safety Enforcement Policy
HELA Guidance on Inspection LAC 67/1 (revision 3)

6. Appendices

Appendix 1: Statutory Enforcement Work Plan for Health and Safety Law Enforcement 2011/2012

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
ENVIRONMENT DEPARTMENT
REFUSE AND ENVIRONMENT SERVICES

**STATUTORY ENFORCEMENT WORK PLAN FOR
HEALTH AND SAFETY
LAW ENFORCEMENT
2011/2012**

Drawn up in accordance with the
Health and Safety Executive's
Guidance to Local Authorities

February 2011

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INTRODUCTION

This is the ninth Enforcement Work Plan dedicated to the health and safety law enforcement functions carried out by Cambridge City Council under the provisions of the Health and Safety at Work etc. Act 1974 (HASWA) and associated Regulations. The scope of the health and safety enforcement work plan covers the following specific areas: -

- Health and Safety proactive work, including inspections, self-assessment, promotional and educational activities.
- Health and Safety reactive work, including accident investigations, ill health and complaints about business premises and work related activities.

The health and safety enforcement work plan is an expression of the authority's commitment to the development of the health and safety service and is required by the Health and Safety Executive (HSE), the body that monitors local authorities activities on health and safety enforcement.

The Food and Occupational Safety (FOS) service is also committed to working with local businesses in Local Enterprise Partnerships to try to develop the supportive environment essential for businesses to flourish and develop in the City.

The HSE guidance to local authorities issued under Section 18 of the HASWA provides guidance on matters, which must be included within a service plan. It also promotes the importance of service planning in ensuring that national agenda priorities set out in the HSE's Strategic Plan, "The Health and Safety of Great Britain \\\ Be part of the solution" are addressed and delivered locally. The strategic plan aims to build on the successes of the previous initiatives and continue to improve the safety of everyone associated with work by building on the closer cooperation which has developed between the enforcement arm of the HSE and local authorities, and to work closer with everyone else associated with work. Even with the improvements in the safety of work, still too many people and families are adversely affected, and the HSE's main objective is "*to find ways of beginning again the process of improvement.*" Cambridge City Council's Food and Occupational Safety service is part of this process, and the adoption of a business-focused inspection programme demonstrates our commitment to improving both the effectiveness and efficiency of the service.

The HSE, in the Section 18 Mandatory Guidance, requires that the Health and Safety Enforcement Work Plan be submitted to the relevant elected member forum for agreement to ensure local transparency and accountability and make clear the arrangements for contributing to current HSE policies and priorities.

Jas Lally
Head of Refuse and Environment

February 2011

SECTION 1 : HEALTH AND SAFETY SERVICE AIMS AND OBJECTIVES

1.1 Aims and Objectives

1.1.1 The Refuse and Environment (R&E) Mission Statement is:

“To protect the health and environment of the local community.”

1.1.2 It seeks to pursue this through a number of key objectives, which include:

- Securing compliance with relevant health and safety legislation for those work activities allocated to the City Council for enforcement, in accordance with the official codes of practice and Local Government (LG) Regulation guidance;
- The maintenance of an accurate register of businesses in the City;
- Encouraging standards of health, safety and welfare higher than the minimum acceptable in law;
- Increasing the knowledge of managers, supervisors and employees about their legal responsibilities for the maintenance of clean, safe and healthy working environments and practices;
- Raising awareness in the workplace and amongst the general public about the principles and practices of occupational health and safety by providing information, advice and training particularly to assist small businesses;
- Inspecting workplaces under the HASWA and the Regulations made under the Act in accordance with relevant guidance;
- Following-up the notifications of serious accidents, by investigation in appropriate cases;
- Investigating all complaints about unsafe working conditions, and to take effective remedial action as required and keep complainants informed of the progress made;
- By enforcing legislation responsible for maintaining and promoting health, including;
 - Promoting, advising, and where necessary, enforcing the legislation relating to smoking in the workplace,
 - Working with the Licensing Service of Cambridge City Council to enforce the legislation relating to tattooing, cosmetic piercing, acupuncture and electrolysis.

1.2 Links to Corporate Objectives and Plans

1.2.1 The Council's vision, specifically for;

- *A City where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all, and*
- *A City with a thriving knowledge-based economy that benefits the whole community and builds on its reputation as a global hub of ideas and learning*

Are at the core of the Food and Occupational Safety (FOS) service, and is at the heart of our health and safety enforcement objectives to improve the safety of everyone associated with work in the City.

1.2.2 The FOS service works to the standards and values laid down in the Council's Equal Opportunities Policy and Citizen's Charter as well as the Council's corporate values, which are:

- Putting public services first
- Showing active concern for the environment
- Being open and democratic
- Treating everyone fairly and with respect
- Basing services on need
- Involving people in seeking solutions
- Encouraging innovation, skills and training

1.2.3 The Council gives due consideration to performance criteria contained in the Environmental Health Service Plan and corporate plans including best value and Comprehensive Area Assessment (CAA) indicators. In addition to those general performance indicators, the FOS service will strive to meet local performance indicators e.g. same day initial response to complaints and accidents of a serious nature.

1.2.4 Overall, the plans and initiatives to which the FOS team complies with or has regard to include:

- Cambridge City Council, Equal Opportunities Policy, Citizen's Charter, Investors in People Initiative
- Customer Charter and Service Guarantee
- Enforcement Concordat
- Feedback from consultation groups
- Approved Codes of Practice and relevant central guidance; and
- Guidance from external organisations such as the HSC

SECTION 2 : BACKGROUND

2.1 Authority Profile

- 2.1.1 Cambridge is a major employment centre with a pronounced emphasis on high technology, research and development, and education. The city hosts the famous Cambridge University that has in excess of 10,000 under graduates and its wealth of buildings of historic or architectural interest attracts in excess of 3 million tourists each year. Addenbrookes hospital is also located within the City boundary.
- 2.1.2 According to the 2001 Census, the city has a population of approximately 109,000 of which 7-11% are from minority ethnic backgrounds. With the Council boundary lying very close to the city itself, the surrounding villages fall within the local jurisdiction of South Cambridgeshire District Council which itself is mainly rural. Cambridgeshire County Council, which has its base in Cambridge, is responsible for a range of functions such as education, libraries, highways, trading standards and social services.
- 2.1.3 The majority of food businesses within the city fall within the catering and retail sectors.

2.2 Organisational Structure

- 2.2.1 The FOS service forms part of R&E that in turn is part of a larger Environment Department. As far as R&E is concerned, FOS is one of four teams supported by a dedicated administration section. Refuse and Environment is managed by the Head of Refuse and Environment (HRE), who reports to the Director of Environment
- 2.2.2 Through the Council's Standing Orders, the HRE has delegated responsibility for food safety enforcement and authority to instigate legal proceedings in consultation with the Head of Legal Services. The health and safety enforcement function falls within the remit of the Community Services Scrutiny Committee.
- 2.2.3 The day-to-day management and overall co-ordination of the Service's health and safety law enforcement function is the responsibility of the Environmental Health Manager. The FOS Team Leader (FOSTL) also has certain responsibilities for operational management of the section.
- 2.2.4 Where staff shortages or long term vacancies arise overtime (time off in lieu) or contractors may be used to maintain inspection programmes.

2.2.5 The FOS team members currently involved in health and safety enforcement activities are as follows:

Yvonne O'Donnell	Environmental Health Manager (EHM) (responsible for overseeing all work within the team including setting targets, monitoring performance, training and development, and carrying out a nominal number of food hygiene inspections to retain competency)
Frank Harrison	FOS Team Leader (FOSTL)(Deputises for the EHM, has day-to-day management responsibility for the team, a nominal number of food hygiene inspections to retain competency, monitoring of outgoing correspondence, quality control and initial field officer back-up)
Suzanne Lane	Assistant Principal EHO (full range of duties and deputises for FOS Team Leader p/t)
Rebecca Broadbelt	Senior EHO (full range of duties)
Anne Galliano	Senior EHO (full range of duties p/t) (Maternity Leave)
Tracy Chabot	Senior EHO (full range of duties p/t)
Ross Goodfellow	Senior EHO (full range of duties)
John Leggett	Health & Safety Enforcement Officer (full range of health and safety enforcement duties)
Christian Moore	EHO (full range of duties p/t) (Maternity Cover)

2.3 Scope of the Health and Safety Service

2.3.1 The FOS team is responsible for the following work areas:

- Health and safety inspections, interventions and requests for service
- Investigation of reported accidents, dangerous occurrences and cases of occupational ill-health
- Investigation of complaints relating to premises, practices or procedures;
- Consultee for licence applications under the Licensing Act 2003
- Consult on planning applications in relation to relevant commercial premises
- The investigation and consideration of matters relating to cosmetic piercing registration legislation
- The investigation and consideration of matters relating to smoking legislation

Other work areas covered by the FOS team include:

- Food safety enforcement (including sampling of food and water)
- Prevention and control of infectious disease
- General health education and promotion

2.3.2 Officers from the Environmental Protection team based within R&E have responsibility for investigating complaints relating to refuse, noise and odour from business premises and where appropriate, they will liaise with officers in the FOS team. In instances where contraventions of health and safety legislation exist, the FOS team would normally take the appropriate enforcement action to secure compliance.

2.3.3 Where health and safety matters relating to premises or activities enforced by the HSE are received by the service, they are referred to the HSE as soon as possible. However where the matters are of imminent concern, and under the terms of the Flexible Warrant Scheme jointly agreed by the HSE and all of Cambridgeshire's Local Authorities, authorised officers will attend and initiate the necessary remedial action before referring the matters to the HSE. Liaison and joint visits will take place between officers of both enforcement organisations as the need arises to address specific problems and issues or to take part in joint activities.

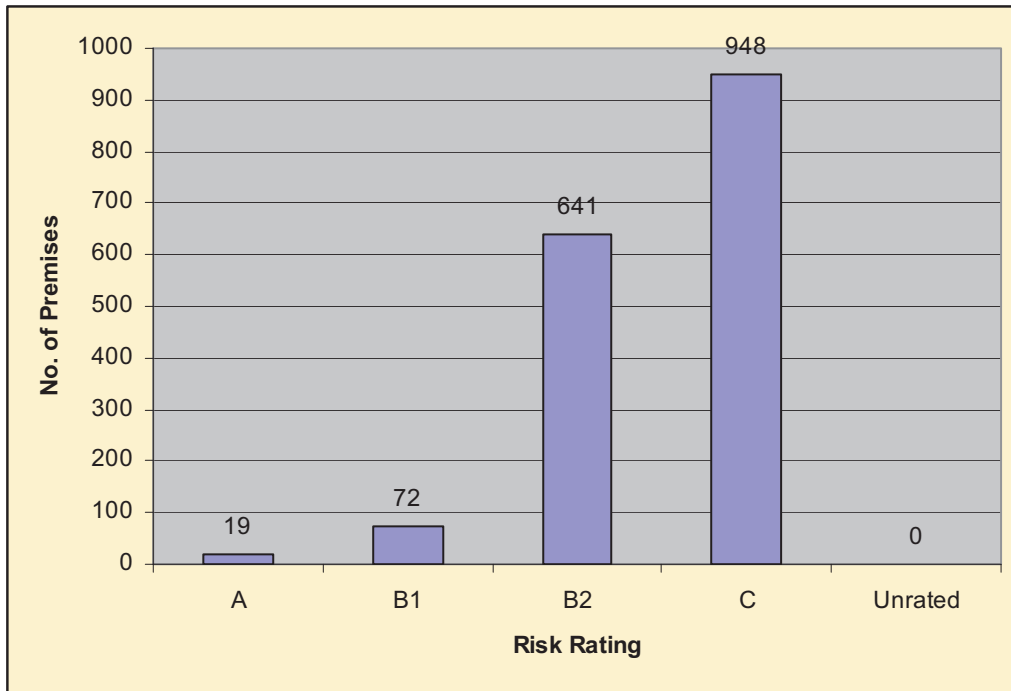
2.3.4 The service will frequently liaise, seek advice from, and give advice to a number of agencies including the HSE, The Health Protection Agency (HPA), The Care Quality Commission, and Cambridge Fire and Rescue Services.

2.4 Demands on the Health and Safety Service

2.4.1 Authority Profile

2.4.1.1 The authority has approximately 1700 premises on its database that are subject to health and safety enforcement by Cambridge City Council. Over the past year a number of spurious premises records have been removed from the database, and work is continuing to verify the accuracy of the information stored. It is believed that an additional approximately 300 businesses are recorded on the database, but have yet to be properly assessed; these will be addressed during the year.

2.4.1.2. The profile of risk categories, as defined by the HASWA and Local Authority Circular 67/1 (revision 3), is as shown in Figure 1, overleaf. (Table 1, also overleaf, gives the frequency of inspection for each of the categories)



Total = 1680

Figure 1: Overall risk rating for all registered businesses in the City

2.4.2 Frequency of Inspections

All premises identified on the database are classified in accordance with HELA Guidance LAC 67/1 (rev 3) and programmed for inspection as per Table 1, below;

Description	New Category	Intervention Frequency
Highest Risk	A	Inspection within 1 year
	B1	Intervention based upon local priorities, but contact within 18months
	B2	Intervention based upon local priorities within 5 years
Lowest Risk	C	Use of non-inspection interventions with contact within 5 years

Non-inspection intervention strategies include use of questionnaires, monitoring incident reports, seminars/business forums, etc.

Table 1: Inspection / Intervention Frequency

2.4.3 Service Delivery

2.4.3.1 In delivering the health and safety enforcement function, the following factors have a significant impact its delivery:

- We investigate approximately 170 infectious disease notifications each year, with the vast majority being food poisoning; a significant number relate to University students returning to the city following travel abroad;
- Officers are responsible for a full range of duties in the FOS team including food safety enforcement. They may, therefore, be called upon to respond to unforeseen emergencies within that work area e.g. to deal infectious disease notifications;
- Being a tourist and university city, there are a number of outdoor events that take place during the summer involving catering e.g. College May Balls, Cambridge Folk Festival, The Big Weekend, Midsummer Fair, Pink Picnic, Mill Road Street Fayre, which create an additional workload for officers;
- There are increasing demands being placed on the service by other Council departments involving corporate initiatives including service reorganisation, health promotion, and smoking cessation. All these have a knock-on effect and reduce the availability of staff to target their primary enforcement and monitoring roles;
- EHO's have a growing role in the emergency planning field by providing support in the event of significant emergencies, for example include avian or swine flu.

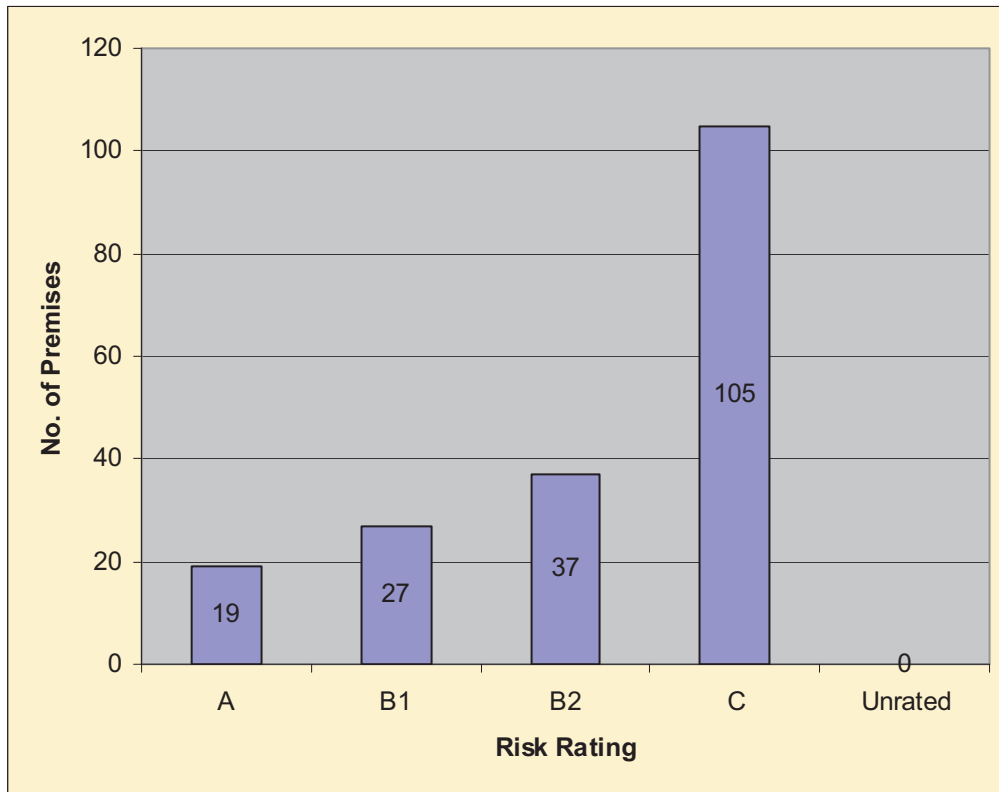
2.5 Enforcement policy

2.5.1 Cambridge City Council has signed up to the Enforcement Concordat. R&E endorses the principles laid down in the Concordat and has regard to the Code for Crown Prosecutors' guidelines when making enforcement decisions. The Councils Health Safety Enforcement Policy outlines the various enforcement options ranging from advice/education to formal action including the service of notices and prosecution for non-compliance with legislation. In addition to these policies, Local Authorities are now required to apply the HSE's Enforcement Management Model (EMM) when considering enforcement action to ensure consistency in approach in respect to enforcement decisions.

SECTION 3 : SERVICE DELIVERY

3.1 Health and Safety Inspections

- 3.1.1 It is the Council's policy that routine health and safety inspections are:
- Focused on higher-risk premises as a top priority; and
 - Carried out in accordance with the HELA Strategic Plan, relevant HELA circulars, HSC section 18 guidance and other relevant guidance.
- 3.1.2 The topic areas upon which inspections should be focused remain those identified under HELA document LAC 67/1 (rev 3) as these are still the main causes of accidents, injury and ill health in the workplace. Using a risk-based inspection approach allows officers to concentrate on the main risk areas associated with the business found during proactive inspections and reactive investigation rather than necessarily complete all-encompassing inspections. If any of the topic areas fail to meet the required standard, officers should consider carrying out an all-encompassing inspection.
- 3.1.3 In addition to assessing the main risk areas, officers are required to look in detail at any imminent risks associated with the particular business identified during the inspection.
- 3.1.4 After the inspection, Officers will determine the inspection frequency using the inspection rating system identified in HELA LAC 67/1 (rev 3).
- 3.1.5 All officers undertaking inspections, investigating accidents or complaints, or giving advice are appointed in accordance with Section 19 of the HASWA and are authorised in accordance with the Service's policy on competency which implements the requirements of the HSE guidance to local authorities issued in October 2002.
- 3.1.6 Where an initial inspection identifies significant contraventions, where there is a history of non-compliance or where a formal notice has been served, then a revisit will be carried out to ensure that any remedial works or controls have been affected.
- 3.1.7 The risk rating profile of premises due an inspection during 2011/2012 and the numbers of inspections due is shown in Figure 2, below. A full breakdown of the profile of inspections due and the estimated number of revisits is given in Appendix 1.



Total = 188

Figure 2: Risk Rating Profile of the Inspections due in 2011/2012

3.1.8 In addition to the number of rated due an inspection during 2011/2012, new businesses opening in the City will have to be inspected. Those that are food businesses are inspected for food and health and safety as part of the food safety enforcement work, and an estimated 184 were received during 2010/2011. In addition to these, non-food businesses also need to be inspected for health and safety, and due to the issues experienced with the database, approximately 50 will have been inspected during 2010/2011, but a further approximately 130 businesses have been identified as will be need an inspection.

3.2 Health and Safety at Work Complaints

3.2.1 Complaints received under the HASWA are dealt with in accordance with the departmental procedure and investigated in accordance with HELA guidance. Investigations are undertaken in order to determine whether an offence has been committed, whether action has been taken to prevent any potential recurrence, to secure compliance with the law, and decide on an appropriate response.

3.2.2 The initial response to complaints will be within one working day if the complaint is of a serious nature, e.g. an allegation of a potentially serious risk to health and safety, otherwise the maximum response time is three working days. In the event of extreme demands on the service such as a major food poisoning incident, or multiple fatality accident this target may need to be temporarily revised.

3.3 Injuries, Diseases and Dangerous Occurrences at Work

3.3.1 Investigations are carried out in accordance with the HELA guidance and the departmental operating procedure. In deciding which accidents to investigate, regard will be had to the severity and scale of the potential or actual harm, the seriousness of any potential breach of the law, previous history of the duty holder, level of public concern and the practicality of achieving results. Where appropriate, enforcement action proportionate to the circumstances shall be instigated.

3.4 Liaison with Other Organisations

3.4.1 Health and safety at work legislation has an impact on a large number of businesses and their employees, and the Service liaises with a wide range of organisations in varying degrees of formality.

3.4.2 The Council recognises the importance of ensuring the enforcement approach it takes is consistent with other local authorities. Accordingly, regular dialogue on health and safety enforcement and related matters takes place through the following forums

- Cambridgeshire Health and Safety Managers' Liaison Group
- CIEH Eastern Centre Health and Safety Group
- Cambridgeshire and Eastern Region Chief Officers' Group
- Eastern Region Health and Safety Liaison Group

3.4.3 The Cambridgeshire Public Protection Strategic Group has established Cambridgeshire Health and Safety Managers' Liaison Group, which sets out a yearly work plan. The Group collaborates on health and safety issues to produce common policies and procedures and promote consistency between both officers and authorities. The Group has regular meetings with the HSE to discuss current issues.

3.4.4 There is regular liaison and consultation with officers from other departments within the Council on issues relating to health and safety including planning and building control applications, leisure activities and outdoor events, public entertainment licensing, street trading, markets and Legal Services, where appropriate.

3.5 Advice to Businesses

3.5.1 The FOS team will work with businesses to help them to comply with the law and to encourage the use of best practice. This is achieved through a range of activities including:

- The development and maintenance of the FOS website;
- Advice given during the course of inspections, audits or other visits;
- The provision of free advice leaflets (including leaflets in other languages where available);
- Through responding to enquiries;
- Provision of the Chartered Institute of Environmental Health (CIEH), Level 2 health and safety training (including courses in languages other than English) (subject to demand);
- Proactively commenting on plans at building regulation application stages;
- Awareness seminars and targeted mail shots arising from legislative and policy change;
- Provision of a business focused newsletter including health and safety issues;
- The use of consultation mechanisms to seek comments on proposals and policies;
- Working with Local Enterprise Partnerships to try to develop the supportive environment essential for businesses to flourish and develop in the City.

3.5.2 The offering of business advice is integrated as part of the general inspection process and as part of the Service's health and safety promotion function.

3.5.3 Approximately 150 enquiries were received from businesses and the public during 2010/2011 where specific advice or assistance on health and safety issues is sought.

3.6 Promotion of Health and Safety at Work Issues

3.6.1 The proposed promotional work for 2011/2012 by officers will include (subject to resources being available):

- Provision of the CIEH Level 2 Health and Safety courses, subject to demand
- A Business focused newsletter incorporating Health and Safety issues
- The distribution of free advisory leaflets for businesses and employees
- Maintenance and development of relevant information on the department's website
- Provision of topic specific and targeted seminars where appropriate and subject to demand.

3.6.2 Promotional work undertaken may include project work on key HELA strategic issues such as slips and trips, stress, transport related accidents and manual handling or other health and safety matters as they arise.

3.6.3 The Council is committed to ensuring equal access to promotional literature and training courses and will consider the needs of those businesses or employees whose first language is not English, or when the spoken language is not the main means of communication. Where a need has been identified and it is appropriate to do so, the FOS team will facilitate the Level 2 health and safety courses in minority ethnic languages or through other means of communication, subject to resources being available. Alternatively businesses or employees may be referred to other Authorities or organisations in Cambridgeshire currently running the appropriate courses in minority ethnic languages or with the communication skills.

SECTION 4 : RESOURCES

4.1 Financial Allocation

4.1.1 The budgets for the 2010/2011 and 2011/2012 financial years are shown in Table 3 below:

	2010/2011	2011/2012
Expenditure:		
Staffing (including travel costs)*	£286,900	Budget for this year has not been set
Supplies and Services		
Departmental Administration		
Income:		
CIEH Level 2 Health & Safety Courses		
Skin Piercing		
Total		

Table 3: Health and Safety Enforcement Budget 2010/11 and 2011/2012

- 4.1.2 All enforcement officers have access to a desktop computer (PC) containing database, e-mail, word processing and spreadsheet packages. All PC's in the FOS teamwork area have Internet access and capability for receiving EHC net messages by which food hazard warnings from the FSA are communicated.
- 4.1.3 In the event of legal proceedings having to be taken on food safety issues, then costs are met from within the overall approved budget. Requests for funds to pay for Counsel's opinion or case presentation in court are considered on their merits using the Service's enforcement policy as a guide.

4.2 Staffing Allocation

- 4.2.1 The majority of health and safety law enforcement activities are undertaken by the FOS team with very little administrative support after the reorganisation following the service moving to Customer Service Centre. It should be noted that the Environmental Protection team deals with complaints alleging nuisance emanating from business premises. Officers in both teams will liaise and where necessary, carry out joint visits.
- 4.2.2 All EHO's carrying out health and safety enforcement duties are Environmental Health Officers' Registration Board (EHORB) registered.

4.3 Staff Development Plan

4.3.1 All officers involved in delivery of the health and safety enforcement service are appropriately qualified upon appointment. They will have their competency reviewed annually by means of completing the Regulator Developmental Needs Assessment (RDNA) and a consistency assessment by the FOSTL. The findings of these will form part of the annual review assessment. Training needs identified under these schemes will be addressed to ensure the competency of the officers. During 2010/11 these officers will have access to the equivalent of at least 10 hours update training on health and safety related topics. This will become part of the 20 hours 'continuing professional development' as required by the CIEH for membership (30 hours for officers with 'practitioner' status).

4.3.2 The staff development approach comprises of:

- The employment of competent enforcement officers capable of health and safety law enforcement;
- Evidence of formal qualification (sight of original qualification certificates prior to commencement of work);
- In-house and external competency-based training;
- Identification of training needs during ongoing performance monitoring and the annual performance appraisal interviews.

4.3.3 The training requirement for the FOS team has been budgeted for. Where possible free and low cost training from providers such as the HSE or other similarly recognised training provider will be utilised as much as is practicable.

SECTION 5 : QUALITY ASSESSMENT

5.1 Quality Assessment

5.1.1 The following monitoring arrangements are in place, or under review, to assist in the quality assessment of the work carried out:

- Review by the EHM/FOSTL of 10% of all post-inspection paperwork including the Hazard Analysis assessment sheets in accordance with the departmental standard operating procedure (SOP).
- All inspections records, assessment sheets, letters and reports of new officers will be reviewed for the first 3 months and until the FOSTL is satisfied that written paperwork is consistently satisfactory. This is in accordance with the departmental SOP.
- Inspection performance (peer review)
- Monthly team meetings
- Monthly 'one-to-one' meetings with officers to assess personal performance
- Annual performance appraisal and development interviews
- RDNA interview
- Mid-term appraisals of performance and development
- Countywide working groups addressing specific issues
- Active participation in a benchmarking working group on food safety involving similar authorities
- Participation in the countywide Inter Authority Audit
- The FOSTL will have regular reviews of work performance with the EHM
- The EHM will have regular reviews of work performance with the HRE.

SECTION 6: REVIEW

6.1 Review against the Service Plan

- 6.1.1 Performance indicators covering response times to complaints and the level of programmed inspections form part of the Council's Local Performance Plan which is subject to both monthly and quarterly review by the EHM and HRE.
- 6.1.2 Performance against the Health and Safety Service Plan will be reviewed by the EHM in consultation with the HRE in line with the corporate planning timetable.

6.2 Identification of any Variation from the Service Plan

- 6.2.1 Key performance indicators are reviewed on monthly. Results are formally reported by the EHM to the HRE along with reasons for any significant variation and an action plan setting out remedial action. The Executive Councillor for Community Development and Health is kept informed of progress against the service plan through regular meetings with the EHM and HRE.
- 6.2.2 If it can be shown that any additional activities other than direct enforcement action have taken place achieving the same objective as enforcement action, these will be identified and taken into account during the review.

6.3 Review of Performance 2010/2011

- 6.3.1 This authority reviews its previous year's performance against its plan. At the time of preparation of this eighth plan, it should be acknowledged that we are still within 2010/11(the current year) and therefore it has been necessary in some instances (where indicated) to enter the projected performance.

6.3.2 Health and Safety Premises inspections

- 6.3.2.1 The Work Plan for 2010/2011 identified 265 premises inspections that were to be undertaken. To the end of February 2011 a total of 393 have been inspected, which, in addition to the original 265, include 46 new premises, and a number of records obtained following a review of the database.
- 6.3.2.2 The service also served 11 Health and Safety Improvement notices have been served, as well as 6 Prohibition notices.

6.3.2 Health and safety complaints

All health and safety complaints were investigated promptly and efficiently and with the response deadline of 3 working days met in nearly all cases. In this period 52 complaints had been received..

6.3.3 Advice to businesses

Officers have continued to give free advice and assistance to the public and businesses throughout the year on safety matters.

6.3.4 Accidents

In the period 117 accidents were reported to the department and all had been reviewed within the target time of 3 days, with most being assessed on the day of notification.

6.3.5 Liaison with other organisations

Regular dialogue took place with all the other key organisations including;

- Cambridgeshire Health and Safety Liaison Groups,
- The Cambridgeshire Health and Safety Managers' Group
- HSE,
- Tobacco Control Alliance and
- The Health Protection Agency

The authority was represented at most of the above meetings, and at all the key meetings where decisions affecting the authority were made.

6.3.6 Safety promotion

The Council developed its own business newsletter which has been sent out to all businesses in the City. It includes information on waste management and energy usage. The Newsletter will be able to be downloaded free from Cambridge City Council's web site.

6.4 Areas of Improvement

- 6.4.1 Any service issues identified during the quarterly reviews or by routine performance monitoring will be recorded in writing and an appropriate action plan to address those service issues agreed with between the EHM, HES and where appropriate, the officer concerned.

6.4.2 During 2011/12, the following areas of improvement are planned:

- To follow and participate in the HSC's Strategic Plan to build on the successes of the previous initiatives and continue to reduce the number of fatal and major work related accidents by developing a closer working relationship with the HSE
- To work with the HSE and the other Cambridgeshire Local Authorities to development, launch and participate in the FWS with the other Cambridgeshire Local Authorities and the HSE as promoted by the HSC's Strategic Plan
- Ensure that key tasks outlined in the Cambridgeshire H&S liaison group work programme are achieved
- To work with the HSE and the County Health and Safety Managers' Liaison Groups to develop and implement the County Health and Safety Work plan.
- To undertake a programme of work to identify and register businesses not currently on the health and safety database.
- To undertake a targeted programme of business compliant inspections of joint Health and Safety and Food Safety licensing, and other environmental health related inspections in the higher risk food businesses
- To continue to implement the Health Act 2006 which bans smoking in all enclosed and substantially enclosed workplaces
- To target cosmetic piercing establishments to ensure they meet their registration conditions along with health and safety requirements
- To target beauty establishments to ensure all health and safety requirements are being met.
- To produce a business newsletter to inform businesses of current issues which may affect them

SECTION 7: SUMMARY

The workload proposed for the year 2011/12 incorporates a full range of enforcement actions including a significant element of health promotion, proactive business compliant inspection and allows for reactive intervention as required. It also incorporates the new HSC Strategic Plan to develop the closer working relationship between the HSE and Local Authorities, and to build upon the success of the topic led inspections and other intervention strategies for the lower risk premises originally introduced in previous HSC's strategies. As the vast majority of accidents and work related ill health still fall in to the categories highlighted in last year's work plan, they will continue to the key categories for assessment during programmed inspections. The categories are:

- Falls from heights;
- Workplace transport;
- Musculoskeletal disorders;
- Slips and trips; and
- Stress.

This targeted approach allows Local Authorities to focus their resources on the higher-risk areas where they may have the highest impact. Using a variety of targeted alternative intervention strategies it is hoped that the service will be able to improve the safety and level of compliance of as many small and medium size enterprises (SME's) in the City as possible.

STAFFING RESOURCES 2011/12

FTE staffing resource for 2011/2012

Environmental Health Manager	0.1 FTE
FOS Team Leader	0.5 FTE
Environmental Health Officers (Shared role including Food Safety Enforcement)	1.8 FTE
Health and Safety Technical Officer	0.6 FTE
Total (including shared Food Safety Responsibilities)	3.0 FTE

FTE = Full Time Equivalent officers – see Appendix 5

Table 4: Actual FTE Resource Available for Food Enforcement for 2011/2012

OFFICER COMPETENCY PROFILE

The following authorisations have been issued to the FOS team officers in accordance with the section 18 Guidance Note 5.

COMPETENCY	NO. OF OFFICERS
General powers of entry etc. under Section 20 (HASWA)	8
Inspection of premises	8
Service of Improvement Notices	8
Service of Prohibition Notices	7
Seizure of articles and substances	7

(* These figures are based on full staffing levels. Officers joining the FOS team in will be required to undergo induction/ training in order to meet the required level of authorisation)

GLOSSARY

ACOP	-	Approved Code of Practice: a code which has been approved by the HSC, as provided under Section 16, HASWA.
CIEH	-	Chartered Institute of Environmental Health: the professional body that represents the interests of environmental health professionals.
HASWA	-	Health and Safety at Work etc. Act 1974 (the Act): the primary piece of health and safety legislation currently in existence in this country.
HELA	-	Health and Safety Executive/Local Authority Enforcement Liaison Committee: responsible for giving national advice, information and guidance to local authorities and the development of local authority enforcement policy.
HSC	-	Health and Safety Commission: the supervisory and advisory body established by HASWA and responsible for seeing that the purposes of the Act are fulfilled i.e. securing the health and safety of people at work.
HSE	-	Health and Safety Executive: the operational enforcement arm of the HSC responsible for enforcing health and safety in businesses such as factories, educational establishments etc.
FTE		Full Time Equivalent

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To: Executive Councillor for Community Development and Health
Report by: Head of Refuse and Environment
Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/2011
Wards affected: All Wards

STATUTORY ENFORCEMENT WORK PLAN FOR FOOD LAW ENFORCEMENT 2011/2012
Not a Key Decision

1. Executive summary

- 1.1 The Food Standards Agency (FSA) require each food enforcement authority to produce a Food Enforcement Work Plan which outlines the Authority's work programme to ensure that food businesses in the City comply with the relevant legislation
- 1.2 The document provides a reference point to allow the service to be reviewed against its objectives whilst still allowing the flexibility to respond to urgent incidents
- 1.3 The aim of the Food Enforcement Work Plan is to:
 - Provide information about the food safety enforcement aspect of the Food and Occupational Safety Service
 - Identifies the means by which the service will provided
 - Identifies how the service will meet relevant performance targets and standards
 - Demonstrate a balanced and considered enforcement approach
- 1.4 It is recognised that Best Value plays a central role in the planning and delivery of the service, with the FSA encouraging authorities to utilise this framework in the development of the Work Plan and the delivery of food law enforcement

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the attached Statutory Enforcement Work Plan for Food Law Enforcement 2011/2012

3. Background

- 3.1 The Refuse and Environment Service is responsible for enforcing specific food safety legislation. Since 1st April 2000, food authorities have been subject to scrutiny by the Food Standards Agency (FSA). In September 2000, the FSA published the Agreement, which laid down its expectations of local authorities in respect of their food safety functions. One of the requirements in the Agreement is that authorities should produce a Food Enforcement Work Plan in accordance with its guidance on content and format.
- 3.2 The Refuse and Environment Service has for many years produced its own operational plan covering many of the food safety issues required by the FSA in the Agreement. It is intended that the operational plan will continue to provide an overview of the whole service and be made available for Members, and that a separate Food Enforcement Work Plan is produced to meet the FSA requirements. The FSA have also stated that the Plan should receive Member approval hence this report to Committee.

4. Implications

- 4.1 **Financial Implications** – there are no additional costs associated in producing this Service Plan
- 4.2 **Staffing Implications** – none except in the production of the Food Enforcement Work Plan
- 4.3 **Equal Opportunities Implications** – food safety is designed to protect all members of the community
- 4.4 **Environmental Implications** – food safety enforcement is designed to provide a safer environment for all members of the public
- 4.5 **Community Safety** – none except those linked to (4.4) above

5. Background papers

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

Framework Agreement on Local Authority Food Law Enforcement
Food Law Codes of Practice and Guidance issued under the Food Safety Act 1990 and Regulation 24 of the Food Hygiene (England) Regulations 2006
FSA Audit of Cambridge City Council Report (July 2001)

6. Appendices

Appendix 1: Statutory Enforcement Work Plan for Food Law Enforcement
2011/2012

7. Inspection of papers

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

Author's Name: Yvonne O'Donnell
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**CAMBRIDGE CITY COUNCIL
ENVIRONMENT DEPARTMENT
REFUSE AND ENVIRONMENT SERVICE**

**STATUTORY ENFORCEMENT WORK PLAN FOR
FOOD LAW ENFORCEMENT
2011/2012**

Drawn up in accordance with
Food Standards Agency's
Framework Agreement Amendment No. 5 (April 2010)

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INTRODUCTION

This is Cambridge City Council's tenth Enforcement Work Plan dedicated to the food safety enforcement function. It covers all the elements of food safety and hygiene for which the authority has enforcement responsibility. The plan also covers objectives relating to non-enforcement activity, including food hygiene education / promotion and partnership working, which the Council is also required to undertake in accordance with Government guidance.

The Food Enforcement Work Plan is an expression of the authorities commitment to the development of the food service and is now required by the Food Standards Agency (FSA), the body that monitors and audits local authorities activities on food enforcement.

The FSA Framework Agreement, originally issued in September 2000 and subsequently amended, provides service planning guidance and promotes the importance of service planning in ensuring national priorities and standards are addressed and delivered locally.

Cambridge City Council's Food Enforcement Work Plan has been drawn up in accordance with the guidance in the framework agreement, and follows the service plan template. This is to enable the FSA to assess our delivery of the service and to allow local authorities to compare service plans written in the common format for any fundamental review under the Local Government Best Value agenda.

The first plan was also subject to audit by the FSA in July 2001 when it was complimented for its clarity, content and conformance to the requirements in the Agreement.

The FSA, in the Framework Agreement, require the Food Enforcement Work Plan be submitted to elected members for approval to ensure local transparency and accountability.

Jas Lally
Head of Refuse and Environment

February 2011

SECTION 1: FOOD SAFETY SERVICE AIMS AND OBJECTIVES

1.1 Aims and Objectives

- 1.1.1 Refuse and Environment (R&E) has adopted the Council's Vision Statement, with the intention to ensure that all of the services performed work together to improve the City for the benefit of those who live, work and use the City.
- 1.1.2 To this end, the Food and Occupational Safety (FOS) Service, which is responsible for food safety enforcement in the City have adopted the statements;

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

A City with a thriving knowledge-based economy that benefits the whole community and builds on its reputation as a global hub of ideas and learning.

These statements, taken from the Council's Vision Statement, form the key drivers for the way in which FOS carries out its food enforcement service, trying to ensure the safety of the food available in the City.

1.2 Links to Corporate Objectives and Plans

- 1.2.1 Every Department of the Council is required to develop an Operations Plan which when complete and approved, is accepted by the Departmental Management Team, which includes the Chief Executive Officer who represents the Council. The Plans combine to state the Council's intention for the forthcoming year.
- 1.2.2 The Food Enforcement Work Plan takes its overall objectives directly from the Council's Vision Statement, and feeds directly into the Operations Plan, forming an integral link showing how the Council intends to meet its legal and stated obligations.
- 1.2.3 The FOS service works to the standards and values laid down in the Council's Equal Opportunities Policy and Citizen's Charter, as well as the Council's Corporate values, which are:
- Putting public services first;
 - Showing active concern for the environment;
 - Being open and democratic;
 - Treating everyone fairly and with respect;
 - Basing services on need;
 - Involving people in seeking solutions;
 - Encouraging innovation, skills and training.

- 1.2.4 The Council gives due consideration to performance criteria contained in the Refuse and Environment Operations Plan and corporate plans including Best Value. In addition to these general indicators, FOS will strive to meet local performance indicators, including 90% initial responses within 3 working days to complaints, food borne infection notifications and food hygiene advice.
- 1.2.5 Overall, the plans and initiative to which the FOS service complies with, or has regard to, include;
- Cambridge City Council Best Value Performance Plan; Equal Opportunities Policy, Citizen's Charter, Investor in People Initiative,
 - Customer Charter and Service Guarantee,
 - Consultation groups,
 - Statutory Codes of Practice (COP) issued under the Food Safety Act, 1990 (the Act) and relevant LACoRS guidance,
 - The Enforcement Concordat,
 - Guidance from external organisations such as the FSA
- 1.2.6 To ensure that FOS provides a consistent quality of service, Team Standards have been developed requiring officers to meet reasonable objectives of time and quality so as to allow business proprietors to be kept informed of all stages of the inspection of their business. The service is also working towards the electronic publication of non-sensitive inspection data, allowing greater public openness and availability of information; the Team Standards pave the way for this by requiring inspections reports to be made available in a specified format. A copy of the Team Standards is in Appendix 4.

SECTION 2: BACKGROUND

2.1 Profile of the Authority

- 2.1.1 Cambridge is a major employment centre with a pronounced emphasis on high technology, research and development, and education. The city hosts the famous Cambridge University that has in excess of 10,000 under graduates and its wealth of buildings of historic or architectural interest attracts in excess of 3 million tourists each year. Addenbrookes hospital is also located within the City boundary.
- 2.1.2 According to the 2001 Census, the city has a population of approximately 109,000 of which 7-11% are from minority ethnic backgrounds. With the Council boundary lying very close to the city itself, the surrounding villages fall within the local jurisdiction of South Cambridgeshire District Council which itself is mainly rural.
- 2.1.3 The majority of food businesses within the city fall within the catering and retail sectors.

2.2 Organisational Structure

- 2.2.1 The FOS service forms part of R&E that in turn is part of a larger Environment Department. As far as R&E is concerned, FOS is one of four teams supported by a dedicated administration section. Refuse and Environment is managed by the Head of Refuse and Environment (HRE), who reports to the Director of Environment.
- 2.2.2 Through the Council's Standing Orders, the HRE has delegated responsibility for food safety enforcement and authority to instigate legal proceedings in consultation with the Head of Legal Services. The health and safety enforcement function falls within the remit of the Community Services Scrutiny Committee.
- 2.2.3 The day-to-day management and overall co-ordination of the Service's food safety law enforcement function is the responsibility of the Environmental Health Manager. The FOS Team Leader (FOSTL) also has certain responsibilities for operational management of the section.
- 2.2.4 Where staff shortages or long-term vacancies arise overtime (time off in lieu) or contractors may be used to maintain inspection programmes.

2.2.5 The FOS team members currently involved in food enforcement activities are as follows:

Yvonne O'Donnell	Environmental Health Manager (EHM) (responsible for overseeing all work within the team including setting targets, monitoring performance, training and development, and carrying out a nominal number of food hygiene inspections to retain competency)
Frank Harrison	FOS Team Leader (FOSTL)(Deputises for the EHM, has day-to-day management responsibility for the team, a nominal number of food hygiene inspections to retain competency, monitoring of outgoing correspondence, quality control and initial field officer back-up)
Suzanne Lane	Assistant Principal EHO (full range of duties and deputises for FOS Team Leader p/t)
Rebecca Broadbelt	Senior EHO (full range of duties)
Anne Galliano	Senior EHO (full range of duties p/t) (Maternity Leave)
Tracy Chabot	Senior EHO (full range of duties p/t)
Ross Goodfellow	Senior EHO (full range of duties)
Joanna Duncombe	Food Safety Officer (full range of food enforcement duties)
Christian Moore	EHO (full range of duties p/t) (Maternity Cover)

2.2.6 Table 1, below, gives details of the services provided to the FOS service by external agencies.

Name of Organisation	Type of Service	Frequency of Use
Public Health Laboratory Service, Cambridge	1. Microbiological food sampling 2. Advice on infection and disease control	On-going
Public Analyst (Lincoln Sutton and Wood), Norwich	Analysis of food contaminants	<i>Ad hoc</i>
Medical Entomology Centre, Cambridge	Insect identification	<i>Ad hoc</i>
Comark, Stevenage	Temperature probe calibration	Annually
Ventress Technical Services Ltd., Cambridge	Food and contaminant examinations and identifications	<i>Ad hoc</i>
Health Protection Agency	Medical advice on aspects of disease control and prevention	On-going
Cambridge Interpretation Agency (CINTRA)	Interpretation and translation services	<i>Ad hoc</i>
Novus Environmental (Vetspeed Ltd.), Thriplow Heath, Herts.	Waste meat incineration	<i>Ad hoc</i>
Trading Standards Department, Cambridge County Council	Food Safety and Consumer Protection	<i>Ad hoc</i>

Table 1: External Service Providers (Food Safety Enforcement function)

2.3 Scope of the Food Safety Enforcement Service

2.3.1 The FOS service is responsible for the following work areas:

- Food safety enforcement
- Investigations and control of food borne disease (and other non-zoonotic infections at the request of the HPA or CCDC)
- Health and safety enforcement in premises for which the authority is the enforcing authority
- Accident investigations in premises for which the authority is the enforcing authority
- Licensing and health education or promotion in the associated work areas listed above

2.3.2 The service is currently fully resourced with no routine work required to be carried out by any external service. As highlighted in 2.2.4 (above), where staff shortages or long-term vacancies arise, contractors may be used to maintain inspection programmes.

2.4 Demands on the Food Enforcement Service

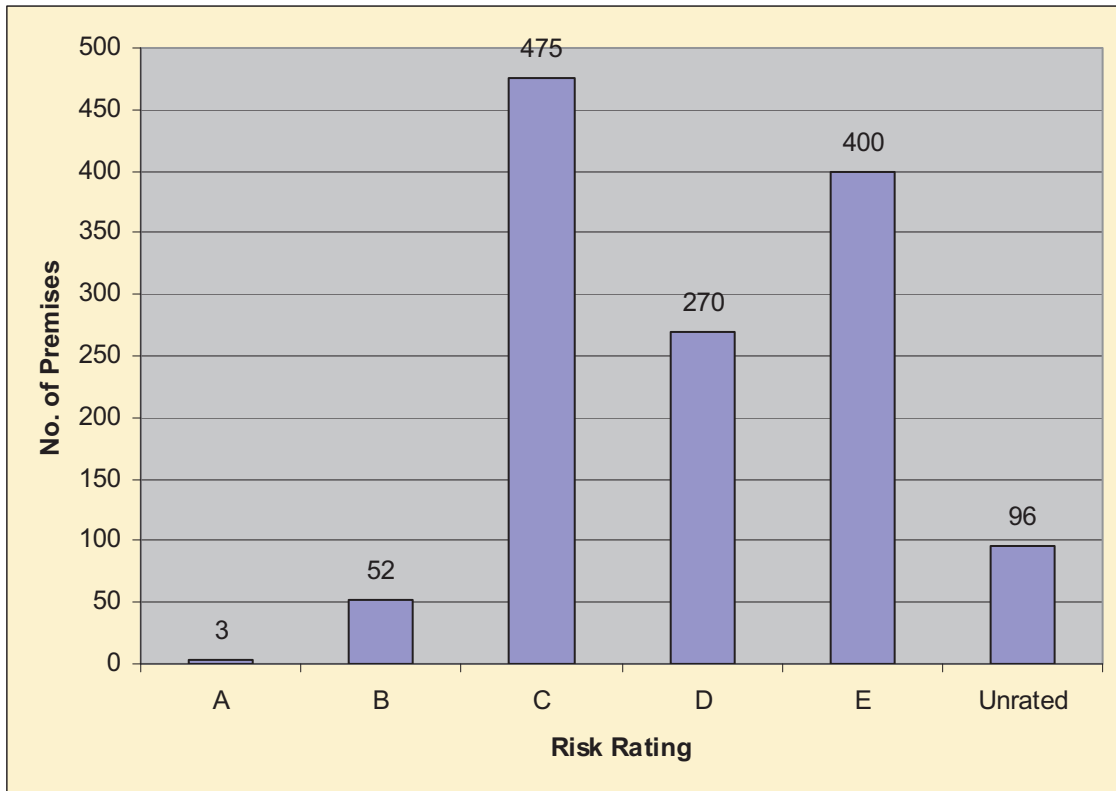
2.4.1 Authority Profile

2.4.1.1 The authority has approximately 1300 food premises on its database that are subject to a programmed food hygiene inspection; these have been assessed and profile of risk categories defined as per the Food Law, Code of Practice (England) (June 2008) (the Code of Practice), as issued under section 40 of the Act, Regulation 24 of the Food Hygiene (England) Regulations 2006, and Regulation 6 of the Official Feed and Food Control (England) Regulations, 2007. The risk profile is shown in figure 1, overleaf.

2.4.1.2 There are currently no Approved Premises operating within the Council's area.

2.4.1.3 In addition to the known business premises, a number of new food businesses register each year, and these too are inspected and subsequently risk rated. Although the precise number of new businesses registering each year cannot be given, approximately 180 (estimated) were received during 2010/2011.

2.4.1.4 As well as the registration of normal food businesses, a number of childminders register with the Local Authority each year, and although these businesses are not treated entirely in the same manner, they too need to be inspected.



Total = 1296

Figure 1: Risk Rating Profile of Registered Food Businesses
(As of February 2011)

Risk Rating	Star Rating	Number
A	0	3
	1	0
	2	0
	=> 3	0
B	0	12
	1	18
	2	3
	=> 3	19
C	0	3
	1	12
	2	149
	=> 3	311
D	0	0
	1	0
	2	17
	=> 3	253
E	All scores 3 star or above	
Unrated	Premises yet to be rated	

Table 2: Distribution of Risk Rating v Scores-on-the-Doors Rating

2.4.2 Service Delivery

- 2.4.2.1 The FOS Service operate are based in Mandela House of Cambridge City Council, but enforce the requirements of the food legislation throughout the authority.
- 2.4.2.2 FOS operates a normal service during office hours on Monday to Friday, and an emergency call out service during any other time. Where businesses operate outside of normal hours, inspections are carried out to ensure that all businesses are inspected during their food preparation or trading hours.
- 2.4.2.3 Every effort is made to ensure that no prior notification is given to food businesses prior to an initial programmed inspection, so as to ensure that the true conditions are found within the business. Notification is, however given to childminders and those businesses based within domestic housing. Revisits are scheduled to occur after a period of time, although the actual time or date may not be given.

2.4.3 External Factors

- 2.4.3.1 A significant number of businesses within the authority have staff for whom English is not the first language. In these instances, every effort is made to either identify a competent member of management or staff who is able to translate and communicate, or if necessary, seek the assistance of a translation service. The overall percentage of businesses where this is a concern is low, with just a handful where external assistance is required.
- 2.4.3.2 The service investigate approximately 170 infectious disease notification each year, with the vast majority being food poisoning; a significant number relating to University students and staff returning to the City following overseas travel
- 2.4.3.3 The turnover of food businesses is significant, as mentioned in 2.4.1.3 above. This has the effect of requiring the high number of new businesses to register and be inspected by the area Officer.
- 2.4.3.4 The FSA periodically issues food alerts identifying a particular food safety concern. There are two levels of alerts, those that are merely for information, and those, which if they relate to food sold within the City, require an intervention. The number of alerts cannot be predicted, but during 2010/2011, approximately 70 were received, with about 10% requiring action.
- 2.4.3.5 Officers are responsible for a full range of duties in FOS, including health and safety enforcement. They may therefore be called upon to respond to unforeseen emergencies within that work area, e.g. to investigate a serious accident notification.
- 2.4.3.6 In addition to its Universities, the City is a popular tourist attraction, and a number of major outdoor events are organised by the Council, many including a significant food retail contribution, and these may create an additional workload for the service.

- 2.4.3.7 There is an increasing demand being placed on the service by corporate initiatives targeting health improvement, including smoking cessation and a full business compliance assessment.
- 2.4.3.8 EHO's have a growing role in the emergency planning field by providing support in the event of significant emergencies, for example include avian or swine flu.

2.5 Enforcement Policy

- 2.5.1 Cambridge City Council has signed up to the Enforcement Concordat. R&E endorses the principals laid down in the Concordat and has regard to the Code for Crown Prosecutors' guidance when making decisions, in particular that enforcement should be in a consistent, equitable and practical manner to provide a fair and safe trading environment. The Council's Food Safety Enforcement Policy outlines the various enforcement options ranging from advice and education to formal action, including the service of enforcement notices and prosecution for non-compliance with legislation.

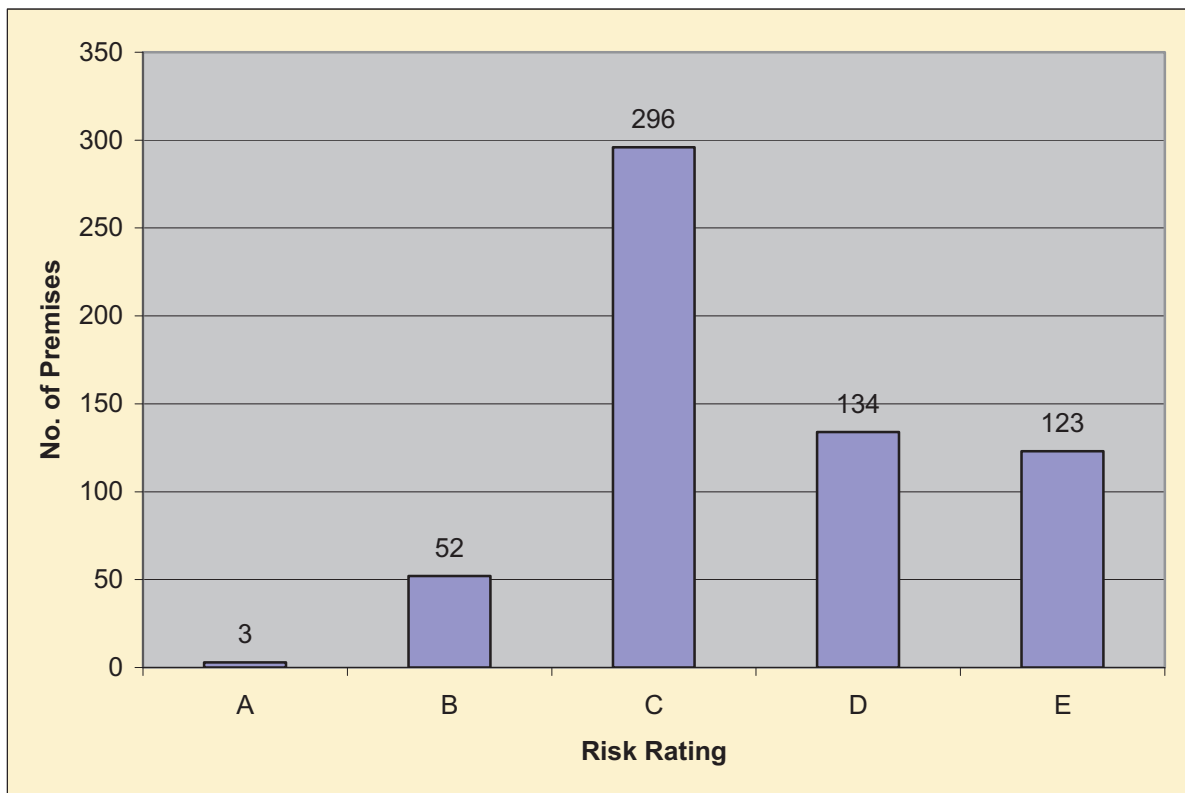
SECTION 3: SERVICE DELIVERY

3.1 Food Premises Inspections

3.1.1 It is the service’s policy that routine food hygiene inspections are:

- Focused on high risk businesses as a priority
- Target 0, 1 or 2 star businesses, as defined by the Scores-on-the-Doors scheme, and
- Carried out in accordance with the Code of Practice and other recognised guidance, such as that issued by LG Regulation

3.1.2 Officers will determine the frequency of inspection using the risk-rating scheme defined in the Code of Practice. The risk rating profile of premises due an inspection during 2011/2012 and the numbers of inspections due is shown in Figure 2, below. A full breakdown of the profile of inspections due and the estimated number of revisits is given in Appendix 1.



Total = 608

Figure 2: Risk Rating Profile of the Inspections due in 2011/2012

- 3.1.3 High-risk businesses (A or B rated) will include larger more complex businesses such as manufacturers, those that cater to a high number of vulnerable clients or smaller premises with a poor record of compliance. Medium-risk businesses (C or D rated) include the majority of cafes or restaurants, while low-risk businesses (E rated) include newsagents or other small retailers selling mainly pre-wrapped shelf-stable foods.
- 3.1.4 All officers undertaking inspections, investigating complaints, giving advice and taking samples will be authorised in accordance with the qualifications and experience laid down in the Code of Practice issued under the Act.
- 3.1.4.1 The Code of Practice has introduced additional requirements that Local Authorities should consider and implement, including;
- Businesses operating outside office hours should be subject to occasional out of hour inspections
 - Alternative enforcement strategies for low-risk businesses
 - Additional Primary and Secondary Inspections for premises covered by product specific hygiene regulations; there are currently no such premises in Cambridge
 - Assessment of whether to take samples during inspections
 - Inspections need to be carried out no later than 28 days after the relevant date determined by the inspection rating
 - The inspection may take the form of a full or partial inspection or audit of the food safety management system
- 3.1.5 The FSA requires Local Authorities to include inspections of imported foods during routine food hygiene inspections. This activity is included in the calculations and will form part of the overall inspection process. There are currently no border inspection posts, enhanced remote transit sheds or importing agents in Cambridge, but officers will routinely look at food imports during routine visits to check traceability and fitness with respect to these foods.
- 3.1.6 The service has adopted the use of alternative enforcement strategies for low-risk businesses, allowing resources to be better targeted towards the higher-risk premises.
- 3.1.6.1 Low-risk questionnaires (LRQ) have been developed to enable an assessment of the degree of compliance and the types of activities taking place within the low-risk businesses. The LRQ's are only sent to low-risk businesses that had received an actual inspection previously, and are assessed upon their return; non-returned forms trigger an inspection.
- 3.1.6.2 A second LRQ has been developed entirely for schools; the assessment criteria matches the normal LRQ's.
- 3.1.6.3 Businesses of a similar characteristic, e.g. butchers' shops, may be targeted as part of an intervention strategy. When circumstances identify a targeted need, the sample population is inspected as a group to ensure consistency of inspection and a targeted intervention to address the group failings.

3.2 Food-related Complaints

3.2.1 Food related response work generally falls into one of the following broad categories:

- Complaints about food businesses (hygiene, pests, food handlers, etc.);
- Food labelling (use-by contraventions only)
- Food contamination (microbiological, chemical or foreign objects)

3.2.2 Complaints are investigated in accordance with established procedures and policies. The initial response to complaints will in any event be within 3 working days, or 1 working day if the complaint is of a serious nature, e.g. an allegation of a potentially hazardous food handling practice.

3.2.3 A significant number of food complaints relate to food sold in the City but manufactured either abroad or elsewhere in the UK. These investigations tend to be more time consuming as they usually involve liaising with food authorities of other countries.

3.2.4 During 2010/2011, we received approximately 370 food related complaints, and it is likely that a similar number will be received during 2011/2012.

3.2.5 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.3 Home Authority Principle

3.3.1 The authority endorses and supports the Home Authority Principle (HAP) as advocated by the LG Regulation. The FOS service gives advice to companies and other food authorities on either a Home or Primary Authority basis.

3.3.2 The Regulatory Enforcement Sanctions Act 2008 brings in the principle of Primary Authority, and operates on a similar principle to the HAP, but reduces the burden of enforcement on businesses. Cambridge City Council has no Primary Authority arrangements in place.

3.3.3 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.4 Advice to Business

3.4.1 The FOS service works with businesses to help them to comply with the law and to encourage their use of best practice. This is achieved through a range of activities, including:

- Advice given during the course of inspections, audits or other visits;
- The provision of free advice leaflets (including in other languages where necessary and available);
- Through responding to enquiries;
- The provision of the Chartered Institute of Environmental Health (CIEH) Level 2 Food Hygiene training courses (including in non-English if necessary);
- Proactively commenting on plans at building application and approval stages;
- Through the use of targeted mail-shots
- The provision of a business focused newsletter including food safety
- The inclusion of a publicity event to support Food Safety Week as promoted each year by the FSA
- The use of consultation mechanisms to seek comments on proposals and policies

3.4.2 The service does not at present record the number of enquiries against the number of complaints received. As mentioned in 3.2.4, above, an estimated 370 were received during 2010/2011, with a similar number estimated for 2011/2012.

3.4.3 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.5 Food Inspection and Sampling

3.5.1 The FOS service will target its microbiological food sampling activities in accordance with its food sampling policy. In particular, food and environmental samples will be taken from the following types of businesses:

- Those engaged in the handling or preparation of high-risk foods;
- Those selling food identified for sampling as part of a national, regional or county-wide sampling programme;
- Businesses selling foods subject to consumer complaints, where appropriate
- Businesses selling foods subject to the concern of a visiting or inspecting officer

3.5.2 All sampling undertaken by officers will be taken in accordance with the relevant legislation. Formal samples will also be taken in accordance with the Code of Practice and departmental standard operating procedures.

3.5.3 In preparing a sampling programme, the service will consider relevant sampling initiatives devised and coordinated by the following:

- LACoRS;
- CIEH Eastern Centre;
- Cambridgeshire Food Liaison Group
- Eastern Region Public Health Laboratory Group

3.5.4 The service aims to take a minimum number of samples as requested of each authority in the county-wide sampling programme, subject to having sufficient and suitably resources to undertake it. The Code of Practice also requires that officers consider taking samples where problems are identified during an inspection; the analysis of the food may also be considered following a complaint.

3.5.5 The service aims to take approximately 100 samples each year for microbiological examinations.

3.5.6 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

3.6.1 The FOS service will investigate food related infectious disease notifications in accordance with the procedures agreed with the Consultant in Communicable Disease Control (CCDC) and the Health Protection Agency (HPA).

3.6.2 The notifications will be responded to within 1 working day, and any unusual illness activity possibly pointing to an outbreak will be reported to the CCDC / HPA as soon as practicable. Investigations of outbreaks will be in accordance with the Outbreak Control Plan as agreed by the HPA. In the event of a significant outbreak, FOS will be divert officers to assist in this investigation in preference to proactive work.

3.6.3 The service received approximately 190 infectious disease notifications during 2010/2011, and it is assumed that a similar number will be received during 2011/2012.

3.6.4 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.7 Food Safety Incidents

3.7.1 The FOS service, on receipt of a Food Alert, or notification of a food safety incident, respond as appropriate and in accordance with:

- The Cambridgeshire Outbreak Control Plan
- The Cambridge Food Incident Plan
- The departmental standard operating procedures
- The Code of Practice
- Any instruction issued by the FSA

3.7.2 The degree of response by officers during normal working hours will be as immediate as the notification warrants. Outside of normal working hours, an emergency contact system exists, and the officer will respond as appropriate.

3.7.3 Food Alerts fall into two categories, and warrant markedly different responses.

- Information Only, as the name suggests requires no action, but is merely a notification of an issue which has already been resolved, e.g. a food manufacturer calls for a return of poor quality food
- Requires Action Alert, requires the receiving authority to take the necessary action as indicated by the alert. This may range from informing specific retailers of an issue to requiring the removal of a type of foods entirely from sale. The response will be dependant upon whether the authority is affected by the alert as well as its nature.

3.7.4 The number of Alerts issued by the FSA varies in accordance to the issues identified, but is estimated as being approximately 70 per year, of which about 10% will require a response by FOS.

3.7.5 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.8 Liaison with Other Organisations

3.8.1 The Council is committed to ensuring the enforcement approach it takes is consistent with other Local Authorities. Accordingly, regular dialogue on food enforcement matters takes place through the following forums:

- Informal communication with neighbouring Authorities in respect to authority specific matters, e.g. to discuss a complaint from residents that authority
- The Cambridgeshire FLG;
- Cambridgeshire & Peterborough District Control of Infection Co-ordinating Group;
- Cambridge Water Company Liaison meetings
- CIEH Eastern Centre Food Group;
- Cambridgeshire and Eastern Region Chief Officers' Group;
- Cambridge and Peterborough Nutrition Strategy Group

- The review of planning applications or license applications and variations following representation to this Authority

3.8.2 The frequency of attendance to these groups and their respective meetings is variable, but range from attending quarterly meeting to merely being the recipient of minutes from meetings.

3.8.3 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

3.9 Food Safety and Standards Promotion

3.9.1 Cambridge City Council recognises both the benefit and need to promote food safety and the maintenance of good food standards, whether the food producer is a commercial or retail outlet, or even a private family. To this effect, but subject to the available resources, the FOS service will actively promote good food safety and the improvement of standards.

3.9.2 The proposed promotional works for 2011/2012 by officers of the FOS service will include:

- Food Safety Week – hygiene and safety promotion produced by the FSA;
- CIEH Level 2 Food Hygiene training and active promotion for attendance, especially of poorly complying businesses or organisations;
- Business focused Newsletter including food safety information;
- Participation in and maintenance of the Scores on the Doors website;
- The provision of information and update of the FOS web-pages on the Council's website;
- The provision of advice on healthy eating and safer food handling, preparation, cooking and storage, given as part of inspections to businesses or as a result of ad hoc requests for information
- The development and implementation of a health improvement programme working with internal and external partner organisations, but subject to the availability of resources and the partnership agreement
- The provision of food safety and hygiene standards information to the various organisation taking part in the numerous outdoor events which occur each year in the City
- The production and release of press statements and releases in accordance with the Council's guidance
- The production and distribution of Member Briefing notes as and when matters arise

3.9.3 The Council is committed to ensuring equal access to any training course it organises. Cambridge City Council will endeavour to provide the training with whatever assistance the delegate requires to allow them every opportunity to achieve the same outcome as every one else, albeit, subject to the availability of the resource. Alternatively, the delegate may be referred to another training provider if they are able to deliver the targeted training necessary. The FOS service shares this commitment.

- 3.9.4 The evidence of the results obtained from that course monitors the effectiveness of any training offered by the FOS service.
- 3.9.5 The resource implication of this has been considered and a breakdown of the resources available to FOS is given in Section 4.

SECTION 4: RESOURCES

4.1 Financial Allocation

4.1.1 The estimated budget for 2011/2012 is shown below in Table 3 against that for last year, which acts as a comparison to allow any trends in the expenditure of the service to be considered.

	2010/2011	2011/2012
Expenditure:		As yet not set
<ul style="list-style-type: none"> • Staffing (inc. travel and training costs) • Supplies and Service (inc. sampling) • Publicity (inc. Newsletter) • Compensation Payments • Departmental Administration 	£286,900	
Income:	£3,100	
Level 2 Food Hygiene Courses		
Total	£290,000	

Table 3: Food Safety Enforcement Budget 2010/2011 and 2011/2012

4.1.2 All enforcement officers have access to a desktop computer (PC) containing database, e-mail, word processing and spreadsheet packages. All PC's in the FOS teamwork area have Internet access and capability for receiving EHC net messages by which food hazard warnings from the FSA are communicated.

4.1.3 In the event of legal proceedings having to be taken on food safety issues, then costs are met from within the overall approved budget. Requests for funds to pay for Counsel's opinion or case presentation in court are considered on their merits using the Service's enforcement policy as a guide.

4.2 Staffing Allocation

4.2.1 The majority of food law enforcement activities are undertaken by the FOS team with very little administrative support after the reorganisation following the service moving to Customer Service Centre. It should be noted that the Environmental Protection team deals with complaints alleging nuisance emanating from food premises. Officers in both teams will liaise and where necessary, carry out joint visits.

4.2.2 All officers carrying out food safety enforcement duties are currently Environmental Health Officers' Registration Board (EHORB) registered.

4.2.3 The competency profile of the authorised food law enforcement officers within the FOS team is given in Appendix 4.

4.3 Staff Development Plan

4.3.1 The Service will ensure that FOS team officers are appropriately qualified and receive regular training to maintain and improve their level of competency. During 2011/2012 all officers will have access to the equivalent of at least 10 hours update training on food-related topics. This will form part of the 20 hours 'continuing professional development' as required by the CIEH for membership. (30 hours for officers that currently hold 'practitioner' status). Frequent uptake of free or low cost training from the FSA or other similarly recognised training provider has enabled staff to maintain competencies at minimal cost to the authority.

4.3.2 The staff development approach comprises of:

- The employment of competent enforcement officers capable of food law enforcement;
- Evidence of formal qualification (sight of original qualification certificates prior to commencement of work);
- In-house and external competency-based training;
- Identification of training needs during ongoing performance monitoring and the annual performance appraisal interviews.

4.3.3 Training areas that will receive priority during 2011/2012 are:

- HACCP training;
- Outbreak Control Plan (when the new plan is developed);
- Legal practice and procedures, based on revised COP

4.3.4 The training requirement for the FOS team has been budgeted for. Where possible free and low cost training from providers such as the FSA or other similarly recognised training provider will be utilised as much as is practicable.

SECTION 5: QUALITY ASSESSMENT

5.1 Quality Assessment

5.1.1 The following monitoring arrangements are in place, or under review, to assist in the quality assessment of the work carried out:

- Review by the EHM/FOSTL of 10% of all post-inspection paperwork including the Hazard Analysis assessment sheets in accordance with the departmental standard operating procedure (SOP).
- All inspections records, assessment sheets, letters and reports of new officers will be reviewed for the first 3 months and until the FOSTL is satisfied that written paperwork is consistently satisfactory. This is in accordance with the departmental SOP.
- Inspection performance (peer review)
- Monthly team meetings
- Monthly 'one-to-one' meetings with officers to assess personal performance
- Annual performance appraisal and development interviews
- Mid-term appraisals of performance and development
- Countywide working groups addressing specific issues e.g. enforcement of food hygiene training enforcement for food handlers
- Active participation in a benchmarking working group on food safety involving similar authorities
- Participation in the countywide Inter Authority Audit
- The FOSTL will have regular reviews of work performance with the EHM
- The EHM will have regular reviews of work performance with the HRE.

SECTION 6: REVIEW**6.1 Review against the Service Plan for 2010/2011**

- 6.1.1 Performance indicators covering response times to complaints and the level of programmed inspections form part of the Council's Local Performance Plan which is subject to both monthly and quarterly review by the EHM and HRE.
- 6.1.2 Performance against the Food Enforcement Work Plan will be reviewed by the EHM in consultation with the HRE in line with the corporate planning timetable.

6.2 Identification of any Variation from the Service Plan for 2010/2011

- 6.2.1 Key performance indicators are reviewed monthly. Results are formally reported by the EHM to the HRE along with reasons for any significant variation and an action plan setting out remedial action. The Executive Councillor for Community Development and Health is kept informed of progress against the service plan through regular meetings with the EHM and HRE.
- 6.2.2 If it can be shown that any additional activities other than direct enforcement action have taken place achieving the same objective as enforcement action; these will be identified and taken into account during the review, e.g. targeted training with subsequent business review.

6.3 Review of Performance 2010/2011

- 6.3.1 The Framework Agreement requires that this authority review its previous year's performance against its plan. At the time of preparation of this tenth service plan, it should be acknowledged that we are still within 2010/2011 (the current year) and therefore it has been necessary in some instances (where indicated) to enter the projected performance.

6.3.2 Food premises inspections

- 6.3.2.1 It is anticipated that all of high and medium risk premises planned to be inspected will be by 31st March 2011, subject to no access being provided by business, in which case these will be recorded as unsuccessful visits. It is projected that 667 premises will have been inspected or subjected to alternative intervention by 31st March 2011. Approximately 185 new premises will have been inspected by the 31st March 2011.
- 6.3.2.2 One business was closed under a Hygiene Emergency Prohibition Notice due to a cockroach infestation in the premises, and was subsequently successfully prosecuted. A number of Food Hygiene Improvement Notices were served for various contraventions of the Regulations. One business was successfully prosecuted for food hygiene offences, although the offence was identified in 2009/2010.

- 6.3.2.3 The service will have dealt with approximately 370 complaints up to the 31st March 2011. The complaints included food quality complaints or offering advice relating to food hygiene or safety to businesses and the public.
- 6.3.2.4 The service will have carried out approximately 40 proactive food or environmental sampling interventions up to the 31st March 2011, including sampling at outdoor events in Cambridge and identified a number of food hygiene contraventions, which were all followed up.
- 6.3.2.5 The service will have carried out approximately 40 proactive food or environmental sampling interventions up to the 31st March 2011, including sampling at outdoor events in Cambridge and identified a number of food hygiene contraventions, which were all followed up.
- 6.3.2.6 The service will have received notification of approximately 185 new food premises registrations by the 31st March 2011; each of these businesses are required to be inspected within three months of registration.

6.3.3 Home Authority Principle

- 6.3.3.1 Cambridge City is not home authority for any businesses at present.

6.3.4 Advice to businesses

- 6.3.4.1 Officers have continued to give free advice and assistance to the public and trade throughout the year on food safety and hygiene matters.

6.3.5 Food Sampling

- 6.3.5.1 The service will have carried out approximately 40 proactive food or environmental sampling interventions up to the 31st March 2011 for microbiological analysis. Where analysis results were unsatisfactory, appropriate follow-up work was carried out, including enforcement; subsequent repeat samples were taken to ensure the business had met the standards expected of it.

6.3.6 Food-related infectious disease

- 6.3.6.1 All notified cases of food poisoning were investigated promptly and in accordance with the Service's initial response deadline of 1 working day. To the 31st March 2011, the authority will have received an estimated 170 formal notifications of infectious diseases. By a significant majority, notifications were of isolated cases of Campylobacter infections.

6.3.7 Food safety incidents

- 6.3.7.1 The FSA has changed the way in which it alerts businesses and enforcement agencies of problems with different types of food. The alerts are divided into two, alerts 'for information' and those 'for action'. Only those requiring action and being relevant to the service were responded to, in accordance to the SOP. Those, which have required a response, have resulted in advice being given to specific businesses.

6.3.8 Liaison with other organisations

6.3.8.1 Regular dialogue took place with all the other key organisations including the county FLG, Cambridge Water Company and the Health Protection Agency. The authority was represented at all the key meetings.

6.3.9 Food safety promotion

6.3.9.1 The Service carried out a range of promotional and educational activities including running 4 Level 2 Food Hygiene courses. All of the butchers who attended the targeted Level 2 Food Hygiene course following last year's sampling intervention successfully passed, and a follow up intervention is planned to assess the overall effectiveness of the programme.

6.3.10 Staffing

6.3.10.1 During 2010/2011 staffing levels have stabilised, allowing the City to be divided into 4 areas, with 1 full time equivalent Senior EHO responsible for each area. Senior EHOs are responsible for the enforcement of higher risk food businesses, with the Food Safety Officer responsible for enforcing the lower risk premises.

6.3.10.2 Officers able to enforce health and safety are carrying out full health and safety inspections in all food businesses where Cambridge City Council is responsible for the enforcement of health and safety. This will allow for the service to initiate Business Compliance inspections during 2011/2012.

6.3.11 Staff Development

6.3.11.1 All staff received regular training and briefings in accordance with the Service Plan.

6.3.12 Quality Assessment

6.3.12.1 Management monitoring systems and quality control checks were fully operational throughout the year to secure consistency of enforcement and compliance with policies and procedures.

6.4 **Areas of Improvement**

6.4.1 Any service issues identified during the quarterly reviews or by routine performance monitoring will be recorded in writing and an appropriate action plan to address those service issues agreed with between the EHM, HRE and where appropriate, the officer concerned.

6.4.2 During 2011/2012, in addition to the service's obligations as set out by the FSA, FOS will undertake the following interventions;

- To develop a Business Consistency inspection regime assessing the degree of compliance the business has with those aspects of food, health and safety, health, licensing and waste management that are applicable to the business
- To continue focussing the inspection programme on the 0,1,2 stars rated food premises, as defined using the Scores on the Doors template, to assess the degree of business compliance so that at least 93% of businesses achieve 3 star or above; the current compliance figure is approximately 90%

6.4.3 FOS will also carry out a number of Alternative Enforcement Strategy (AES) interventions, targeting the food businesses with different types of visits. FOS will undertake the following AES interventions;

- To target Food Mobiles registered in the City so as to raise the standards of business compliance so that more than 90% achieve 3 star or above using the scores on the doors template for food safety
- To target Food Mobiles not registered in the City so as to ensure they are compliant with the food safety standards appropriate to them
- To target Market Stalls trading in the City as part of intervention strategy to raise the standards of business compliance and food safety so that 90% achieve 3 star or above using the scores on the doors template
- To work with Arts & Entertainment to develop a corporate approach to encourage "Healthier Food Options" to be available at Council organised events
- To carry out targeted interventions at Council organised outdoor events to assess the degree of business compliance and the availability of healthier food options
- To work with the organisers and promoters of non-Council organised events, e.g. May Balls, to promote "Healthier Food Options" during their events
- To develop and implement food business sector or geographical area specific business compliance intervention programmes, working with colleagues from other enforcement services of Refuse and Environment, and other enforcement agencies to assess the level of business compliance
- To review the hazards posed by low risk-rated food businesses using Low Risk Questionnaires; businesses already having received such a questionnaire will be visited, although only a partial inspection or audit will be carried out

6.4.4 The information available to the service will be reviewed to ensure that it is as accurate as possible, and FOS will also develop and provide relevant information to the businesses in the City. To achieve this, the following will be carried out

- To develop two business newsletters per annum, distributed to all City businesses to include food safety and business topical information; newsletter to be distributed in the Spring and Autumn of each year
- To continue with improvements to the Northgate M3 database system in order that premises inspections are identified in a timely fashion therefore facilitating an inform and accurate programme of food safety inspections in the City. This will also involve a considerable amount of officer time dedicated towards premises surveys to identify and register new and changed premises
- To continually review the existing SOP's in light of new government guidance and liaison with county colleagues, to show best practice and that they are in accordance with all of the legal requirements for the service
- To assist in the delivery of the Cambridgeshire FLG Work plan for 2011/2012 and to attempt to contribute to the successful outcomes of the objectives identified
- To take part in the countywide Inter Authority Audit of the food enforcement service, in accordance with guidance offered by the FSA
- To incorporate guidance contained in the county 'Outbreak Control Plans' into the SOP's adopted by FOS
- To carry out any training identified for officers on to ensure legal compliance and promote consistency of approach in line with FSA guidance
- To deliver the CIEH Level 4 Food Hygiene training courses for Food Business Operators
- To implement the food and environmental sampling programme as set out by the Eastern Region Food Liaison Sampling Group

SECTION 7: SUMMARY

- 7.1 The workload proposed for 2011/2012 incorporates a full range of enforcement actions including an element of health promotion and proactive hygiene inspection. The Code of Practice defines the intervention period for each category of food business. High-risk (category A or B) food businesses are to be inspected as defined, but lower risk (category C or lower) food premises may form part of an alternative enforcement strategy (AES).
- 7.2 The aim of the service for 2011/2012 is to continue to focus its resources on the higher-risk food businesses, those rated as A or B and those scoring 0, 1 or 2 stars against the adopted Scores on the Doors rating scheme, as this will have the highest impact on the poorer quality food businesses. Due to nature of the businesses within this category, all of the High-risk food businesses are included and will continue to receive a programmed inspection during 2011/2012.
- 7.3 Officers visiting lower-risk food businesses as part of an AES retain the right to undertake a full inspection if it is deemed to be the most appropriate course of action.
- 7.4 When considering enforcement action, officers will always have regard to the Council's Enforcement Policy and Government guidance to ensure action is proportionate, consistent and fair. The Council has access to an interpreting service, which will be used where proprietors experience language or reading difficulties.

FOOD HYGIENE INSPECTION PROGRAMME 2011/2012

Risk Rating (Max. Inspection interval)	Number of inspections due	Percentage of inspections to be carried out	Estimated number of revisits
Category A (every 6 months)	3	100%	3
Category B (every 12 months)	52	100%	52
Category C (every 18 months)	296	100%	150
Category D (every 24 months)	134	100%	0
Category E (every 36 months)	123	100%	0
Unrated	0	100%	0
Total	608	100%	205

Figures estimated at the time of production of this Service Plan

Table 3: Anticipated Hygiene Inspection Activity 2011/2012

Premises that have a risk rating of C or lower may be subject to alternative inspection strategies in 2010/11 in accordance with guidelines set out in the Code of Practice.

In addition to the 608 fixed premises total as outlined above, it is envisaged that additional inspections may be required of the following types of food businesses throughout the year:

		<u>Estimated Nos</u>
1. New premises/existing premises that have changed ownership	-	170
2. Outdoor stalls/mobiles at fairs and festivals	-	50
TOTAL		230

STAFFING RESOURCES

for 2011/2012

Environmental Health Manager	0.1 FTE
FOS Team Leader	0.5 FTE
Environmental Health Officers (Shared role including Health & Safety Enforcement)	1.8 FTE
Food Safety Technical Officer (Restricted enforcement)	1.0 FTE
Total (including shared Health & Safety enforcement responsibilities)	3.4 FTE

FTE = Full Time Equivalent officers – see Appendix 5

Table 4: Actual FTE Resource Available for Food Enforcement for 2011/2012

OFFICER COMPETENCY PROFILE

The following authorisations have been issued to the FOS team officers in accordance with the Code of Practice (Chapter 1).

SECTION A: FOOD HYGIENE & SAFETY

COMPETENCY	NO. OF OFFICERS
Inspection of HACCP based management control systems	8
Inspection of risk category A and B premises	7
Inspection of manufacturers and processors classified as "substantial"	8
Product-specific inspections	8
Inspection of risk category C to E premises	8
Service of improvement notices	8
Service of emergency prohibition notices	5
Inspection, detention and seizure of foodstuffs	8
	(Plus 1 Officer on maternity cover)

SECTION B: GENERAL

COMPETENCY	NO. OF OFFICERS
Taking of formal samples	8
Taking of informal samples	8
Dealing with food complaints - Advice given	8
Dealing with food complaints - investigations	8
Investigations potentially leading to legal proceedings	8
	(Plus 1 Officer on maternity cover)

FOS Service **Team Standards**

These are the minimum standards that can be expected of the Food and Occupational Safety (FOS) Service of Cambridge City Council. Where they are not met due to operational reasons, the reason will need to be made clear in the records of the particular action

Food Premises Inspections

- All programmed inspections (PI) are to be un-announced (unless the business is in a domestic property whereby 24hrs notice should be given)
 - If unable to gain access, inspections may be pre-arranged but evidence of previous failure to access must be stated on the worksheet
- PI are to be carried out as per the scheduled date \pm 28 days
 - If unable to meet this due to operational reasons, the reasons are to be stated in the record of inspection on the worksheet
- Prior to the PI all previous food & H&S records (inspection history, accident details, complaints, food poisonings, etc.) are to be checked & considered
 - The Inspecting Officer should acknowledge the significant aspects of the history or any outstanding works required by a previous inspection and consider them during the inspection; a record of this is to be made as part of the inspection record

The Premises Inspection Record is being adapted to permit this; until completed, annotated notes of the history will suffice

New Business Registration & Inspections

- New food businesses are required to Register with FOS at least 28 days before they open
- All new businesses are to be inspected post registration; an assessment via a Low Risk Questionnaire (LRQ) is not adequate
- Upon receipt of the completed Registration form, Officers are to code the business & allow for the M3 database to be updated; the inspection date for the new businesses will be set for 3 months
- The inspection is to be carried out by the end of the 3rd month

Inspection Documentation

- Prior to the inspection, review in-house all relevant history & update the inspection form to ensure the necessary details are considered during the inspection; record the significant points on the inspection form before the visit
- During the inspection, gather all the necessary information including full contact details, including
 - Names (& address) of the Food Business Operator (FBO), owner & manager
 - Contact telephone, mobile & fax numbers
 - Business or preferred email address
 - Identify preferred means of contacting business
 - Ethnicity and languages spoken
 - The number of staff employed
 - All of the information is to be added to M3 database upon completion of the inspection
- All full inspections of food business are to incorporate a full H&S inspection unless the premises
 - Is enforced by HSE, or
 - A full H&S inspection has only recently occurred,
 in which case, a partial inspection or hazard spotting review should be performed
- H&S inspections can be carried out at same time as food inspection or re-arranged for a later date, but to be completed within 28 days of the food inspection
- At the start of the inspection, the Proprietor is to be told that the food hazard rating scoring will be performed on site and the appropriate Scores on the Doors (SotD) star rating sticker will be issued at the end of the inspection; the sticker should be put on public display, preferably in the business window to inform the public of the score
 - Only in exceptional circumstances will the hazard rating score be performed off-site
 - If the Proprietor states he is unhappy for to display the star rating sticker in his window, accept this but give him the sticker upon completion; the SotD website will be updated with the score as soon as practicable
 - If the Officer feels intimidated by actions of the proprietor or his staff, they are to notify FOS Team Leader who will investigate;
- **INAPPROPRIATE BEHAVIOUR WILL NOT BE ACCEPTED**
- If appropriate, at the start of the inspection, remove the historical SotD star rating window sticker and where possible, the SotD star rating certificate
- The on-site record of inspection forms is to be used (CoP requirement) and left on site
- The on-site form should always be kept tidy, concise and accurate.
 - The form should contain no more than 3~5 key legal points in brief details, or bullet-points identifying the topics where action is required. The list need not contain all of the points of concern, but enable the Proprietor to start the more urgent remedial works
- It is the business's manager's duty to notify the FBO of any issue. We need only make a reasonable & practicable attempt to provide him with the information; giving the duty manager the information is reasonable

- The hazard rating of the business shall be based upon the full 8 point inspection regime currently required by the Code of Practice; the SotD star rating is based upon this
- The hazard scoring should be carried out on site, including notifying the business and issuing of the SotD star rating stickers
- Guidance upon how the business can improve its hazard rating score may be given if the business wishes it, but the score or the star rating cannot be altered until the next PI, even if all of the necessary remedial work has been completed

Inspection of Non-food Premises

- In principle, this will follow the same guidance as for the inspection and enforcement of a Food Premises, but with the necessary changes associated with H&S legislation
- Programmed Inspections may be announced, in which case the officer should justify prior notification on worksheet
- Scheduled inspection date not critical under H&S guidance, so meeting programmed inspection not so critical

Partial or Targeted Inspections

These are inspections of a business, but do not assess every significant aspect of Food Safety or Health and Safety that may apply to the business. They will initially focus on one or more key aspect, and if this is found to be satisfactory, the inspection shall be terminated. If, however, serious issues are found, a full inspection may be carried out.

- May be carried out at lower risk businesses in accordance with the guidance offered by the FSA or HSE
- Partial or Targeted Inspections may be as stand-alone interventions or as part of a targeted project
- If upon completion, the Officer feels he has sufficient information, he may review the hazard rating scores and for a food premises, may issue a new SotD sticker and certificate

Updating the FOS database

- Following any inspection of a business, the Property Index record on FOS's database shall be updated with the correct information and contact details under the Summary tab, especially the:
 - Telephone number
 - Email address
- The Inspecting Officer should also check that the contents of the Commercial tab is correct; if not, the information should be updated

Post Inspection Documentation

- Following the inspection, the post-inspection letter and report is to be sent out **in all cases**, even if it is only to say the business was satisfactory
 - As **all reports will be published for public access**, the correct format must be followed. In most cases, publication will meet the needs of the Freedom of Information Act as the report will already be in the public domain
 - The format of all reports shall be as follows:
 - The covering letter, which will not be published, will be on a separate page to include;
 - Personal details
 - Referral to attached report
 - Differentiation of legal requirements & recommendations
 - A clear warning that if mandatory items are not complied with, legal action will be considered
 - A point of contact should the recipient wish to clarify or discuss any aspect of the report, and
 - To state that the report will be published
 - On a separate page(s), the report will include;
 - The business name and address
 - Details of the prime legislation to require the inspection
 - A legal section stating
 - The specific legislation that has been breached and a time limit by when each item shall be addressed. If a food safety and health and safety inspection has been carried out, these shall be clearly differentiated in the report, or
 - If no breaches were identified, a statement that all was satisfactory during the inspection
 - A recommendation section listing points which if followed, could improve the safety or legal compliance of the business
 - **NB** Reports should not carry any personal details; if they do, the information shall be redacted prior to publication
 - The post-inspection report shall include, in complete detail (including the statute) the requirements of the items listed on the on-site report plus any additional relevant items which were not included
 - Each legal condition is to have a stated reasonable time for compliance
 - It is acceptable to include the clause
“All items in this report must be completed within 3 months of the date of this report unless otherwise specified”
 if appropriate
- The covering letter, the reports and the SotD certificate are to be sent to the business and any associated recipients within 10 working days of the inspection
 - If a H&S inspection is carried out at later date, 2 separate letters and reports may be sent

Revisits

- A revisit shall be made to every business where legal requirements have been identified in the report. If, at the time of the inspection, all was found to be satisfactory, the Officer shall record that no revisit is required
- The revisit is to assess the degree of compliance of the FBO with the legal requirements stated in the report following the inspection
- The revisit shall be made within a reasonable time of the expiration of the specified works in the report
 - If multiple completion dates are stipulated, each requires a separate & dedicated revisit
- If, at the time of the revisit, the FBO has not fully complied with the legal requirements, the Officer shall;
 - Serve a Formal Notice on the FBO for significant items which it would be reasonable to enforce without further warning, or
 - Serve an Informal Notice on the FBO stating that legally required minor works are still outstanding, and that if they have not been completed prior to the next inspection, a Formal Notice shall be served
- Only in exceptional cases will a variation from this process be considered as appropriate by the FOS Team Leader

Complaints & Accident Investigations

Complaints may be received from a number of sources but will relate to the premises or activities associated with a business that FOS is authorised to enforce. Where FOS is not the correct enforcing authority, every attempt shall be made to direct the complainant to the correct organisation

- Every complaint shall be recorded on FOS's database where appropriate
- The initial response to fatal and serious accident notifications shall be by the next working day
- The initial response for all other complaints or accident notifications shall be within 3 working days
- The degree of intervention appropriate to the complaint or accident shall be determined by Investigating Officer
 - If justified, a full or partial inspection of the premises shall be carried out, with any subsequent action being carried out in accordance with these Team Standards and the Enforcement Policy
 - If intervention is not justified, the decision shall be recorded on worksheet
 - Where possible, every attempt shall be made to notify the complainant of the outcome in each case
 - Once an accident notification has been reviewed; if no immediate intervention is necessary, a report is to be written on the worksheet with a referral so that the details of the accident is considered during the next intervention

Food Poisonings & Infectious Diseases

The notification of food poisonings may originate from the person suffering the symptoms, the Health Protection Agency or other medical organisation. Unconfirmed notifications shall be suspected cases and may recommend the sufferer to provide samples for analysis.

- All suspected food poisonings and confirmed Notifications of Infectious Diseases (NOID) shall receive an initial response by the next working day by the Investigating Officer
- The level of investigation shall be determined by Investigating Officer but be based upon guidance offered by the Health Protect Agency and Codes of Practice
 - If the food poisoning or Infectious Disease is associated to a particular premises, a full or partial investigation shall be considered, with any subsequent action following the guidance given here
 - If an investigation is not justified, the justification shall be recorded on the worksheet

Enforcement Action

Where the Officer identifies serious breaches of legislation, enforcement action will be taken in accordance with the Enforcement Policy adopted by FOS (see appendix 1).

- Informal Enforcement Notices shall be served where the Office has witnessed a continued minor breach of the legislation and shall act as a final warning that unless the matter has been addressed, a Formal Notice shall be served. The Informal Enforcement Notice shall;
 - Be delivered or sent to the FBO or the person responsible for complying with the legislation within 5 working days the Officer identifying the issue
 - Be addressed to the respective person(s) and identify the premises to which it relates
 - State the legislation which is being breached and the nature of the issue
 - State the time by when the matters need to be addressed
 - Give a contact name and telephone number to allow the recipient to contact the Officer
- Formal Notices shall be served where the Officer has witnessed a major breach of the legislation or where an Informal Enforcement Notice has not been complied with. Formal Notices shall:
 - Be served on the FBO or the person responsible for complying with the legislation
 - Improvement Notices shall be served within 2 working days of the Officer identifying the issue
 - If the Notice is not served on the day, prior to the actual service, the Officer shall confirm that the issues still exist
 - Prohibition Notices shall be served on the day identifying the issue
 - Any variation from this shall need to be approved by the FOS Team Leader

- Compliance revisits shall be carried out for each Formal Notice, and will take place on the Notice expiry day plus 1 working day
 - The Officer shall have due consideration for weekends or bank holidays when setting the expiry date
 - All non-compliance with Formal Notices shall be referred for prosecution following discussions with the FOS Team Leader
- Prosecution shall be considered in every case where a Formal Notice has not be complied with
 - The Officer shall discuss the case history with FOS Team Leader to justify the consideration for prosecution; if appropriate the referral for prosecution procedure shall be started
 - Where a case is to be referred for prosecution, all of the necessary documentation and investigation shall be completed and referred to Disclosure Officer within 8 weeks of the identification of the failure to comply
 - Once the Disclosure Officer has completed his primary review, and as long as the primary case is complete, he shall refer the case to the Head of Refuse and Environment within 12 weeks for his consideration

Low Risk Questionnaires (LRQ's)

LRQ's are a recognised means of assessing the general standards of basic legal compliance of a business. They are targeted towards specific legislation and ask questions of the business, which will allow FOS to make a reasonable assessment of the risks posed by the business. LRQ's are only sent to businesses where previous inspections have considered them to pose very low food safety or health and safety risks.

- Officers from FOS will identify businesses felt to be suitable to receive LRQ's and, subject to resources, the questionnaires will be sent by the Admin Services
- The returned LRQ's shall be assessed by the issuing Officer
- Food Safety LRQ's
 - To be used for known D & E hazard rated food premises or registered childminders; may be used in targeted alternative strategy projects. Where the assessment identifies;
 - A new FBO or business, a new Food Registration form shall be sent and upon it's return the above process shall be followed
 - That significant structural or organisational changes have occurred, a partial inspection will follow
 - That no significant changes have occurred, the records are updated and the existing food hazard rating score is maintained; the respective SotD star rating sticker and certificate is sent
 - If the LRQ is not returned, a chase letter is sent, and if that too is not returned, the premises will be inspected
- Health and Safety LRQ's
 - To be used for known Category B2 & C (low risk) businesses or as part of a targeted alternative intervention strategy
 - The responses mirror those for the Food Safety LRQ's

Project Work

This is carried out by the FOS service in accordance with the guidance offered by the Food Standards Agency or the Health and Safety Executive. All project work shall be confirmed by the FOS Team Leader, and will follow the guidance given in the Team Standards where they apply

Compliance Review

- **All of the standards here will be monitored on an on-going basis**
- **The work of all Officers is currently assessed on a monthly basis with reports being passed to service Managers**
- **The effectiveness of FOS is reviewed on a quarterly basis with reports passed to the Head of Refuse and Environment**
- **The Team Standards are to be reviewed by the FOS Team Leader at least biannually**

GLOSSARY

Approved Premises	Food manufacturing premises that has been approved by the local authority, within the context of specific legislation, and issued a unique identification code relevant in national and/or international trade.
Codes of Practice	Government Code of Practice (England) 2008 issued under section 40 of the Food Safety Act 1990 (The Act), Regulation 24 of the Food Hygiene (England) Regulations, as guidance to local authorities on the enforcement of food legislation.
Food Hazard Warnings	This is a system operated by the Food Standards Agency to alert the public and local authorities to national or regional problems concerning the safety of food.
Framework Agreement	<p>The Framework Agreement consists of:</p> <ul style="list-style-type: none"> • Food Law Enforcement Standard • Service Planning Guidance • Monitoring Scheme • Audit Scheme <p>The Standard and the Service Planning Guidance set out the Agency's expectations on the planning and delivery of food law enforcement.</p> <p>The Monitoring Scheme requires local authorities to submit quarterly returns to the Agency on their food enforcement activities i.e. numbers of inspections, samples and prosecutions.</p> <p>Under the Audit Scheme the Food Standards Agency will be conducting audits of the food law enforcement services of local authorities against the criteria set out in the Standard.</p>
Full Time Equivalents (FTE)	A figure that represents that part of an individual officer's time available to a particular role or set of duties. It reflects the fact that individuals may work part-time, or may have other responsibilities within the organisation not related to food enforcement.

Home Authority	An authority where the relevant decision making base of an enterprise is located and which has taken on the responsibility of advising that business on food safety/food standards issues. Acts as the central contact point for other enforcing authorities' enquiries with regard to that company's food related policies and procedures.
Inter Authority Auditing	A system whereby local authorities might audit each other's food law enforcement services against an agreed quality standard.
Member Forum	A local authority forum at which Council Members discuss and make decisions on food law enforcement services.
Originating Authority	An authority in whose area a business produces or packages goods or services and for which the Authority acts as a central contact point for other enforcing authorities; enquiries in relation to those products.
Work Plan	A document produced by a local authority setting out their plans on providing and delivering a food service to the local community.
Trading Standards	The Department within a local authority that carries out, amongst other responsibilities, the enforcement of food standards and feeding stuffs legislation.
Trading Standards Officer (TSO)	Officer employed by the local authority who, amongst other responsibilities, may enforce food standards and feeding stuffs legislation.

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Cambridge City Council

Community Development and Health

Portfolio Holder: Tim Bick

Lead Drafting officer: Head of Community Development
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Introduction

This thrust of this portfolio is to build strong, safe and inclusive communities of empowered citizens through facilitation of activities, provision of social infrastructure, building of voluntary capacity and engagement in community decision making.

During the year initiatives will be pursued to increase the involvement of local people in helping to shape and manage services, particularly through area committees. Services for children will be reviewed to optimise their effectiveness. New engagement with BME groups will be sought in order to deepen integration. With the first residents scheduled to arrive in new developments in the south of the city, critical work will be carried out towards the delivery of community infrastructure.

Emphasis on careful Stewardship of the council's resources will continue. The new business plan for bereavement services will be implemented. A review of the CCTV service will be accomplished. The potential to attract additional funding for services that support public health objectives will be assessed.

This plan takes place in an environment where changes in the economy, housing and welfare benefits and other services delivered by government and local authorities may present a challenge to already disadvantaged groups and therefore to the wellbeing of communities in the city. It also takes place when the city council's own resources are constrained. The achievement of the portfolio's goals will therefore require services to develop innovative ways of working with local people, partners and the voluntary and community sectors to protect the vulnerable.

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

Community Development, Housing Strategy, Specialist Services, Refuse and Environment

Vision Statements applicable to this portfolio

- A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community.
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all
- A city which recognises and meets needs for housing of all kinds - close to jobs and neighbourhood facilities
- A city of low carbon living and minimising its impact on the environment from waste and pollution

Overarching all these visions the City Council will continue to promote its values and objectives by seeking to achieve value for the public money the Council spends

Strategic Objectives 2011-2012

Vision Statement:	A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.
Strategic Objective: CD&H SO1 Engagement / Voluntary Sector	Promote community engagement and the role of the voluntary sector in the work and democratic processes of the Council and in the organisation of community activities.
By March 2012 we will have:	<p>CD&H 1.1 Created opportunities for community engagement, including by children and young people, in the North Area Committee pilot. Considered which decisions related to Community Development and Health can be delegated to area committees.</p> <p>CD&H 1.2 Promoted and managed grant funding so that voluntary groups are able to access grant aid and other support to help them build their knowledge, skills and confidence as partners with the City Council sustaining vibrant localities and neighbourhoods.</p> <p>CD&H 1.3 Reviewed CHYPPS, launched the CHYPPS hub and provided opportunities for children and young people to participate in positive activities and engage in democratic processes that influence the quality of life in their neighbourhoods and across the city.</p>
Lead Officer:	Ken Hay
Performance Measures:	Evidence of significant community engagement in pilot and of how the public, including children and young people, have been able to influence decision-making. As measured by records of attendance and participation at events and activities; formal and informal

	<p>feedback and an audit of decisions made during the pilot highlighting community involvement.</p> <p>Number of members and officers involved in the pilot who are provided with information, advice and guidance on good practice in community engagement and have the opportunity to reflect on lessons learned and their application.</p> <p>The degree to which voluntary organisations participate in the North Area Committee Pilot.</p> <p>Whether community development, economic policy and sustainable city grants are successfully integrated and assimilated improving access to grants for city voluntary groups. through a single point of contact and access; a standardised application and monitoring process.</p> <p>Whether the review of CHYPPS is completed by November 2011 and whether we have agreed an action plan for implementation in 2011/12.</p> <p>Whether the CHYPPS Hub has successfully been launched by July 2011 providing web-based information on activities and offering opportunities for children and young people to get engaged in relevant City Council consultation exercises.</p>
<p>Delivery Risks:</p>	<p>Failure to engage public leading to low participation in pilot.</p> <p>Members and officers lack appropriate skills to generate participation and/or to facilitate community engagement.</p> <p>Members and officers lack appropriate skills to work in partnership with voluntary organisations.</p> <p>Voluntary organisations lack resources and capacity to engage.</p>

Vision Statement:	A City which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community.
Strategic Objective CD&H SO2: Community Integration and Cohesion	Promote good relationships between people of different backgrounds in the city and safe and well-integrated communities.
By March 2012 we will have:	<p>CD&H 2.1 Delivered an effective annual programme of public and partnership events to celebrate and value the diversity of the city.</p> <p>CD&H 2.2 Engaged more actively with BME and other communities who feel vulnerable to provide them with opportunities to express their concerns and have them addressed.</p> <p>CD&H 2.3 Addressed Community safety issues affecting neighbourhoods in the north of the city through the Area Committee Pilot and in partnership with other agencies.</p> <p>CD&H 2.4 Produced an annual report and exhibition of the work of grant-aided groups highlighting community cohesion and integration activities.</p> <p>CD&H 2.5 Pursued options for improvements to physical facilities for young people which are sustainable from a revenue standpoint, through the deployment of the associated developer contribution fund, and reported on progress at year end.</p>
Lead Officer:	Ken Hay (2.1, 2.2, 2.4, 2.5) Alan Carter (2.3)
Performance Measures:	Whether we have delivered (in partnership) the Diversity Day Events Calendar including: Cambridgeshire Celebrates Age; Black History Month; Disability History Month; International Women's Day; Cambridge Inter Faith Event; LGBT History Month; and Holocaust Memorial Day.

	<p>Perception / satisfaction of events monitored through event evaluation processes involving feedback from participants and organisers.</p> <p>The number of BME and minority community events attended by Councillors and the number of people from these groups who are satisfied with the opportunities to have their views heard.</p> <p>Whether Action plans for tackling community safety issues arising from the North Area Committee Pilot have been implemented and reviewed.</p> <p>Whether we have delivered activities to promote the integration and inclusion of young Muslim people in community activities through the Prevent Programme.</p>
<p>Delivery Risks:</p>	<p>Failure to address issues of discrimination and lack of opportunity lead to inequality and unfair treatment.</p> <p>Crime and disorder issues disproportionately impact on minority groups and vulnerable communities.</p> <p>Promoting and sustaining good relations between people of different backgrounds is hindered by poor understanding of the issues faced by diverse communities and a lack of knowledge of cultural norms and traditions.</p>

Vision Statement:	A city which recognises and meets needs for housing of all kinds – close to jobs and neighbourhood facilities.
Strategic Objective: CD&H SO 3 Growth	Plan, deliver and manage community infrastructure in the Southern Fringe and North West of the city.
By March 2012 we will have:	<p>CD&H 3.1 Delivered the first phase of community infrastructure in the Southern Fringe and North West of the city effectively and on time.</p> <p>CD&H 3.2 Established Community Forums in the Southern Fringe and North West as the focus for community engagement and development, providing a sustainable way of communicating information to and from residents, the Local Authorities and agencies; resolve problems when required; promote community engagement and have the full confidence of stakeholders. the focus for community engagement and development.</p> <p>CD&H 3.3 Integrated existing and new communities by ensuring they are both involved in community activities.</p>
Lead Officer:	Ken Hay
Performance Measures:	<p>Whether community facilities are planned and delivered as set out in the s106 agreement.</p> <p>Whether memoranda of understanding that confirm the range of services to be delivered in the Clay Farm multi use community facility are agreed with relevant partners.</p> <p>Whether business plans confirming the objectives for each community facility and how the costs will be met is agreed with partners.</p>

	<p>Whether procurement arrangements are agreed and put in place.</p> <p>Evidence of community engagement across new and existing communities including involvement by existing and new residents in community activities, the Community Forum and Working Groups.</p>
<p>Delivery Risks:</p>	<p>Failure to deliver sustainable community infrastructure as required leading to a poor quality of life and lack of sense of community in new developments.</p> <p>Failure to promote community engagement and development essential for the health and wellbeing of new communities.</p> <p>Failure to resolve community issues leading to dissatisfaction of residents and adverse public relations for new developments.</p> <p>Low sense of community cohesion between new and existing communities</p>

<p>Vision & Value Statements:</p>	<p>A city of low carbon living and minimising its impact on the environment from waste and pollution A City Council seeking to achieve value for the public money the Council spends</p>
<p>Strategic Objective CD&H SO4: Resources</p> <p>By March 2012 we will have:</p>	<p>To ensure all services are efficient, sustainable and value for money, in particular Bereavement Services and the CCTV Service and to maximise opportunities to raise income and attract external investment.</p> <p>CD&H 4.1 Delivered the mercury abatement project at the Huntingdon road crematorium</p> <p>CD&H 4.2 Implemented of a new five-year Bereavement Services business plan which recognises best practice and secures a reasonable rate of return for the investment of public resources by 2015/16.</p> <p>CD&H 4.3 Completed the review of CCTV Service and established a clear direction and actions for the future service by 30 September 2011.</p> <p>CD&H 4.4 Raised 10% additional income from the hiring out of community facilities</p> <p>CD&H 4.5 Defined the Council's potential leverage on health improvement; evaluated the potential methods of monitoring and steering these; and identified opportunities to draw funding from within the proposed new arrangements for public health.</p>
<p>Lead Officer:</p>	<p>Paul Necus (4.1, 4.2, 4.3) Jas Lally (4.5) Ken Hay (4.4)</p>
<p>Performance Measures:</p>	<p>Whether Bereavement Services Business Plan first year actions are delivered by 1 April 2012 Whether review of CCTV Service is completed by 30 September 2011.</p>

	<p>Whether Net cost of CCTV to General Fund for 2012/13 and beyond is identified, and the strategy and plan for achieving it is confirmed by 30 September 2011. Whether 10% increase in income from community centres achieved.</p>
<p>Delivery Risks:</p>	<p>Failure to deliver efficiency improvements will impede Council's ability to meet its savings targets, and threaten its competitive position. Failure to meet deadlines for delivering mercury abatement targets will risk financial penalties in relation to both environmental legislation and the Council's VAT liabilities. Reductions to CCTV services leads to an increase in crime, reduced detection rates and reduced customer perceptions of safety. New health funding opportunities are limited or not available for city priorities</p>

Background Information:

- **Community Development Strategy 2009 – 12**
- **Southern Fringe Community Development Strategy**

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To: Executive Councillor for Community Development and Health

Report by: Director of Customer and Community Services and Director of Resources

Relevant scrutiny committee: Community Services Scrutiny Committee 17/3/2011

Wards affected: All Wards

PROVISIONAL CARRY FORWARD REQUESTS (2010/11) Not a Key Decision

1. Executive Summary

1.1 This report presents details of any anticipated variances from revenue budgets where resources are requested to be carried forward into the 2011/12 financial year in order to undertake or complete activities previously approved to take place in 2010/11.

2. Recommendations

The Executive Councillor is recommended:

- a) To agree the provisional revenue carry forward requests, totalling £158,140 as detailed in Appendix A, to be recommended to Council for approval, subject to the final outturn position.

3. Background

Revenue Outturn

3.1 Appendix A sets out the provisional list of items for this portfolio, for which approval is sought to carry forward unspent budget from 2010/11 to the next financial year, 2011/12.

4. Implications

- 4.1 The financial implications of approving the provisional carry forward of budget from the current year into 2011/12, will result in a reduced requirement in the use of reserves for the current financial year, with a corresponding increase in the use of reserves in 2011/12.
- 4.2 A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and / or community safety implications.

5. Background Papers

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

- Directors Variance Explanations – January 2011
- Budgetary Control Reports to 31 January 2011

6. Appendices

- Appendix A – Provisional Carry Forward Requests

7. Inspection of papers

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

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Community Development and Health Portfolio / Community Services Scrutiny Committee

Revenue Budget 2010/11 - Carry Forward Requests

Request to Carry Forward Budgets from 2010/11 into 2011/12

Item		Request £	Contact
	Customer & Community Services - Community Development		
1	Equalities - Funding received from central government for "Prevent" project. Timing of expenditure has been linked to extensive consultation with Muslim community in Cambridge and a steering group has now been formed to inform the executive councillor on the content of the programme. A carry forward is requested to complete work in 2011/12.	138,140	K Hay
2	Community Facilities - Funding received from County Council for jointly commissioned youth work. This new approach was piloted in 10/11 and following its success will continue in the coming year. A carry forward is requested.	20,000	K Hay
	Total Carry Forward Requests for Community Development & Health Portfolio / Community Services Scrutiny Committee	158,140	

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To: Executive Councillor for Community Development and Health
Report by: Director of Customer and Community Services
Relevant scrutiny committee: Community Services 17/2/11
Wards affected: All

Review of the Children and Young People's Participation Service Scoping Report KeyDecision

1. Executive summary

- 1.1 The Council gives a high priority to the needs of children, young people and their families. Since 2005 the Children and Young People's Participation Service (CHYPPS) has provided a dedicated service addressing the social and recreational needs of children and young people and has promoted their participation in community life. Legislation, primarily the Children Act, with its emphasis on "joined up services and provision," growing economic pressures on public expenditure and changes to Government priorities are providing the need and impetus for the review of the purpose and organisation of services for children and young people.
- 1.2 This report sets out the scope, methodology and timescale for a proposed review of the CHYPPS the outcome of which would be implemented from April 2012.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the scope, methodology and timescale for the review of the Children and Young People's Participation Service.

3. Background

- 3.1 The City Council has provided activities and facilities for children and young people for many years through its Community Development, Sports and Arts Services. The needs of children, young people and their families are also given a high priority in the Council's Planning

and Housing functions. The priority for the proposed review will be to establish the future direction of the Children and Young People's Participation Service, including links with other services.

- 3.2 In 2005 the Children and Young People's Participation Service (CHYPPS) was created bringing together youth development, youth participation and play services within Community Development. This new service and the CHYPPS Strategy, which underpins its work, was the outcome of a major review involving many stakeholders, members as well as children and young people.
- 3.3 The focus for CHYPPS work has been on:
- The needs of 9 – 14 year olds
 - Play and youth provision in neighbourhoods where children and young people live, particularly areas lacking opportunities.
 - City-wide projects bringing children and young people together from different parts of the city.
 - Creating opportunities for children and young people to be actively involved in and consulted on issues that affect them, their families and neighbourhoods.
- 3.4 Recent initiatives include developing the Urban Play Project focusing on ways to create play opportunities from the whole environment; consultation on the provision of play equipment in growth areas and working with developers on play and youth strategies; events based in each of the four Areas and leading local contributions on national initiatives e.g. on anti-bullying work.
- 3.5 Since the introduction of the Children Act in 2004 a growing emphasis has been placed on working in partnership with other providers from both the public and voluntary sectors. Council officers now routinely work in partnership with colleagues from other sectors and also schools. These partnerships have jointly commissioned original research and projects on, for example work with Travellers, mental health services, family support and on improving access to social and recreational opportunities.
- 3.6 However, the recession, pressure on public expenditure and changes in Government policies in education and health, along with the potential for enhanced roles in the delivery of public services for the voluntary sector and social enterprises, are providing new challenges as well as opportunities to reconsider how the needs of children, young people and their families can be met in future.

4. Scope of the Review

- 4.1 This review will take place during a period of significant social and economic changes. It will therefore be important to understand the needs of children and young people and the trends, developments and innovations in services that are being developed locally and elsewhere to respond to these pressures. Fundamentally, the review should aim to establish the roles, priorities and outcomes for CHYPPS for the period 2012 – 2015 and its position, as a District Council service within a spectrum of providers. Proposed review objectives are:
- a) To define the purpose, priorities and outcomes of the CHYPPS.
 - b) To define the characteristics of the service's primary clients.
 - c) To consider the relative merits of universal, targeted and preventative activities and their relevance to CHYPPS.
 - d) To appraise different service delivery options.
 - e) To explore the most appropriate governance arrangements and how these arrangements can enhance the coordination and accountability of partnership and collaborative work.
 - f) To make clear how the CHYPPS contributes to the City Council's Vision

5. Management of Review

- 5.1 The review will be undertaken by a Panel of Members, the composition of which will be determined in accordance with the Council's Constitution. It will be chaired by a member of the majority party and the outcome of its work will be reported to the Community Services Scrutiny Committee. The Executive Councillor for Community Development and Health will attend meetings of the Panel. The Head of Community Development will be the lead officer and the costs of the review will be found from the Community Development budget.
- 5.2 Services for children and young people are complex and involve a wide range of stakeholders. The Panel will need to give careful consideration to how and when these stakeholders should be able to contribute to the work of the Panel and its conclusions. This will be particularly important in respect of the involvement of children, young people, parents and guardians. The review will also need to take account of existing relevant research into the needs and aspirations of children, young people and parents, who use city based services.

6. Methodology and Timetable

6.1

Review Activity	Target Date(s)
1. Appoint Panel	May 2011
2. Commission and consider quantitative and qualitative research/evidence – consult stakeholders.	May – July 2011
3. Review Panel considers evidence and appraises options.	Sept – Oct 2011
4. Production and scrutiny of draft Outcome Report	Nov 2011
5. Final Report	January 2012
6. Implementation	April 2012 Onwards

7. Implications

- 7.1 **Financial** – The outcome of the review will inform future funding for this service. The review will need to take account of reductions in resources for Children’s Services made by Cambridgeshire County Council, the availability of funding, generally, for independent providers and the City Council’s Medium Term Strategy.
- 7.2 **Environmental** – The review will be required to address how the CHYPPS contributes to the Council’s vision and objectives on sustainability.
- 7.3 **Equal Opportunities** – The service has consistently promoted equality of opportunity, inclusivity and fair access and treatment.
- 7.4 **Community Safety** – CHYPPS has worked closely with the Safer City Team and others in delivering services designed to divert young people at risk from becoming involved in anti-social behaviour and crime, and preventative work with children who are at risk through pressures at home, in school and/or in the wider community.
- 7.5 **Staffing** – The outcome of the review could have implications for the way services are delivered and the role(s) of staff. Implications for staff would be explored in line with the Council’s Organisational Change Policy.

8. Background papers

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

9. Appendices

10. Inspection of papers

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

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To: Executive Councillor – Community Safety and Health – Councillor Tim Bick
Report by: Liz Bisset, Director of Community Services
Relevant scrutiny committee: Community Services Scrutiny Committee 17/03/2011

CAMBRIDGE COMMUNITY SAFETY PLAN 2011 - 2014 **Key Decision**

1. Executive summary

- 1.1 The Community Safety Partnership's current Community Safety Plan expires in March 2011. The original plan was endorsed by Strategy Scrutiny Committee in January 2008 and agreed by the Leader as the responsible Executive Councillor. Subsequent updates to the plan were agreed each year by Community Services Scrutiny Committee. As a result of close collaborative working between agencies, the partnership has been successful in reducing crime in the City by 8.4% since 2009/10.
- 1.2 The Crime & Disorder Act 1998, reviewed in 2006, requires Community Safety Partnerships to continue to produce a Plan covering a three year period but this must be updated annually to reflect any changes in priority.
- 1.3 The Partnership are required to publish the Plan by 31 March 2011. The final Plan is on the Partnership agenda for 11 March where it is intended that it will be as near as possible finally agreed. However, any comments or amendments requested by this committee will need to be considered by the Partnership before publication of the Plan. It is also scheduled to go to the full City Council meeting on 7 April for endorsement to fulfil a statutory requirement.
- 1.4 The priorities for the new plan 2011-14 are:
 - Alcohol-related violent crime in the city centre;
 - Repeat victims of domestic violence;
 - Repeat incidents of anti-social behaviour;

and a further priority for 2011-12:

□ Reducing re-offending. **Note:** this priority will continue for the next 12 months until the transition to integrated offender management is complete. (Integrated offender management is a new system for managing repeat offenders).

1.5 The proposed priorities for the new Community Safety Plan and the format of this plan need to be commented upon and noted.

2. Recommendations

The Executive Councillor is recommended:

2.1 To endorse the priorities and note the format of the Community Safety Plan 2011 - 2014

2.2 To recommend full Council to adopt the Community Safety Plan 2011 -2014 at the full Council meeting on 7 April 2011.

3. Background

3.1 Cambridge Community Safety Partnership is a statutory partnership comprising of Cambridge City Council, Cambridgeshire Constabulary, Cambridgeshire County Council, Cambridgeshire Fire and Rescue, Cambridgeshire Police Authority, Cambridge Council for Voluntary Services, NHS Cambridgeshire and Cambridgeshire and Peterborough Probation Trust. In addition to these statutory members the partnership also has members from Cambridgeshire Business Against Crime (CAMBAC) and Cambridge Magistrates. The agencies within the partnership are responsible for working together to ensure Cambridge remains a safe place to live, work and visit.

3.2 The production of an annual Strategic Assessment and three year Community Safety Plan is a statutory responsibility for all Community Safety Partnerships. This responsibility is detailed in a set of national minimum standards for partnerships introduced by government in November 2007 following a review in 2006 of the 1998 Crime and Disorder Act. This was the act that formed Community Safety Partnerships and required these partnerships to produce three year Community Safety Strategies.

3.3 Every three years the Partnership must agree a plan. The next plan will run from April 2011 to March 2014, and will be updated on an annual basis to ensure the priorities and action plans detailed remain appropriate. The plan must demonstrate how the agencies in the Partnership will work together to reduce crime and the fear of crime in the city and what priorities will be concentrated upon.

3.4 The draft priorities for this 2011- 2014 Community Safety Plan were identified through a comprehensive Strategic Assessment and public consultation of crime, disorder and anti-social behaviour in Cambridge City. This resulted in the Partnership choosing the following five priorities:

- Alcohol related violent crime in the City Centre
- Repeat victims of domestic violence
- Cycle Theft
- Reducing re-offending
- Repeat incidents of anti-social behaviour

3.5 In the experience of the Partnership, the best outcomes have been achieved by focusing on a small number of priorities where partnership working can add value. For this reason we asked local people to tell us which three of these priorities mattered most to them. The priorities chosen were:

- Alcohol-related violent crime in the city centre;
- Repeat victims of domestic violence;
- Repeat incidents of anti-social behaviour;

and a further priority for 2011-12:

- Reducing re-offending. **Note:** this priority will continue for the next 12 months until the transition to integrated offender management is complete. (Integrated offender management is a new system for managing repeat offenders).

3.6 The plan in its draft current form is attached as **appendix a**. The document includes a section detailing what the Cambridge Community Safety Partnership is, the reason behind the production of this plan and overview of the Strategic Assessment, what the Partnership has achieved during the course of the last strategy, an overview of Cambridge City and details on each of the chosen priorities.

- 3.7 If any changes to the proposed priorities are suggested these would need to be considered by all the other members of the Partnership as it is a partnership owned plan. Other partners will ensure that the draft priorities are taken through their own decision making processes. It is anticipated the partnership will agree on the final version of the plan at its board meeting on Friday 11 March 2011, at this meeting any proposed changes to the content and suggested priorities will be discussed. However, any comments or suggested amendments coming out of this Committee will be passed to the Partnership members for consideration. The final version of the plan will be sent to the Executive Councillor for endorsement in consultation with the Labour spokesman and the Chair of Community Services Scrutiny Committee. The plan will then be taken to full Council on 7 April for final endorsement to fulfil a statutory requirement.
- 3.8 The Community Safety Plan 2011 - 2014 needs to be finalised and published on Cambridge City Council's website no later than the 31st March 2011.

4. Implications

- 4.1 Financial Implications – Funding will be required to deliver the actions within the plan. Currently Cambridge Community Safety Partnership receives funding from the Home Office in the form of the Safer and Stronger Communities fund. The County Council are administering the funding for 2011/12 and we have agreed allocations with them for this year. The situation for future years of the plan is uncertain as it is likely that funding will go directly to the proposed new Police Commissioner.
- 4.2 Staffing Implications – none
- 4.3 Equal Opportunities implications – Having examined the Community Safety Plan 2011-14, and the public consultation that helped in deciding the priorities it will cover, against the criteria of the EqIA, no disadvantages or negative impacts have been identified.
- 4.4 Environmental implications – none
- 4.5 Community Safety implications – as per report

5. Background papers

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

5.1 Partnership Strategic Assessment for Cambridge City 2010

5.2 Community Safety Plan for Cambridge 2008 - 2011.

6. Appendices

6.1 Draft Cambridge Community Safety Plan 2011 - 2014

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 Community Safety Partnership Community Safety Plan 2011 – 2014

Foreword

About this document

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

The key role of the Partnership is to understand the kinds of problems the City is experiencing; decide which of these are the most important to deal with; and then decide what action to take collectively. Adding value to the day-to-day work undertaken by individual agencies and organisations.

This document, the Cambridge Community Safety Plan, is where we tell you about all this.

This is the latest in a series of community safety plans. Each plan lasts for three years but is updated annually. Our last plan ran from 2008 until 2011. This new plan will run from 2011 until 2014.

During the life of the last plan, crime in the City reduced each year and we aim to continue this trend. We have looked hard at what the crime and anti-social behaviour evidence has to tell us, and we have also asked local people to say what matters most to them. As a result, we have identified four main things we want to do between 2011 and 2014, although we will review these priorities each year to make sure they are still the right ones.

About our responsibilities and values

Cambridge Community Safety Partnership is responsible for:

- planning how we will reduce crime and improve community safety in Cambridge;
- ensuring that Partnership organisations and agencies work together;
- ensuring that Partnership organisations and agencies do what they have promised to do in the plan;
- ensuring that the work of the Partnership is linked to national priorities and research (including the Police Reform and Social Responsibility Bill and the Localism Bill) where this best serves the people of Cambridge;
- ensuring that what we do is guided by a proper understanding of the problem;
- ensuring that we understand and respond to the real needs of local people;

APPENDIX A

- ❑ encouraging people to become involved with reporting and tackling crime and disorder;
- ❑ ensuring that neighbourhood policing is central to the Partnership's community engagement work;
- ❑ ensuring that any funding is allocated in a fair and open way based on evidence of need and merit; and
- ❑ make the most of our resources by looking critically at the work we do to see what works best.

Board Members of Cambridge Community Safety Partnership

Cambridgeshire Constabulary	Dave Sargent
Cambridge City Council	Liz Bisset
Cambridgeshire County Council	Sarah Ferguson
Cambridgeshire Fire and Rescue	Julian Fountain
Cambridge Council for Voluntary Service	Ruth McCallum
NHS Cambridgeshire	Inger O'Meara
Cambridgeshire and Peterborough Probation Trust	Graeme Seddon
Cambridgeshire Police Authority	Kevin Wilkins

APPENDIX A

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Draft

Introduction

Cambridge is an attractive and expanding city. Its 14 wards are home to a population estimated to be 121,000 in 2009¹. This figure is projected to rise to over 151,000 during the next 10 years.

Cambridge is a popular place to work and visit. An estimated 30,000 people commute into the City to work each day. In 2008 an estimated 4.1 million tourists visited the City, with more than one million of them staying at least one night.

Information about ethnicity and nationality is based mainly on the 2001 census and so is now likely to be out of date. At that time, the census identified 87.9 percent of the population as belonging to a white ethnic group, with 78.5 percent of the total belonging to the 'white British' category. The percentage of residents belonging to 'white other' categories is likely to have changed considerably since the accession into the European Union in 2004 of Poland, Lithuania, Estonia, the Czech Republic, Slovenia, Latvia, Slovakia and Hungary in 2004².

The City's largest single non-white ethnic group in 2001 was Chinese at 2.1 percent, while the aggregate of all 'Asian or Asian British' categories made up 3.8 percent of the total population.

In terms of religious affiliation, again according to the 2001 census, the largest single faith was Christian at 57.7 percent of the total population, with Muslims (2.4 percent) and Hindus (1.2 percent) making up the second and third largest religious groups. More than a quarter of all Cambridge people said they had no religion.

Cambridge has a higher proportion of 16-24 and 25-39 year olds than any other district in Cambridgeshire and one of the highest proportions in these age groups in the country. This is mainly due to the large number of students attending the City's two universities. By some estimates, 30,000 local people (or almost 25 percent of the population) are attending full or part time higher level courses. Of these, around 17,000 attend Cambridge University.

When compared to other local authority areas, Cambridge is not a 'deprived' area, coming 236 out of 354 local authorities in England (where '1' is the most deprived and '354' the least deprived). However, Cambridge is the second most deprived district in Cambridgeshire after Fenland, with deprivation tending to be concentrated in the north and east of the City.

When considering priorities and action plans to ensure Cambridge remains a safe place to live, work and visit, the needs of all these different groups, and others, have been taken into consideration.

¹ From www.nomisweb.co.uk

² For estimates, see *Cambridge City - Annual demographic and socio-economic information report* – March 2010 – Cambridgeshire County Council

What was achieved under the last plan?

The 2010 -11 updated plan set the following priorities for the partnership:

- ❑ alcohol related violent crime and anti-social behaviour;
- ❑ burglary of homes;
- ❑ cycle theft;
- ❑ domestic violence;
- ❑ personal robbery; and
- ❑ reducing offending and re-offending.

Performance summary

- ❑ All recorded crime in Cambridge has decreased by 8.4 percent since 2009-10.
- ❑ There have been good reductions across the majority of crime types.
- ❑ Violent crime has increased slightly in comparison to 2009-10 figures and there has been a significant (11.3 percent) increase in cycle thefts.
- ❑ Dwelling burglaries, which increased significantly in 2009 -10, have decreased by only 5.7 percent from this level during 2010 - 11.

What we did in each priority area

1. Alcohol-related violence / Anti-social behaviour

- ❑ We paid for a CCTV camera that can be used anywhere in the City and can be linked to the Council's centrally-monitored CCTV system. This camera, one of a set of six, was used in 11 different areas across Cambridge. It has monitored 34 incidents leading to 10 arrests.
- ❑ We funded a project to help people using taxis at night to feel safer. The project was piloted in December 2008 by Cambridge Business Against Crime (CAMBAC) in response to concerns from passengers and drivers that taxi ranks in the city centre were attracting violent crime and anti-social behaviour. There was particular concern about the rank on St Andrew's Street. The scheme, which used private security 'taxi marshals', was very well received. Further funding was provided in 2009 and the service was extended to Friday and Saturday nights during June, July and August and over Christmas 2010.
- ❑ We ran a campaign against anti-social parking, aimed particularly at drivers parking outside schools, in cycle and bus lanes and on pavements and verges. We produced and distributed 3000 copies of a leaflet, *Keeping Cambridge Moving: Keeping People Safe*, and tied this in with a number of police and parking services enforcement days.
- ❑ We ran a campaign against cyclists riding without lights and otherwise cycling illegally or anti-socially. We ran a week of enforcement evenings following the end of British Summer Time (when the clocks go back). Under this scheme, cyclists without lights were issued with a fixed penalty

notice (FPN) but could also get a set of lights fitted for free to ensure they could continue their journey safely and legally. During the 2008 campaign, 217 fixed penalty notices were issued and 160 sets of lights fitted. In 2009, 210 FPNs were issued and 200 sets of lights fitted.

- We made a Safer City grant so that a 'street pastor' service could be set up in Cambridge city centre on Friday nights. Street pastors are trained volunteers who can offer help to people who have drunk too much or who are otherwise in difficulty or distress. Pastors work alongside door staff, the police and Council officers. The service has now been given additional funding so that it can also operate on Saturday nights.
- We made a Safer City grant in 2009 for the police to install an information point in the accident and emergency department at Addenbrooke's hospital. This gives people information about: the police, the criminal justice system; specialist victim support services; health intervention services; and crime prevention advice. It also provides a way for people to report crimes to the police. (Readers may also be interested to know that in 2008 Addenbrooke's started sharing information about assaults with the Police. This now forms an key part of the violent crime profiles that helps inform the work of the Partnership).
- We helped to fund the 'care tent' initiative, which provides on-the-spot medical treatment in the city centre over the Christmas and New Year period. (A sub-group will be set up in 2011 to look at developing a smaller scale version of this scheme to be run at other times during the year).

Burglary of homes

- We bought 600 property-marking kits and distributed these for free in parts of the city that had suffered above-average levels of burglary. Mixed teams of police, council and fire service officers visited households to explain how the kits work and also to give general home security advice. We also provided funding in 2009 - 10 to support six "street surgeries" promoting community safety. Residents helped us to identify environmental improvements that might cut down crime and anti-social behaviour. As a result, we helped get new lighting installed in two locations and also arranged for graffiti to be removed, litter to be collected and foliage to be cut back. We arranged for security locks and smoke alarms to be fitted in the homes of vulnerable people.

Vigilance Programme

- We took up an offer in 2009 from the Home Office to take part in the 'Vigilance Programme', a scheme to help Community Safety Partnerships carry out additional work to fight serious burglary and robbery. A total of £96,000 was awarded to Cambridge to run new projects. These included work to help better understand the problem and work to turn offenders away from a life of crime. The money also paid for more police time to be targeted at this kind of offence.

Cycle theft

- We ran a special project in 2009 – 10 to tell people about cycle theft and what they can do to prevent it. To increase the numbers of people registering their bikes with the national property registration scheme, www.immobilise.com, a number of registration events were held during National Bike Week. We also carried out a media campaign, including placing an advert for 12 months in the Student Pocket Guide. We also set up the CHAIN (Cycle Help And Information Network) to help cycle shops co-ordinate their efforts to beat cycle crime.
- We organised six multi-agency cycle crime prevention events. These took place in October 2010.

Domestic violence

- We funded Cambridge Women's Aid and Romsey Mill to provide "Freedom" programmes for female victims of domestic violence. The Freedom programme aims to provide support to victims and helps them to build confidence.
- We supported a conference focussing on the Government's "Together We Can End Violence Against Women and Girls" campaign. This was held in early 2010 and attracted 55 delegates from agencies dealing with domestic abuse

Personal robbery

- We supported a project of activities for young people to help them to avoid getting drawn into crime. The activities took place during 2009 and were lead by the council's Children and Young People's Service. The programme, which included assessments and home visits, also focused on letting young people know about the consequences of crime for themselves and their victims.
- We supported targeted robbery patrols during August and early September 2010. Although none of the 18 arrests that resulted from this programme were linked with robbery, there was a reduction in this type offence during the patrol period. Further patrols were run in October and November 2010.

Reducing re-offending

- We continued to fund the Youth Offending Service's work to stop young people from committing crimes. We made grants of £1,000 in both 2009 and 2010 to help fund items like provisional driving licences, birth certificates, books and diversionary activities to help people who had committed many crimes to change their behaviour and integrate back into society.

Community Safety Plan 2011 – 2014

The priorities for the 2011 - 14 plan are:

- alcohol-related violent crime in the city centre;
- repeat victims of domestic violence;
- repeat incidents of anti-social behaviour;

and a further priority for 2011-12:

- reducing re-offending. **Note:** this priority will continue for the next 12 months until the transition to integrated offender management is complete. (Integrated offender management is a new system for managing repeat offenders).

How were these priorities chosen?

The starting point for choosing our priorities was the findings of the [‘Cambridge strategic assessment’](#) for 2010. This document looks at, and seeks to understand, the range of detailed information that exists about crime, disorder and substance abuse in Cambridge. We considered the recommendations made in the assessment, and also took into account other matters such as what local people have told us, and any lessons we may have learned about what works best.

When choosing the our priorities, we thought about:

- the impact of the crime on the victim;
- the views of the community;
- the performance of the partnership over the past 12 months;
- the value that partnership working could add to reducing these crimes; for example burglary was not retained as a priority because the reduction in this area were largely achieved by police led initiatives, and
- the estimated cost of the crime based on Home Office model 2004 prices.

This resulted in us choosing the following five priorities:

- to reduce alcohol-related violent crime in the city centre;
- to reduce repeat victims of domestic violence;
- to reduce cycle theft;
- to reduce re-offending; and
- to reduce repeat incidents of anti-social behaviour.

In our experience, the best outcomes have come from focusing on a small number of priorities where partnership working can add value. For this reason we decided to reduce the five priorities to three. This does not, of course, mean that nothing gets done in the two areas of work that are dropped, just that the remaining three are those the Partnership’s resources will be focussed upon.

We decided we wanted local people to tell us which of the priorities mattered most to them so we ran an on-line survey, a postcard survey and made a series of public presentations.

The next section will explore in detail the chosen priorities

Priority 1: Reduce alcohol-related violent crime in the city centre

Why has this priority been chosen?

We have already seen that alcohol-related violent crime was a priority throughout the term of the last community safety plan, and this document has already mentioned some of the actions we took then to tackle the problem and help victims. We can be pleased that during this period there has been a reduction in violent offences ('assault with less serious Injury'), but we recognise that we cannot let up on this area of work.

Another reason for focussing on this priority is that violent and disorderly behaviour is expensive, and may include the cost of:

- the arrest, detention and processing of an offender;
- medical treatment;
- legal and court expenses; and
- loss of earnings for victims.
- damage to business and residential property;

The problem of public drink-related violence is very much associated with Cambridge city centre. The strategic assessment shows that in 2009 –10, 34% of 'assaults with less serious injury' were concentrated in Market Ward. In addition, 56 %of violent crime taking place in Market Ward occurs within the top 10 locations for this type of offence. These tend to be in the areas with the highest density of licensed premises which draw in larger numbers of people primarily there to socialise.

What do we aim to achieve?

We aim to:

- reduce violent crime directly linked to alcohol consumption in Cambridge, focussing on the city centre (Market ward);
- contribute to a reduction in incidents of 'most serious violence';
- reduce the number of emergency department attendances at Addenbrooke's hospital coded as 'assault'; and
- establish a baseline in 2011 - 12 for the number of ambulance call outs for 'assault' with a view to using this to set targets in future years.

How will we do this?

We will work to achieve these aims by:

- ❑ firm, early police intervention in violent and potentially violent incidents;
- ❑ continuing to work with local businesses, especially the leisure industry, to promote responsible drinking and responsible selling of alcohol;
- ❑ using assault data from partner sources to focus activities in locations that need attention;
- ❑ delivery of alcohol harm messages in various settings.

Delivery

This priority will be managed by the city alcohol-related violent crime (ARVC) task group. The membership of the task group reflects the complexity of this problem and so includes representatives of the business community; the private security industry; police; the Council; the health service (emergency medicine and hospital); and alcohol treatment services. The task group will share information in order to build a better picture of the violent crime profile in Cambridge.

Target

To reduce 'Assault with less serious injury' by March 2014 from the baseline of 2010/11 (xxx recorded crimes)

From the baseline established in 2010 – 11, to reduce by March 2014 the number of people attending the emergency department at Addenbrooke's hospital where the cause of injury is coded 'assault'.

Priority 2: Repeat incidents of anti-social Behaviour

Why has this priority been chosen?

Surveys repeatedly show that people put a high priority on tackling anti-social behaviour (ASB). For example, the 2009 Cambridge [citizen's survey](#) found that local people thought the most important discretionary service the Council provides was "work with the police to tackle anti-social behaviour". This is not difficult to understand. ASB can seriously weaken people's attachment to their local area. It can also make them feel that crime is more widespread than it really is and that they are personally more likely to become a victim of crime.

Even when incidents are relatively minor the effect can be severe, and repeat incidents of ASB has been shown to be particularly highly damaging to individuals, households and communities.

The 2010 strategic assessment found that a low percentage of Cambridge people thought that ASB in the City could be described as bad. However, there are indications that when ASB does happen, it happens more often in

certain parts of the city, and very much more often to certain individuals. Of 415 residents responding to the public consultation for the strategic assessment, almost a quarter (24 %) claimed that they were experiencing ASB on a near-daily basis, and only 7% of the sample claimed never to experience ASB (or had no opinion).

The strategic assessment also looked at the locations in the City where there had been more than one ASB incident reported to the police over a 12 month period. In the vast majority of these cases there had only been two incidents per location. However, in some locations there were more than 50 incidents reported in the year.

It is these repeat instances that we will focus upon under this priority.

What do we aim to achieve?

We aim to effectively tackle repeat incidents of ASB and to create an environment where everyone who lives works and visits Cambridge is free from feeling harassed or intimidated by the behaviour of others.

How will we do this?

We intend to do this by:

- ensuring that we have good processes in place for identifying repeat victims of ASB;
- ensuring that we properly understand, and effectively respond to, the particular needs of people suffering repeat ASB; and
- ensuring that victims and witnesses of anti-social behaviour are supported from the time they first make a complaint through to enforcement and beyond.

Delivery

The Cambridge anti-social behaviour problem-solving group is a permanent working party made up of the police, Council ASB officers and other agencies. The group was set up to so that all the organisations involved in dealing with particularly difficult cases of ASB could work effectively together. To deliver this priority we will make the problem-solving group the central forum to deal with repeat cases and reorganise its membership and the focus of its activities so that it can respond more quickly and decisively.

Like the problem-solving group, the Cambridge neighbourhood action group (NAG) is a multi-agency team, but its focus is on area-based ASB. We will work through the NAG to deal with repeat incidents of anti-social behaviour in neighbourhoods using a balance of diversionary activities, public education and enforcement.

Targets

To be added before final publication

Priority 3: Reduce repeat incidents of domestic violence

Why was this priority chosen?

Domestic violence and abuse is best described as the use of physical and/or emotional abuse or violence, including undermining of self-confidence, sexual violence or the threat of violence, by a person who is or has been in a close relationship. Domestic violence can go beyond actual physical violence. It can also involve emotional abuse, the destruction of a spouse's or partner's property, their isolation from friends, family or other potential sources of support, threats to others including children, control over access to money, personal items, food, transportation and the telephone, and stalking.

1,771 incidences of domestic violence in Cambridge were recorded by the police in the year to August 2010, a slight (0.2%) rise on the number of reported cases in the same period the year before. According to the Independent Domestic Violence Advocacy Service, 126 of 482 people referred to them during April to September 2010 were repeat cases. A total of 246 people were unwilling to engage with the service after being offered help.

Abbey and Kings Hedges wards had the highest number of domestic violence crimes during the course of the last plan (2008 – 11).

What do we aim to achieve?

We aim to reduce the number of repeat incidents of domestic violence in Cambridge.

How will we do this?

We intend to do this by:

- providing support to victims of domestic violence through the [Freedom programme](#) and the New Direction service. ('New Directions' provides support to male victims and perpetrators of domestic violence).
- providing a secure home for victims of domestic violence, specifically by installing, where appropriate, Sanctuary. ('Sanctuary' is a scheme that helps victims of domestic abuse to stay in their own homes).
- monitor the use of Multi-Agency Risk Assessment Conference (MARAC). (MARAC is a tool to help people working with victims of domestic violence to assess the degree of risk in any case).

Delivery

We will work in partnership with the Cambridgeshire County Council multi-agency referral unit and the Southern Cambridgeshire domestic abuse task group, to:

- deliver Freedom programmes by March 2012;
- support the New Directions service;
- continue to support Sanctuary;
- monitor the number of referrals in Cambridge to the Multi-Agency Risk Assessment Conferences .

Targets

To have a repeat domestic violence incident rate of no more than 28% using the Multi Agency Risk Assessment Conference (MARAC) service as the measure.

Reducing re-offending (note: this priority is for 2011-12)

Why has this priority been chosen?

There are key statutory schemes already in place to manage those higher risk offenders causing the most harm in our community. We have well established Prolific and other Priority Offender and Drug Intervention Programmes working in the local area that are supported by the Cambridge Community Safety Partnership as a whole and the individual agencies that sit as members (Police, Probation, Youth Offending Service and Drug and Alcohol Action Team).

In 2009 the government published formal guidance encouraging community safety partnerships and local criminal justice boards to bring together the management of repeat offenders under one “integrated offender management” (IOM) framework.

The five key principles of IOM are:

- that all partners tackling offenders will work together, delivering a multi-agency problem-solving approach;
- that it will be a local response to local problems;
- that offenders will be helped to change while at the same time facing an intensity of punishment and intervention necessary to disrupt their criminal lifestyles;
- that better use will be made of existing (and proven) programmes and governance; and
- that all offenders at high risk of causing serious harm and/or re-offending are included within the programme and that the highest risk individuals come under the most intense management.

During 2010 – 11, we have done a lot of work to develop and establish a local model of IOM, and the Cambridge community safety partnership has played a big part in this. We believe IOM will make a significant contribution to reducing repeat offences in Cambridge and so we will continue to remain fully involved during 2011 -12, until it is fully in place.

What do we aim to achieve?

We aim to:

- ensure that agencies put the most time and resources into working with offenders causing the most crime in an attempt to break offenders' cycle of offending; and
- increase the number of offenders in the IOM scheme, ensuring selection and management of the most appropriate offenders.

How will we do this?

At the time of writing this plan, performance frameworks and measures are still in the process of being determined through the IOM Strategic Group and will be formalised prior to the full local implementation of IOM in 2011/12.

Delivery

The Cambridge Criminal Justice Board has set up a strategic group and a working group. Having set the strategic direction, the working group will deliver the IOM programmes and provide progress reports to the strategic group.

It is proposed that there will be an IOM programme for Peterborough and an IOM programme for the rest of Cambridgeshire. The Cambridgeshire-without-Peterborough programme will itself comprise of a single management structure with two delivery units, one unit covering Huntingdon and Fenland and the other covering Cambridge City, East Cambridgeshire and South Cambridgeshire.

Targets

To increase the number of individuals engaged with through the 'IOM' scheme, ensuring selection and management of the most appropriate offenders, from a baseline of xx number of offenders to be established in 2011/12.

Equality Impact Assessment

An Equality Impact Assessment (EqIA) is a way of systematically assessing and consulting on, the effects that a policy or procedure will have on an 'Equalities group' such as people from a minority ethnic background, young people or disabled people. The main purpose of an EqIA is to pre-empt the possibility that a proposed policy could affect some groups unfavourably.

Having examined the Community Safety Plan 2011-14, and the public consultation that helped in deciding the priorities it will cover, against the criteria of the EqIA, no disadvantages or negative impacts have been identified.

Partnership Structure Chart

To be added before final publication

Draft

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