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Cambridge City Council

COMMUNITY SERVICES SCRUTINY COMMITTEE

To: **Scrutiny Committee Members:** Moghadas (Chair), Ratcliffe (Vice-Chair), Austin, Baigent, Reid, Reiner, Sarris and Sinnott

Alternates: Councillors Robertson and Moore

Executive Councillor for Community Arts and Recreation: Councillor Johnson

Executive Councillor for City Centre and Public Places: Councillor O'Reilly

Despatched: Thursday, 3 July 2014

Date: Friday, 11 July 2014

Time: 1.30 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: Toni Birkin

Direct Dial: 01223 457013

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 7 - 24*)

To approve the minutes of the meetings of 13th March 2014 and 12th June 2014.

4 PUBLIC QUESTIONS (SEE INFORMATION BELOW)

5 FUTURE MEETING TIMES FOR COMMUNITY SERVICES COMMITTEE

Committee Members to review and agree future meeting times for the Community Services Scrutiny Committee.

6 DECISIONS TAKEN BY EXECUTIVE COUNCILLORS

To note decisions taken by the Executive Councillors since the last meeting of the Community Services Scrutiny Committee.

6a Record of Urgent Decision: Tour de France, Cambridge 2014 Head of Arts and Recreation (*Pages 25 - 28*)

6b Stourbridge Common Riverbank Works Extension Nature Conservation Projects Officer (*Pages 29 - 34*)

6c Jesus Green Drainage Project Officer (Landscape) (*Pages 35 - 58*)

Items for decision by the Executive Councillor, without debate

These Items will already have received approval in principle from the Executive Councillor. The Executive Councillor will be asked to approve the recommendations as set out in the officer's report.

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

On this occasion pre-scrutiny was requested on all items.

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 for the Executive Councillor for Community, Arts and Recreation

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

- 7 2013/14 REVENUE AND CAPITAL OUTTURN, CARRY FORWARDS AND SIGNIFICANT VARIANCES - COMMUNITY, ARTS AND RECREATION PORTFOLIO (Pages 59 - 70)**
- 8 REVIEW OF COMMUNITY DEVELOPMENT AND ARTS AND RECREATION DEVELOPMENT GRANTS (Pages 71 - 118)**

Decisions for the Executive Councillor for City Centre and Public Places

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

- 9 2013/14 REVENUE AND CAPITAL OUTTURN, CARRY FORWARDS AND SIGNIFICANT VARIANCES - CITY CENTRE AND PUBLIC PLACES PORTFOLIO (Pages 119 - 136)**
- 10 RIVERSIDE MOORINGS - PROGRESS UPDATE (Pages 137 - 144)**
- 11 TREE MAINTENANCE FRAMEWORK (Pages 145 - 150)**
- 12 LOCAL CENTRES IMPROVEMENT PROGRAMME (Pages 151 - 160)**
- 13 DRAFT MANAGEMENT PLAN FOR COLDHAM'S COMMON (Pages 161 - 214)**
- 14 REVIEW OF BEREAVEMENT SERVICES BUSINESS MODEL (Pages 215 - 248)**

Information for the Public

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

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

After 5 p.m. access is via the Peas Hill entrance.

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Most meetings have an opportunity for members of the public to ask questions or make statements.

To ask a question or make a statement please notify the Committee Manager (details listed on the front of the agenda) prior to the deadline.

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

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Fire Alarm

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Queries on reports If you have a question or query regarding a committee report please contact the officer listed at the end of relevant report or Democratic Services on 01223 457013 or democratic.services@cambridge.gov.uk.

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COMMUNITY SERVICES SCRUTINY COMMITTEE

13 March 2014

1.30 - 5.40 pm

Present: Councillors Blackhurst (Vice-Chair), Johnson, Kightley, Moghadas, Price, Tucker, Bird and Brierley.

Executive Councillor for Housing: Councillor Smart

Executive Councillor for Community Wellbeing: Councillor Brown

Tenant and Leaseholders Representatives: Diane Best, Kay Harris and Diana Minns

Officers Present:

Director of Customer and Community Services: Liz Bisset

Head of Arts and Recreation: Debbie Kaye

Head of Community Development: Trevor Woollams

Head of Strategic Housing: Alan Carter

Sport and Recreation Manager: Ian Ross

Housing Development Manager: Sabrina Walston

Cultural Facilities Manager: Steve Bagnall

Urban Growth Project Manager: Tim Wetherfield

Environmental Health Manager – Commercial: Yvonne O'Donnell

Arts and Events Manager: Elaine Midgley

Committee Manager: Toni Birkin

FOR THE INFORMATION OF THE COUNCIL

14/18/CS Apologies

Apologies were received from Councillor Kerr. Councillor Blackhurst took the Chair.

14/19/CS Declarations of Interest

Item Number	Name	Interest
14/31/CS	Councillor Johnson	Personal: Member of Unison

14/20/CS Minutes

Minutes for the meeting of the 16th January 2014 were approved and signed as a correct record.

14/21/CS Public Questions (See information below)Mr Pipe-Wolferstan

Mr Pipe-Wolferstan addressed the Committee regarding Agenda Item 4, Compulsory Purchase of Empty Dwelling, and made the following points.

- i. Apologised for wasting the Committee's time on this matter.
- ii. Stated that he was on track with the timetable agreed with officers in January 2014.
- iii. Confirmed that officers were satisfied with the progress made to-date.

Exclusion of the Press and Public for Items 14/22/CS and 14/23/CS

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

14/22/CS Compulsory Purchase of Empty Dwellings**Matter for Decision:**

The Executive Councillor was asked to approve the Compulsory Purchase of three long-term empty properties in order to bring the properties back into use as residential accommodation.

Decision of Executive Councillor for Housing:

The Executive Councillor resolved:

- i. Should the owners of the properties not bring forward any satisfactory plans or timescales to bring properties back into use, the Head of Refuse

and Environment is authorised to apply a Compulsory Purchase Order in respect of properties A, B and C.

- ii. To approve the recommendations in the project appraisals for each property as outlined in Appendices A, B and C of the Officer's report.

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Empty Homes Officer regarding the compulsory purchase of empty properties as detailed in the confidential report.

The Committee considered and voted on the appendices individual.

Recommendation i.

Appendix A: The Committee resolved unanimously to endorse the recommendation.

Appendix B: The Committee resolved unanimously to endorse the recommendation.

Appendix C: The Committee resolved unanimously to endorse the recommendation.

Recommendation ii.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/23/CS Compulsory Purchase Orders - Council New Build Programme

Matter for Decision:

The report requested approval to apply for Compulsory Purchase Orders (CPO) of three leasehold flats, under section 17 of the Housing Act 1985.

Negotiations with the leaseholders have been unsuccessful or have not been concluded and approval to proceed with compulsory Purchase of the flats was now required to allow the redevelopment of the sites to proceed.

Decision of Executive Councillor for Housing:

The Executive Councillor resolved to approve the Compulsory Purchase of:

- i. Property as detailed at 2.1 of the Officer's report
- ii. Property as detailed at 2.2 of the Officer's report
- iii. Property as detailed at 2.3 of the Officer's report

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Head of Strategic Housing regarding the compulsory purchase of leasehold properties as detailed in the confidential report.

The Committee considered and voted on the recommendations individually as set out in the Officer's report.

- i. Property 2.1: The Committee resolved 4 votes to 0 to endorse the recommendations.
- ii. Property 2.2: The Committee resolved 4 votes to 0 to endorse the recommendations.
- iii. Property 2.3: The Committee resolved 4 votes to 0 to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/24/CS Housing Portfolio Plan 2014/15**Matter for Decision:**

The report covered the Housing Portfolio Plan 2014-15, which sets out the strategic objectives for the portfolio for the year ahead, describes the context in which the portfolio was being delivered and details the activities required to deliver the outcomes and the vision. Performance measures and risks were also shown for each strategic objective.

Decision of Executive Councillor for Housing:

The Executive Councillor resolved:

- i. To approve the Housing Portfolio Plan 2014-15

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The committee received a report from the Executive Councillor for Housing.

In response to comments and questions from the Committee, the Executive Councillor confirmed:

- i. The Portfolio Plan was a high level, forward thinking document and that detailed performance indicators were included at an operational level.
- ii. Whilst non vulnerable, youth homelessness was not a statutory obligation, a strategy was being developed to address emerging issues.
- iii. Housing Officers had the skills required to pick up potential mental health issues and would refer their concerns to specialist services.

The Director of Customer and Community Services stated that the current focus for vulnerable groups was tenancy sustainment. Linkages with other agencies and commissioning of specialise services was being developed.

The Committee requested further information on Discretionary Housing Payment and how other social housing providers were meeting the challenges of the current situation. This would be supplied outside the meeting.

The Committee Manager undertook to circulate a report received by Strategy and Resource Committee concerning Discretionary Housing Payment.

It was suggested that the details in Strategic Objective HSO1 lacked clarity on timeframes and that something needed to be added to clarify when the objective would be delivered. The Executive Councillor stated this was a long term plan, with too many variables, and that she was not willing to specify timeframes at this point.

The Scrutiny Committee considered and endorsed the recommendation by 4 votes to 0.

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/25/CS Homes & Communities Agency Affordable Housing Programme 2015-18 Grant Bid

Matter for Decision:

The Council has successfully bid for Homes and Communities Agency (HCA) grant funding for developing new build Affordable Housing in the previous two bid rounds. It was proposed within the report that Cambridge City Council bids for grant to help fund the delivery of future Affordable Housing to be owned and managed by the Council.

Decision of Executive Councillor for Housing:

The Executive Councillor resolved:

- i. To approve that delegated authority be given to the Director of Customer and Community Services following consultation with the Executive Councillor for Housing, Chair and Spokes to agree the final bid to secure grant funding from the HCA and to agree to enter into a Framework Delivery Agreement (FDA) with the HCA if successful.
- ii. To approve delegated authority be given to the Director of Customer and Community Services following consultation with the Executive Councillor

for Housing, Chair and Spokes to agree future bids to the HCA for grant funding via future market engagement.

Reason for the Decision:

If the Council does not bid for the grant funding other sources of funding will be required to deliver future new build Affordable Housing schemes.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Housing Development Manager regarding the bid to the HCA.

Concerns were raised regarding the reference to affordable rents of 80% of market rent. The Executive Councillor assured members that Cambridge City Council had successfully argued for a lower rate on the grounds that 80% was unaffordable due to high values in the local market.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/26/CS Lease of Housing Land - Eastfields, Chesterton

Matter for Decision:

- i. The Council's Housing Revenue Account (HRA) owns the freehold to a number of parcels of land, on which Hundred Houses Society historically had built a number of homes for social rent. Hundred Houses Society currently lease the land from the City Council under two long leases, due to expire in January 2065 and March 2119.
- ii. The housing on the site, which comprises 82 homes built in 1935 and 41 in 1993, is now in need of some refurbishment / re-development to ensure that the housing provision continues to be maintained to an appropriate standard.
- iii. To facilitate a financially viable refurbishment / re-development of the site, Hundred Houses Society are seeking to re-negotiate the terms of

the two existing leases with the City Council, to arrive at one new consolidated lease.

Decision of Executive Councillor for Housing:

The Executive Councillor resolved:

- i. To agree that a new consolidated lease with Hundred Houses Society, for lease of the land at Eastfields, Chesterton (the areas marked on the plan at Appendix A of the Officer's report), is negotiated.
- ii. To delegate responsibility to the Director of Customer & Community Services, in consultation with the Head of Property Services, Head of Legal Services and Section 151 Officer, to agree the final terms for lease, and to subsequently enter into a new consolidated lease for the land at Eastfields, Chesterton.

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Head of Strategic Housing regarding a new consolidated lease with Hundred Houses Society, for lease of the land at Eastfields, Chesterton.

The Committee expressed support for the proposal and were pleased that a compromise, with benefits for all parties, had been agreed.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

Matter for Decision:

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

Decision of Executive Councillor for Community Wellbeing:

The Executive Councillor resolved:

- i. To approve the draft Community Wellbeing Portfolio Plan 2014-15

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Executive Councillor for Community Wellbeing regarding Community Wellbeing Portfolio Plan 2014/15.

In response to questions and comments from the Committee, the Executive Councillor provided an update on Greenwich Leisure Limited (GLL). GLL were aware of the shortcomings of their website and were taking appropriate action. There would be a number of summer promotions and an advertising campaign was planned. Transitional issues since being awarded the contract were also being addressed and monitored.

The Committee asked for an update on implementation of the restructure of Community Development and the Children and Young People's Participation Service (ChYpPs). Officer's confirmed that the new structure was being implemented and that the ChYpPs team would be taking over Brownsfield Community Centre very soon. The 9 to 13 year old group was confirmed as the key priority of the ChYpPs team. However, the Sports Development service does offer services for the 13 to 17 year old group.

Members made the following comments in response to the report:

- i. Performance measure for the ChYpPs service were said to be vague.

- ii. Concerns were raised about the number of staff who remained in the redeployment pool following the restructure.
- iii. Concerns were raised about the public awareness that School sports facilities could be used by the wider community.
- iv. 'Learn to Swim' access was questioned and how would those who would benefit from it find out about it?
- v. The Committee questioned the progress on the consultation regarding the Grants Funding review.

The Executive Councillor updated the Committee on the lasting legacy of the Tour de France.

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

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/28/CS Sports & Physical Activity Plan 2014-2017

Matter for Decision:

- i. The Council's current sport strategy ended in 2013 and a steer was given for the new strategy to have outcomes focussed on evidence-based need assessment, widening access, promoting participation in sport and improving health and well-being. There was also a need to identify local facility investment and improvement priorities and opportunities, in particular in relation to the use of developer contributions for outdoor and indoor sports facilities.
- ii. Workshop sessions were undertaken and well attended by many local sporting organisations, National Governing Body representatives, and delivery partners, where initial feedback was received on the emerging priority areas. Following the workshops an online survey about these new priorities was circulated to many organisations. The Council received a large number of responses, which have helped shape this evidence-based focus for the new Sport and Physical Activity Plan for 2014 – 2017.

Decision of Executive Councillor for Community Wellbeing:

The Executive Councillor resolved:

- i. To consider the conclusions from the recent public consultation and approve the proposed priorities and approach (paragraphs 4.8–10 of the Officer's report).
- ii. To focus the use of developer contributions for outdoor and indoor sports on capital projects to improve existing sports facilities in order to encourage greater participation in sports and physical activity (see paragraphs 5.5-6 of the Officer's report).

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Sports and Recreation Manager regarding the Sports and Physical Activities Plan 2014-2017.

The in response to questions from the Committee, officers confirmed the following:

- i. 'Value for Money' was important and was monitored.
- ii. Exercise referrals were monitored by health professionals.
- iii. GLL had employed an exercise referral expert.
- iv. The service specifications had been closely examined.
- v. The Plan targets were in line with Council priorities.
- vi. Synergies with other services, such as ChYpPs, allowed this discretionary service to achieve good results.
- vii. Clear targets would be developed with partner agencies in future.

The Committee welcomed the proposals and agreed the sports opportunities needed to be available for all levels of ability and for all ages. However, it was recognised that it was hard to set target of the measure progress of social goals.

The Sports and Recreation Manager undertook to circulate the Equality Impact Assessment information.

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

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/29/CS Proposal for Use of Indoor Sports Developer Contributions: City of Cambridge Swimming Club

Matter for Decision:

The report on the Sport and Physical Activity Plan 2014-17, elsewhere on the agenda, had recommended focussing the use of developer contributions for outdoor and indoor sports on capital projects to improve existing sports facilities in order to encourage greater participation in sports and physical activity. Whilst none of the proposals for sport facility improvements during recent consultations are ready for early consideration, the Council had recently received a fresh proposal for the provision of new starting blocks at Parkside Pool, which would fit the proposed new approach.

Decision of Executive Councillor for Community Wellbeing:

The Executive Councillor for Community Wellbeing resolved:

- i. To allocate around £21,000 of city-wide developer contributions for indoor sports facilities for the provision of new starting blocks at Parkside Pool.

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Sports and Recreation Manager regarding the use of Indoor Sports Developer Contributions for the provision of new starting blocks at Parkside Pool.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

14/30/CS Arrangements for Event Booking Fees

Matter for Discussion:

The Opposition Spokesperson for Community Well-being, Councillor Moghadas, had asked for a report on the rationale and arrangements for event booking fees to be brought to the scrutiny committee. The report from the Head of Arts and Recreation provided the information requested.

Councillor Moghadas stated that she had requested this reports as she had been approached by local residents who felt that the booking fees were unfair.

The Head of Arts and Recreation stated that the booking fees were competitive and transparent. The website now clearly indicated the booking fees and makes it clear what the full price of an event would be.

The Committee suggested that the perception that the fees were unfair might be a generation issue, with young event attendees being more familiar with this as standard practice.

Councillor Moghadas thanked officers for the report and expressed satisfaction with the outcome.

14/31/CS Future Management Arrangements for Cambridge Folk Festival and Cambridge Corn Exchange

Matter for Decision:

The report outlined a proposal to establish an alternative delivery mechanism for elements of the Arts & Recreation Service, namely the Cambridge Corn Exchange, Cambridge Folk Festival, and outdoor events. The report was based on a study completed by consultants Bates Wells Braithwaite, (BWB) in association with Festivals & Events International (FEI). Officers recommend a Trust is established on the basis of the business case and an analysis of the risks and benefits in relation to the options available to the Council. The report

highlights the issues that will need to be addressed and a process for taking these forward.

Decision of Executive Councillor for Community Wellbeing:

The Executive Councillor resolved:

- i. To approve in principle the establishment of a Trust to run Cambridge Corn Exchange, Cambridge Folk Festival and other events, and to authorise work to progress this, subject to further decisions required as part of iii. below (recommendation 2.3 of the Officer's report).
- ii. To approve that a Working Group should be set up as outlined in section 3.10 of the Officer's report, to support the work involved in the implementation stage.
- iii. To agree that the following further work (see section 3.10 of the officer's report) which has wider implications for the Council, is progressed in discussion with the relevant Directors and the Working Group prior to discussion at Strategy & Resources Scrutiny Committee and final authorisation by the Executive Councillor for Customer Services and Resources:
 - § Management of transfer of staff
 - § Funding Agreement
 - § Agreement of property, land use and other rights
 - § Expectations and relationships between the Council and the Trust
- iv. To delegate authority for all other decisions necessary to implement and establish the Trust (including the appointment of a Chair) to the Director of Customer and Community Services in discussion with the Working Group.
- v. To acknowledge the indicative timetable for implementation, and agree that this may be varied in accordance with the delegation in iv. above.
- vi. To bring forward proposals to the autumn 2014 committee cycle for a refreshed programme of outdoor events.

Reason for the Decision:

As set out in the Officer's report.

Any Alternative Options Considered and Rejected:

Not applicable.

Scrutiny Considerations:

The Committee received a report from the Head of Arts and Recreation regarding the future management arrangements for the Cambridge Folk Festival and Cambridge Corn Exchange.

The Director of Customer and Community Services outlined further the rationale behind the proposal. She stated that the current delivery method was not sustainable in the long term. She stated that public consultation, over a number of years, had indicated public support for the events but had consistently highlighted unhappiness about any financial subsidy to support the events.

The Strategy and Partnerships Manager would be asked to circulate details of public consultation using the Citizen Survey.

In response to questions from the Committee, the Head of Arts and Recreation confirmed the following:

- i. A decision to move to an arms-length trust should be regarded as permanent as it would be very difficult undo once agreed.
- ii. The relationship of the Trust Board and the Council would be key.
- iii. A strong board with a range of skills would be needed.
- iv. The model had been adopted successfully elsewhere.
- v. The decision was based on securing the future of the events rather than looking for savings.
- vi. Trade Unions had been involved in the early discussions and risks to staff had been considered.
- vii. A working group would set the ethos for staff and good relationships had already been established.
- viii. The financial separation of the trust could include a 5 year capped subsidy which could be reduced if not needed. Some degree of flexibility would be needed.
- ix. Whilst it was anticipated the remaining outdoor events programme would run 'as is' in 2015 via the Trust, a review would take place in 2014 to determine future arrangements

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

The Executive Councillor approved the recommendations.

Conflicts of interest declared by the Executive Councillor (and any dispensations granted)

Not applicable.

The meeting ended at 5.40 pm

CHAIR

COMMUNITY SERVICES SCRUTINY COMMITTEE

12 June 2014
12.00pm - 12.10 pm

Present: Councillors Moghadas (Chair), Ratcliffe (Vice-Chair), Sarris, Reid, Sinnott, Reiner, Austin and Bird

FOR THE INFORMATION OF THE COUNCIL

14/32/CS Appointments to Outside Bodies

The Scrutiny Committee recommended appointment to the outside bodies listed below.

The Executive Councillor for City Centre and Public Places and the Executive Councillor for Community, Arts and Recreation agreed the following appointments.

Health Committee (led by County Council) (1 + 1 alternate)

Cllr: Roberts

Alternate: Moore

The Junction – Observer Status (2)

Cllrs: Birtles and Austin

City and South Cambs Children's and Young People's Area Board (1)

Cllr: Johnson

Opposition Spokes: Reid

Clay Farm Multi-Site Centre Management Committee (2 + 2 alternates)

Cllrs: Johnson and Blackhurst

Alternates: Avery + 1 tbc

Storey's Field Trust (3)

Cllrs: Blencowe, Hipkin, Reid

Tour de France Board (1)

Cllr: Johnson

Cambridge Military Covenant Board

Cllr: McPherson

The meeting ended at 12.10 pm

CHAIR

Agenda Item 6a

CAMBRIDGE CITY COUNCIL
Record of Executive Decision

Tour de France, Cambridge 2014

Decision of: Councillor Bick, Leader.

Reference: 14/URGENCY/COM/1

Date of decision: 10th March 2014 **Recorded on:** 10th March 2014

Decision Type: Key Decision

Matter for Decision: The Leader was asked to:

- i. To note the changes in the arrangements for delivery of Stage 3 of the TdF 2014 as detailed in the attached briefing note.
- ii. To authorize the Chief Executive to enter into appropriate contractual arrangements with other local authorities and public bodies to clarify the roles and responsibilities in delivery of Stage 3 and to safeguard the Council's interests.

Why the decision had to be made (and any alternative options): The Leader is asked to approve this action, using the special urgency decision powers as stated in the following section of Cambridge City Council Constitution:

"Special Urgency", paragraph 16, Part 4B of the Constitution)

As stated in Part 4B paragraph 16 of the Council's Constitution, 'If by virtue of the date by which a decision must be taken Rule 15 (general exception) cannot be followed, then the decision can only be taken if the decision taker (if an individual) or the chair of the body making the decision, obtains the agreement of the chair of a relevant overview and scrutiny committee that the taking of the decision cannot be reasonably deferred.'

As specified under this paragraph of the Councils Constitution, it was agreed that the making of this decision could not reasonably be deferred.

The Executive Councillor's decision(s):

Resolved To:

- i. Note the changes in the arrangements for delivery of Stage 3 of the TdF 2014 as detailed in the attached briefing note.
- ii. Authorize the Chief Executive to enter into appropriate contractual arrangements with other local authorities and public bodies to clarify the roles and responsibilities in delivery of Stage 3 and to safeguard the Council's interests.

Reasons for the decision:	UKSport have set a deadline for signature of the agreement of the 14 th March 2014.
Scrutiny consideration:	The Chair of the Community Services Scrutiny Committee agreed that the decision of the Executive Councillor / Leader could not be reasonably deferred. The Chair's agreement is a requirement under Special Urgency as stated in the Council's Constitution paragraph 16 of Part 4B Access to Information Procedure Rules.
Report:	A briefing note detailing the background and financial considerations is attached.
Conflicts of interest:	The Executive Councillor for Community Wellbeing, Councillor Sarah Brown is now a director of TdFHub 2014 Ltd., so would have a conflict of interest in making a decision about contractual arrangements between the Council and the company. Therefore the decision was referred to the Leader of the Council, Councillor Bick.
Comments:	This decision will be reported to the next Community Services Scrutiny Committee. In addition Para 17.3 of the Access to Information Procedure Rules requires the Leader to report quarterly to Council on special urgency decisions.

BRIEFING NOTE
Re : Special Urgency Decision

Tour de France, Cambridge 2014

At the meeting of the Community Services Scrutiny Committee on the 14th March 2013, the Executive Councillor, Councillor Sarah Brown, resolved :

- a) To endorse the proposed arrangements for the Council's management of the event; and
- b) To authorize officers to enter into a contractual arrangement with Cambridgeshire County Council, Welcome to Yorkshire and Leeds City Council to ensure the Council's requirements and safeguards are put in place.

The arrangements for management of the event in Cambridgeshire have changed significantly from those set out in the report of the Head of Arts and Recreation, which gave rise to the executive councillor's decision. Welcome to Yorkshire has been granted the right by Amaury Sporting Organisation, who own the rights to the TdF, to host Stages 1, 2 and 3 of the TdF 2014. Stages 1 and 2 will take place in Yorkshire. Stage 3 will start in Cambridge and finish in central London, passing through Cambridgeshire and Essex. The Department for Culture, Media and Sport has stepped in to provide national funding, which will be managed through UK Sport and TdFHub 2014 Limited, a company established to co-ordinate local councils' involvement. TdFHub 2014 and WTY have agreed with Transport for London that TFL will take on the oversight for delivery of the whole of Stage 3. TFL have engaged event management company Innovision to manage delivery of Stage 3. The delivery model is now different from that anticipated when the Executive Councillor for Community Wellbeing made her decision in March 2013.

Cambridge City Council, therefore, does not have direct responsibility for delivery of Stage 3, but does have responsibilities to ensure that the start in Cambridge is a safe and enjoyable event. Officers are continuing to work with the other organizations involved. It is anticipated that TdFHub 2014 will make a budget available to the Council for specific event-related expenditure and the Council will also be contributing value in kind, through officer time and other Council resources. The type of contractual arrangement contemplated in the March 2013 executive decision is no longer appropriate. Further, Councillor Sarah Brown is now a director of TdFHub 2014 Ltd., so would have a conflict of interest in making a decision about contractual arrangements between the Council and the company. Accordingly, the Leader of the Council is recommended :

- a) To note the changes in the arrangements for delivery of Stage 3 of the TdF 2014; and
- b) To authorize the Chief Executive to enter into appropriate contractual arrangements with other local authorities and public bodies to clarify the roles and responsibilities in delivery of Stage 3 and to safeguard the Council's interests.

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CAMBRIDGE CITY COUNCIL

Record of Executive Decision

Stourbridge Common Riverbank Works Extension

Decision of: Andrea Reiner, Executive Councillor for Public Places

Reference: 14/URGENCY/ENV/2

Date of decision: 9 April 2014 **Recorded on:** 9 April 2014

Decision Type: Non Key

Matter for Decision: The Executive Councillor is recommended:

To approve £25,000 additional revenue spend to extend the 2013/14 Capital riverbank restoration works on Stourbridge Common from 260 metres to 330 metres.

Why the decision had to be made (and any alternative options):

On the 8th October 2013, the Executive Councillor for Public Places approved the capital spend on Stourbridge Common Riverbank Restoration, which was recorded as:

“Decision of Executive Councillor for Public Places

i. Approved the tendering and letting of a contract for a design and build of a river bank restoration programme at Stourbridge Common.

ii. Approved the spending of £100k in year 2013/14.

iii. Approved the preparation of future capital bids for future works along the Stourbridge Common river bank.”

As a consequence officers have implemented 260 metres of bank, which has been completed on time and budget (£100,000 by the 31st March 2014).

The approved design required consent by the Environment Agency and Cam Conservators, these consents were for a total of 330 metres of bank.

Officers are very satisfied with the works to date, which have attracted positive comments from both site users and neighbours. The unit rates within the contract are low and with an additional £25,000 the remainder of the consented bank could be completed. An extension to the existing works is permissible using the current contract and this would reduce the scheme costs in that contractors would not need to revisit this section of bank at a later date. Future disruption to the Common in the form of access tracks, site compounds and temporary fencing would also be reduced.

Funding from existing repairs and renewals has been identified that could pay for the remainder of the works.

The Executive Councillor’s decision(s):

Approved £25,000 additional revenue spend to extend the 2013/14 Capital riverbank restoration works on Stourbridge Common from 260 metres to 330 metres.

Reasons for the decision:

As set out in the Officers Report.

Scrutiny consideration: The Executive Councillor and Spokesperson were consulted prior to the decision being made.

Report: See attached memo.

Conflicts of interest: No conflicts of interest were declared by the Executive Councillor.

Comments: None.

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BRIEFING NOTE - URGENT DECISION - STOURBRIDGE RIVERBANK

02/04/14 Environment - Streets & Open Spaces

DECISION

The Executive Councillor for Public Places is recommended to approve £25,000 additional revenue spend to extend the 2013/14 Capital riverbank restoration works on Stourbridge Common from 260 metres to 330 metres.

BACKGROUND

On the 8th October 2013, the Executive Councillor for Public Places approved the capital spend on Stourbridge Common Riverbank Restoration, which was recorded as:

“Decision of Executive Councillor for Public Places

- i. Approved the tendering and letting of a contract for a design and build of a river bank restoration programme at Stourbridge Common.*
- ii. Approved the spending of £100k in year 2013/14.*
- iii. Approved the preparation of future capital bids for future works along the Stourbridge Common river bank.”*

As a consequence officers have implemented 260 metres of bank, which has been completed on time and budget (£100,000 by the 31st March 2014).

The approved design required consent by the Environment Agency and Cam Conservators, these consents were for a total of 330 metres of bank.

Officers are very satisfied with the works to date, which have attracted positive comments from both site users and neighbours. The unit rates within the contract are low and with an additional £25,000 the remainder of the consented bank could be completed. An extension to the existing works is permissible using the current contract and this would reduce the

scheme costs in that contractors would not need to revisit this section of bank at a later date. Future disruption to the Common in the form of access tracks, site compounds and temporary fencing would also be reduced.

Funding from existing repairs and renewals has been identified that could pay for the remainder of the works.

OFFICER CONTACTS:

Alistair Wilson	Green Spacer Manager	x8514
Guy Belcher	Nature Conservation Office	x8532

CAMBRIDGE CITY COUNCIL

Record of Executive Decision

Jesus Green Drainage

Decision of: Carina O'Reilly, Executive Councillor for City Centre and Public Places

Reference: 14/URGENCY/COM/6

Date of decision: 25/06/14 **Recorded on:** 25/06/14

Decision Type: Non Key

Matter for Decision: The Executive Councillor is recommended:

Financial recommendations:

The Executive Councillor, in consultation with the Chair and Spokes is asked to approve the delivery and completion of this scheme, which is already included in the Council's Capital & Revenue Project Plan (PR034C - 38226).

- The total cost of the project is £ 105,000 funded from developer contributions.
- The on-going revenue costs of the project are £ 1,500 per annum over a 30 year period, funded from Streets and Open Spaces Repairs and Renewals fund.

Procurement recommendations:

The Executive Councillor is asked to approve formal contractual appointment, delivery and completion of the project. Subject to:

- The permission of the Director of Resources being sought prior to proceeding if the quotation or tender sum exceeds the estimated contract value.
- The permission from the Executive Councillor being sought before proceeding if the value exceeds the estimated contract by more than 15%.

Why the decision had to be made (and any alternative options):

To undertake drainage works to alleviate problems with seasonal standing surface water, further to a feasibility study as instructed at scrutiny committee June 2013, and identification of preferred contractor and construction method.

The Project is seasonally/weather dependent and the below dates for delivery and completion of project should be treated as provisional.

The Executive Councillor's decision(s):

Financial recommendations:

The Executive Councillor, in consultation with the Chair and Spokes, approved the delivery and completion of this scheme, which is already included in the Council's Capital & Revenue Project Plan (PR034C - 38226).

- The total cost of the project is £ 105,000 funded from developer contributions.
- The on-going revenue costs of the project are £ 1,500 per annum over a 30 year period, funded from Streets and Open Spaces Repairs and Renewals fund.

Procurement recommendations:

The Executive Councillor approved formal contractual appointment, delivery and completion of the project. Subject to:

- The permission of the Director of Resources being sought prior to proceeding if the quotation or tender sum exceeds the estimated contract value.
- The permission from the Executive Councillor being sought before proceeding if the value exceeds the estimated contract by more than 15%.

Reasons for the decision:

As set out in the Officers Report.

The reasons given for the out of cycle decision against going to the next Scrutiny Committee are:

- This was what had been agreed at the time it originally went to scrutiny committee in January 2013.
- The project has been ready for some time and

officers are very keen to proceed now and not have to wait until 8 July.

- The Executive Councillor supports proceeding.

Scrutiny consideration: The Executive Councillor and Spokesperson were consulted prior to the decision being made.

Report: See attached memo.

Conflicts of interest: No conflicts of interest were declared by the Executive Councillor.

Comments: None

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Cambridge City Council

To: Executive Councillor for City Centre and Public Places
Report by: DIRECTOR OF ENVIRONMENT
Scrutiny committee: ENVIRONMENT
Wards affected: MARKET

Project Appraisal and Scrutiny Committee Recommendation

Project Name: **Jesus Green Drainage**
To: Executive Councillor for City Centre and Public Places
Report by: DIRECTOR OF ENVIRONMENT
Scrutiny committee: Community Services
Wards affected: MARKET

Project Appraisal and Scrutiny Committee Recommendation

Project Name: **Jesus Green Drainage**

Recommendation/s

Financial recommendations –

The Executive Councillor, in consultation with the Chair and Spokes is asked to approve the delivery and completion of this scheme, which is already included in the Council's Capital & Revenue Project Plan (PR034C - 38226).

- The total cost of the project is £ 105,000 funded from developer contributions
- The on-going revenue costs of the project are £ 1,500 per annum over a 30 year period, funded from Streets and Open Spaces Repairs and Renewals fund.

Procurement recommendations:

The Executive Council is asked to approve formal contractual appointment, delivery and completion of the project.

- Subject to:
 - The permission of the Director of Resources being sought prior to proceeding if the quotation or tender sum exceeds the estimated contract value.
 - The permission from the Executive Councillor being sought before proceeding if the value exceeds the estimated contract by more than 15%.

Project Name: Jesus Green Drainage improvements

1 Summary

1.1 The project

To undertake drainage works to alleviate problems with seasonal standing surface water, further to a feasibility study as instructed at scrutiny committee June 2013, and identification of preferred contractor and construction method.

The Project is seasonally/weather dependent and the below dates for delivery and completion of project should be treated as provisional.

Target Dates:

Start of procurement	July 2013
Award of Contract	June 201
Start of project delivery	July 2014
Completion of project	July/August 2014
Date that project output is expected to become operational (if not same as above)	July/August 2014

1.2 Anticipated Cost

Total Project Cost	£ 105,000
--------------------	-----------

Cost Funded from:

Funding:	Amount:	Details:
Reserves	£ 0.00	
Repairs & Renewals	£ 0.00	
Developer Contributions	£ 105,000	Paragraph 2.5 in report
Climate Change Fund	£ 0.00	
Other	£ 0.00	

1.3 Procurement process

A preferred contractor has been identified, and will be appointed subject to the approval of this out of cycle decision. The preferred contractor was identified using a competitive tender process, inviting six organisations to bid for the works. The contractual appointment is also dependent on consent for the works to be granted under section 38 of the Commons Act. This decision is anticipated shortly, as no objections have been maintained during statutory consultation process.

2 Project Appraisal & Procurement Report

2.1 Project Background

The drainage of Jesus Green is identified as a strategic priority for the use of city-wide developer contributions funding for the delivery of short to medium term projects by the Executive Councillor for Arts, Sport and Public Places in January 2013, having been put forward by the West/Central Area Workshop in September 2012.

To alleviate problems of standing surface water (caused mostly by rainfall and a potentially high Groundwater level) on selected areas of Jesus Green, drainage improvements are proposed to remove surface water from a specific area of the Common most frequently used for events.

Officers undertook a feasibility study that informed the chosen design. This process included:

- Topographical survey to determine ground levels and drainage falls.
- Soil testing and permeability testing, accompanied by independent drainage recommendations on different drainage options.
- Ground Penetrating Radar surveys to establish hidden obstacles, features or existing drainage.
- Various design solutions drafted and considered.
- Legal permissions, including Section 38 under the Commons Act and Environment Agency Flood defence consent, identified and applications for works consent made.
- Several rounds of consultation with local groups and stakeholders
- Market testing on supply and installation rates with preferred contractor identified
- Contractor and specialist input on detailed design

Design Statement

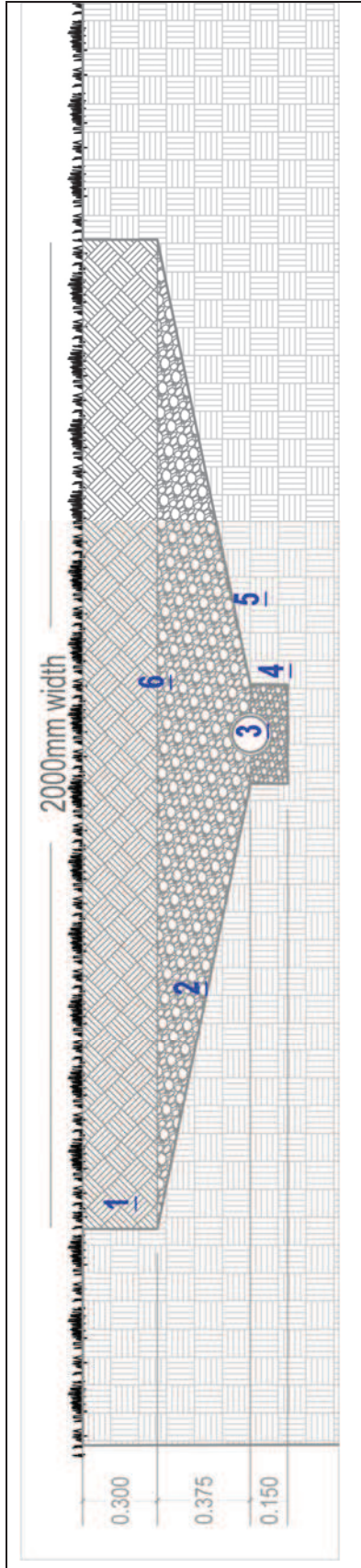
Soils on Jesus Green are very fine, and prone to becoming very desiccated throughout the year. During rainfall events, soil saturates very quickly, preventing water from permeating into the ground. Groundwater also rises, increasing the likelihood for surface water to puddle and remain in situ.

In response, officers have designed a 'bio-filtration' drain that will both drain down and clean storm water before discharging into the Cam. The drain will be located in the lowest lying area of the common, using existing natural gradients to capture storm water. Bio filtration is an established 'Sustainable Urban Drainage System (SuDS) method, which brings multiple benefits over traditional drainage systems.

A dual pump system is required due to a foul sewer adjacent to the River Cam, which prevents a purely gravity led system being used.

Conservative officer calculations suggest that as designed, the 250m² bio filtration drain has a capacity to remove between 65 to 75 m³ of water per day (65 to 75 tonnes). However, it is difficult to undertake a completely accurate assessment because of the large number of variables including intensity and duration of rainfall, preceding and following weather conditions as evapotranspiration will also play a large part in the drainage of the area. This calculation is based on the removal of 250-300mm depth of water over the area of the device per 24 hours.

Officers believe that this bio-filtration solution is the most suitable solution for this site, as it represents a visually non-intrusive solution which works with the sites topography, as well as having significant benefits in cleaning water through the drainage process.



Sectional view and description of bio-filtration drain

A Bio-filtration drain (device) is an excavation to a depth of approximately 1 metre, backfilled with free draining soils, membranes and aggregates (1, 2, 4 and 6), topped with a specialised mix of free draining topsoil (1). These areas will be seeded with an amenity grass mix.

The sides and the base will be lined with an impermeable membrane (5), preventing any ground water from rising or moving into these areas other from the surface, from where is can freely drain/trickle down through the top soils and into the pipe (3) to the river. Most silt and sediment is caught in the top 50mm of soil, thus removing solids (which carry pollutants) from the storm water. The aggregates will further clean and filter the water.

This main aim is to free up Jesus Green for longer periods of time and increase the range of activities and the period available for a range of activities such as informal games, events, picnics and opportunities for exercise.

Jesus Green has also been suggested as a location for more formalised recreation in the long term, in association with a scheme to replace Rouse Ball Pavilion, also identified as a longer term strategic priority for city wide developer contributions.



Image 1

Image 1 shows the area of Jesus Green subject to this scheme from the project appraisal of June 2013.

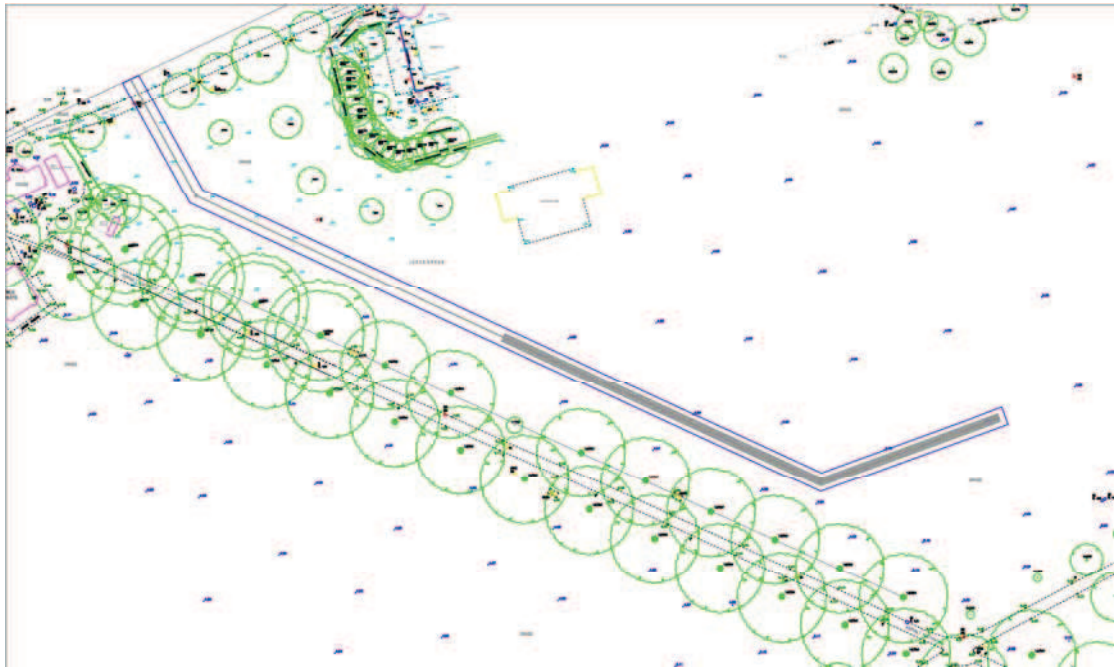


Image 2

Image 2 shows the location of the proposed drain, following the low lying and wettest area of the Common.



Image 3

Highlights the drainage problem at Jesus Green.



Image 4

Shows the annual beer festival location

2.2 Aims & objectives

To increase the area of available Open Space and therefore alleviate pressure on the other parts of the Green following wet weather

To increase the speed of surface water removal from areas of higher use

To increase the period of time recreational space is available

To increase the period of time for events on Jesus Green,

To provide a potential space for the creation of a formalised sport area.

2.3 Major issues for stakeholders & other departments

Consultation undertaken:

- Public

The audience development exercise produced for the Heritage Lottery Fund Bid in identified the benefits of using this area of Jesus Green to be used for more recreational activities. Drainage was included in the master planning undertaken on 2007, when it was developed for the 2008 bid as part of a detailed consultation process.

This HLF project was discussed at Community Services Scrutiny Committee board and a project approved. The drainage scheme has been discussed at length with Jesus Green Association through the Jesus Green working group.

Jesus Green drainage has been included on the ten prioritised projects for city wide S106 allocations, as available from Cambridge Council City website.

As part of the feasibility study, officers have attended various meetings of Jesus Green Association and residents associations, presenting options and findings to ensure key stakeholders are engaged and informed.

The consultation process has also included consultation with County Council Public Right of Way Officers, the Environment Agency, Planning Inspectorate, Open Spaces Society, Ramblers Association, Natural England, English Heritage and the Cam Conservators.

- Members

West and Central S106 workshop, held in October 2012. The project is included within the ten prioritised projects for city wide S106 allocations, as discussed at scrutiny panel for Community Services on the 17th January 2013.

Both Cambridge City and County Council ward members have been included in various update e-mails throughout the feasibility process to highlight new information or major design decisions. Authority to proceed with various design or projects stages has also been sought through this process.

2.4 Summarise key risks associated with the project

Consent under section 38 of the Commons Act 2006 is required. There have been no objection raised through the consultation process. A decision is expected imminently by the 23rd of June.

Public reaction to the appearance of Jesus Green post installation of the drainage, where there will be a period of recovery, prior to grass seed mixtures establishing. The period of establishment will depend on the level of rainfall and flooding over the winter period.

Vandalism to works is also a risk. The area will be fenced off with appropriate signage to mitigate this risk.

This scheme has been identified as a recipient of S106 developer funds in the short to medium term, and will alleviate pressures on the Council that would be caused by non-allocation of contributions.

As a publically identified project, included within the ten city wide prioritised projects, there is a public risk of 'non-delivery' on the part of the Council should this scheme not go ahead.

The risk of adverse public reaction to the inconvenience of works during implementation and the following re-establishment of grass on the Common.

Decline of the asset value of drainage if not corrected, resulting in a loss of usable space for recreation.

Project overlap. Jesus Green footpath and cycle way improvements, as part of the shared cycle way improvement scheme, cannot commence until this work is complete. Cycle way improvements are programmed for commencement in late July, through August.

Event organisers will be supplied with the location of drainage highlighted to them.

2.5 Financial implications

- a. Appraisal prepared on the following price base: 2013/14
- b. Specific grant funding conditions are:
 - See below
- c. Other comments

- "This project was identified as a strategic priority for the use of city-wide developer contributions funding by the Executive Councillor for Arts, Sport and Public Places in January 2013. It is included on the Council's 2013/14 Capital Plan (ref. (PR034C - 38226).

Officers are minded to allocate city-wide developer contributions funding for this project: £105,000 of informal open space contributions. Specific contributions have already assigned to the Strategic Developer Contributions in line with the Council's agreed

approach to devolved decision-making: if, in due course, it transpires that there are other specific and appropriate contributions that need to be used instead, these arrangements may be revised.

If the project appraisal is approved, it is envisaged that a contract for the works could be entered into by mid Summer 2014. On this basis, this would present no issues for developer contributions expiry dates - the earliest being September 2014.

2.6 Net revenue implications (costs or savings)

Revenue	£	Comments
Maintenance		
R&R Contribution	£ 1,500	Annual contribution over 30 years for maintenance
Developer Contributions		
Energy savings	()	See below
Income / Savings	()	
Net Revenue effect	£ 1,500	Cost

Un-quantified considerations:

There is an increased capacity for revenue generation from this site, following the flood impact reduction measures.

Jesus Green is currently subject to a fortnightly cut, undertaken by the Streets and Open Spaces service delivery team. By reducing periods of standing water time grass cutting frequency will need to be increased. The Streets and Open Spaces team are able to accommodate this slight increase in cutting within their existing grass cutting programme.

2.7 VAT implications

"The VAT incurred on this project will need to be incorporated within the Council's annual Partial Exemption (PE) calculation, of around £21,000. This VAT is known as 'exempt input tax' as the Council hires this venue for various VAT exempt supplies (e.g. the hiring of land). There is a risk to the Council, dependent on other capital schemes corporately, that it's 5% de minimis limit could be exceeded. An option to mitigate this risk would be to consider 'opting to tax' this site.

However, this option is not being considered at this stage, due to the above amount being relatively immaterial in VAT terms. This Council is therefore confident that the above amount can be contained within the above PE limit. Careful monitoring by the Accountant (VAT & Treasury) is being instigated and any divergence from the planned capital expenditure will be advised to the Director of Resources for appropriate action to be taken."

2.8 Energy and Fuel Savings

(a) Is this project listed in the Carbon Management Plan?	No
	If 'No', move to Section 2.9.

(b) Estimated Annual Energy Cost Savings

Year 1	£ 0.00
Ongoing (£ per year)	£ 0.00
Anticipated project lifetime (years)	N/A
On what basis have you specified this project lifetime?	N/A

(c) Which cost centre energy budget should these savings be retrieved from?

Cost Centre Name	Cost Centre Number	Account code	Cost Centre Manager
N/A			
N/A			

(d) Monitoring of Savings

2.9 Climate Change Impact

Positive Impact			No effect	Negative Impact		
			Nil			

2.10 Other implications

The proposal makes a net improvement to access across Jesus Green by decreasing the period of time storm waters are able to preclude access to the green space. This will affect all users of the Common.

There will be reduced/restricted impact during the works phase. This will also affect all users of the Common for a duration of up to 8 weeks post completion. Consideration will be given to users of specific assets such as the Lido and playground, as well as general access and events provision.

2.11 Staff required to deliver the project

Service	Skills	Total Hours
<i>Streets and Open Spaces, Project Delivery</i>	<i>Procurement Planning permission</i>	<i>Approximately 150</i>

<i>and Asset team</i>	<i>Environmental control</i> <i>Contract administration</i> <i>Project quality control</i>	
-----------------------	--	--

2.12 Dependency on other work or projects

It is not advised that Jesus Green footpath and cyclepath improvements commence until drainage works have been completed. Works will be programmed so as not to interfere with playground improvements on Jesus Green, also being delivered by Streets and Open Spaces this financial year, permissions allowing.

2.13 Background Papers

Scrutiny decision notice:
Options for the use of City Wide developer contributions
Community Services Scrutiny: 17th January 2013
Environment Scrutiny report: June 2013

2.14 Inspection of papers

Author's Name	David Ifould
Author's phone No.	01223 - 458509
Author's e-mail:	david.ifould@cambridge.gov.uk
Date prepared:	23 rd May 2014

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

	2013/14	2014/15	2015/16	2016/17	2017/18	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works	0	85,000				
Purchase of vehicles, plant & equipment						
Professional / Consultants fees	11,000	5,000				
Other capital expenditure:	4,000					Officer time
Total Capital cost	15,000	90,000	0 0 0			
Capital Income / Funding						
Government Grant						
Developer Contributions	105,000					(See Appendix B)
R&R funding						
Earmarked Funds						
Existing capital programme funding						
Revenue contributions						
Total Income		0	0 0 0			
Net Capital Bid	15,000	90,000	0 0 0			Must agree to 1.2 above

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To Executive Councillor for Community, Arts & Recreation
Report Director of Customer & Community Services, Director of
by Environment and and Director of Business Transformation
Relevant Scrutiny Community Services 11 July 2014
Committee

2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances - Community Wellbeing Portfolio

Key Decision

1. Executive summary

- 1.1 This report presents a summary of the 2013/14 outturn position (actual income and expenditure) for services within the Community Wellbeing portfolio, compared to the final budget for the year. The position for revenue and capital is reported and variances from budgets are highlighted, together with explanations. Requests to carry forward funding arising from certain budget underspends into 2014/15 are identified.
- 1.2 It should be noted that outturn reports being presented in this Committee cycle reflect the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) members of this committee are asked to consider the proposals to carry forward budgets and make their views known to The Executive Councillor for Finance and Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council.

2. Recommendations

Members of the Scrutiny Committee are asked to consider and make known their views on the following proposals:

- a) To agree that the carry forward requests, totalling £94,000 as detailed in Appendix C, are to be recommended to Council for approval.
- b) To carry forward capital resources to fund rephased net capital spending of £452,000 from 2013/14 into 2014/15 as detailed in Appendix D.

3. Background

Revenue Outturn

- 3.1 The outturn position for the Community Wellbeing portfolio compared to final revenue budget is presented in detail in Appendix A.
- 3.2 Appendix B to this report provides explanations of the main variances.
- 3.3 Appendix C sets out the final list of items, for this service portfolio, for which approval is sought to carry forward unspent budget from 2013/14 to the next financial year, 2014/15.
- 3.4 The overall revenue budget outturn position for the Community Wellbeing portfolio is set out in the table below:

Community Wellbeing 2013/14 Revenue Summary	£
Final Budget	7,564,700
Outturn	7,468,807
Underspend for the year	(95,893)
Carry Forward Requests	94,000
Net Variance	(1,893)

The net variance represents 0.03% of the overall portfolio budget for 2013/14

Capital Outturn

- 3.5 Appendix D shows the outturn position for schemes and programmes within the Community Wellbeing portfolio, with explanations of variances.
- 3.6 An overall underspend of £485,000 has arisen. £452,000 is due to slippage, and rephasing of the capital programmes is required to transfer the budget into 2014/15. There is an overall net underspend of £33,000 across 10 capital schemes as detailed on Appendix D.

4. Implications

- 4.1 The net variance from the final budget, after approvals to carry forward £94,000 budget from 2013/14 to the next financial year, 2014/15, would result in a decreased use of General Fund reserves of £1,893.
- 4.2 In relation to anticipated requests to carry forward revenue budgets into 2014/15 the decisions made may have a number of implications. 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:

- Closedown Working Files 2013/14
- Directors Variance Explanations – March 2014
- Capital Monitoring Reports – March 2014
- Budgetary Control Reports to 31 March 2014

6. Appendices

- Appendix A - Revenue Budget 2013/14 - Outturn
- Appendix B - Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets
- Appendix C - Revenue Budget 2013/14 - Carry Forward Requests
- Appendix D - Capital Budget 2013/14 - Outturn

7. Inspection of papers

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

Authors' Names:	Chris Humphris John Harvey
Authors' Phone Numbers:	01223 - 458141 01223 - 458143
Authors' Email:	chris.humphris@cambridge.gov.uk john.harvey@cambridge.gov.uk

O:\accounts\Committee Reports & Papers\Community Services Scrutiny\2014 June\Final\Community Wellbeing\Community Services (Comm Wellbeing, based on AS&PP) Final Outturn 2013-14 Report Ver 3.doc

Community Wellbeing / Community Services Scrutiny Committee

Revenue Budget - 2013/14 Outturn

Service Grouping	Original Budget £	Final Budget £	Outturn £	Variation Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
Customer & Community Services - Arts & Recreation						
Central Support & Overheads	444,450	437,150	392,104	(45,046)		(45,046)
Arts & Events	162,390	170,120	121,266	(48,854)	49,000	146
Business & Marketing	226,660	226,660	145,189	(81,471)		(81,471)
Cultural Facilities	108,420	118,510	330,097	211,587		211,587
Sport & Recreation	2,346,560	2,315,040	2,251,040	(64,000)	16,000	(48,000)
The Junction	483,860	483,860	475,014	(8,846)		(8,846)
	3,772,340	3,751,340	3,714,710	(36,630)	65,000	28,370
Customer & Community Services - Community Development						
Community Development Central & Support Costs	256,560	256,560	256,560	0		0
Community Development Admin	295,660	301,000	340,997	39,997		39,997
Community Centres	692,850	660,270	605,065	(55,205)	20,000	(35,205)
Children and Youth	770,500	797,630	796,537	(1,093)		(1,093)
Neighbourhood Community Development	304,020	266,200	254,230	(11,970)		(11,970)
Equalities	64,540	62,540	60,746	(1,794)		(1,794)
Grants	1,219,810	1,418,260	1,389,062	(29,198)	9,000	(20,198)
	3,603,940	3,762,460	3,703,197	(59,263)	29,000	(30,263)
Environment - Streets and Open Spaces						
Green Fingers (previously Employment Foundation)	50,900	50,900	50,900	0		0
	50,900	50,900	50,900	0	0	0
Total Net Budget	7,427,180	7,564,700	7,468,807	(95,893)	94,000	(1,893)

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted

and are detailed and approved:

- in the January committee cycle (as part of the Budget Setting Report)
- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review)
- via technical adjustments/virements throughout the year

Community Wellbeing / Community Services Scrutiny Committee

Revenue Budget 2013/14 - Major Variances
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Arts & Events	Arts & Recreation Folk Festival - The overspend is due to an underachievement on sponsorship income and lower than planned ticket sales for 2013 full festival tickets.	41,652	J Wilson
	Outdoor Events - The Arts Council grant for Tour de France arts project was received in 2013-14 of which £51,000 has been spent, a further £49,000 has been committed for delivery in 2014/15 and a request for a carry forward of that sum has been included to support those activities. Staffing and other budgets have been managed in the short term to contribute to wider issues elsewhere in the service	(105,937)	J Wilson
Business & Marketing	City Centre Box Office - Over achievement is due to the full retention of booking fees for Folk Festival ticket sales which were previously out at a ticket agent (due to investment in new ticketing software) and more people using new Box Office online system for Corn Exchange shows resulting in higher income levels.	(108,135)	N Jones
Cultural Facilities	Corn Exchange Front of House - This shortfall is partly due to insufficient staffing budget and also as a result of an increasing agency staff cost base that is irrecoverable from recharges to promoters. These issues are being addressed in 2014/15	62,220	S Bagnall
	Corn Exchange Events - Trading conditions continue to be challenging both in terms of ticket sales and availability of profitable product.	59,374	S Bagnall
Central Administration	Central costs - Staffing and other budgets have been managed in the short term to contribute to wider issues elsewhere in the service	(45,046)	D Kaye
Sport & Recreation	Leisure Contract Client Costs - Impact of budget for RPIX and Carbon Management savings being overstated in the second half of the year, following tender award to new contractor	50,772	I Ross
	Central administration - Savings in employees codes, with two staff off on maternity leave, and buildings maintenance budget through the rescheduling of planned maintenance works. Staffing and other budgets have been managed in the short term to contribute to wider issues elsewhere in the service	(77,182)	I Ross
Community Development Admin	Community Development Overspend due to restructuring of service and the subsequent redundancy costs - the majority of which have been met by various underspends across the service.	39,997	J Hanson
Community Centres	See £20,000 carry forward request for St Luke's Barn. The balance of underspends contribute to funding restructuring costs.	(55,205)	J Hanson
Grants	See £9,000 carry forward request for Growing City Grant. The balance of underspends contribute to funding restructuring costs.	(38,044)	J Hanson

Community Wellbeing / Community Services Scrutiny Committee

Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15

Item		Request £	Contact
	Arts & Recreation - External Events		
1	Tour de France Art project: 2014/15 costs to be met from Arts Council grant received 2013/14	49,000	J Wilson
	Arts & Recreation - Leisure Contract Client Costs		
2	Health and Wellbeing Swimming Initiatives for specific groups such as the disabled, BME groups and non-swimmers - adults & children which will be delivered in 2014/15	16,000	I Ross
	Community Development:		
	Community Facilities (formerly St Luke's Community School): Negotiations are currently underway regarding the withdrawal of the council's community access arrangements at St Luke's Barn. Although the council does not own the building it has an obligation to demolish and reinstate the ground should the Trustees request. The 12 month notice period given by the council ends in July 2014 when this amount will be required.		
3		20,000	J Hanson
	Community Development Growing City Grant: new communities have only just moved in to Southern Fringe so there has been a delay in community development activity and the generation of projects for grant funding.		
4		9,000	J Hanson
	Total Carry Forward Requests for Community Wellbeing / Community Services Scrutiny Committee	94,000	

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC361	Disabled Access and Facilities - Guildhall Halls	S Bagnall	55	45	28	(17)	0	(17)	Expenditure on hearing enhancement system and stage access June 2014. Improved access via Guildhall Place has not been resolved and funding will be returned to Reserves
SC446	Pye's Pitch Rec Facilities (S106)	I Ross	73	18	4	(14)	5	(9)	Final works anticipated Q2 2014/15
SC440	King George V Rec Ground (consolidated) (S106)	T Woollams	0	16	17	1	0	1	Project Complete.
SC450	Changing Facilities at Cherry Hinton Village Centre (S106)	I Ross	2	2	2	0	0	0	Project Complete.
SC460	Kings Hedges Learners Pool Electricity	I Ross	20	10	0	(10)	10	0	Working up with Splashpad project to provide new power feed to splashpad features.
SC476	Water Play Area Abbey Padding Pool (S106)	I Ross	130	122	0	(122)	122	0	Contractors onsite creating a new splashpad - completed April 2014
SC477	Coleridge Padding Pool Enhancement (S106)	I Ross	90	97	0	(97)	97	0	Contractors onsite creating a new splashpad to be complete June 2014

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC478	Water Play Area Kings Hedges "Pulley" (S106)	I Ross	130	122	0	(122)	122	0	Contractors onsite creating a new splashpad to be complete June 2014
SC493	Jesus Green Tennis Court (S106)	A Preston	0	3	0	(3)	0	(3)	Project complete
SC507	Hobbs Pavilion Refurbishment (S106)	I Ross	30	34	15	(19)	10	(9)	Minor improvements and additions carried out for extended use of multipurpose room out of season - final works to be completed shortly with the remaining allocated funds being returned to Section 106 funds
SC522	New Sound Equipment at Cambridge Corn Exchange	D Kaye	200	160	167	7	0	7	Project Complete.
SC545	Parkside Pool Variable Speed Drive	I Ross	0	9	9	0	0	0	Project Complete.
SC556	Arbury Community Centre (S106)	T Woollams	80	80	80	0	0	0	Project Complete.
SC560	Guildhall & Corn Exchange Cap Schemes RO AR9	S Bagnall	150	70	19	(51)	51	0	Guildhall Kitchen project underway - awaiting listed building consent. Significant Corn Exchange project elements were refused listed building consent. Alternative schemes are now being worked up.

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC563	Corn Exchange Heating Mgt System	S Bagnall	20	20	0	(20)	20	0	Work now complete awaiting results of commissioning.
SC578	Box Office Ticketing Software	N Jones	0	64	77	13	(13)	0	Two year payment plan for new Corn Exchange Box Office system. 2nd lump sum due to contractor in July 2014. Budget rephased back into 2013/14 from 2014/15
SC582	Corn Exchange Front of House Toilets	S Bagnall	0	53	53	0	0	0	Project Complete.
	Active Communities Small Projects (under £15k) (S106)	A Preston	0	0	2	2	0	2	To be funded from Section 106
	Total Projects		980	925	473	(452)	424	(28)	
PV526	Clay Farm Community Centre - Phase 1 (S106)	A Carter	471	118	337	219	(219)	0	This budget and cost is for the design stage of the new Centre.
	Total Provisions		944	118	337	219	(219)	0	
PR025	New Town Community Development Capital Grants Programme (S106)	T Woollams	69	20	0	(20)	20	0	£20k allocated to Rock Road Library - completion will slip into April. Community Services Scrutiny 10 Oct 2013 agreed to end programme and distribute remaining funds to Area Committee devolved budgets

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR026	Community Development Grants Programme (S106)	T Woollams	300	366	266	(100)	100	0	£100k allocated to Stanesfield Scout Hut, completion will slip into 2014/15. Community Services Scrutiny 10 Oct 2013 agreed to end future programme and distribute remaining funds to Area Committee devolved budgets
PR030c	Installation of Adult Gym Equipment next to Ditton Fields Play Area (S106)	I Ross	30	30	29	(1)	0	(1)	Project Complete.
PR031b	BMX track next to Brown's Field Community Centre (S106)	A Wilson	30	30	1	(29)	29	0	A further report and reappraisal of the scheme is required for Area Committee in July. A further consultation is required post election and further exploration of mitigation measures needed.
PR031c	Improvements to Nun's Way Skate Park (S106)	A Wilson	65	65	9	(56)	56	0	Work has now commenced following consultation and planning approval. Rephasing is therefore required for the scheme to be delivered in 2014/15
PR032a	Conversion of Hanover Court/Princess Court Laundry into Community Meeting Space (S106)	T Woollams	100	100	98	(2)	2	0	All construction works now complete, credit from contractors to follow. Remaining amount to be spent on equipment.
PR032b	Trim Trail/Outdoor Fitness Equipment at Nightingale Ave Rec I (S106)	I Ross	30	30	30	0	0	0	Project Complete.

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR032d	Cherry Hinton Community Centre - Stage 1 (at Cherry Hinton Library) (S106)	T Woollams	9	9	11	2	0	2	Additional £2k of S106 funding approved Sept 13. Project now complete.
PR033d	Community meeting space at Centre 33 (S106)	T Woollams	12	12	12	0	0	0	Project Complete.
PR033e	Great St Mary's Church Development (S106)	T Woollams	0	50	50	0	0	0	Project Complete.
PR033g	Grant for extension to St Andrew's Hall to provide a dedicated space for a community cafe (S106)	T Woollams	140	40	0	(40)	40	0	Tenders for contracts came in higher than originally anticipated, St Andrews renegotiated with contractors which pushed back start date to 2014/15.
PR034h	Grant to the Cherry Trees Centre Refurbishment (S106)	T Woollams	50	50	44	(6)	0	(6)	Project Complete. Remaining £6k to be distributed to area committee devolved budgets
PR034i	Grant to the Centre at St Paul's Development - Phase 3 (S106)	T Woollams	50	50	50	0	0	0	Project Complete.
Total Programmes			935	852	600	(252)	247	(5)	
Total for Community & Wellbeing			2,859	1,895	1,410	(485)	452	(33)	



To: Executive Cllr for Community, Arts and Recreation
Report by: Trevor Woollams (Head of Community Development)
Relevant scrutiny committee: Community Services 11.7. 2014
Wards affected: All

Review of Community Development and Arts and Recreation Development Grants

Key Decision

1. Executive summary

- 1.1 The context for this report is the very challenging financial situation facing local government. The Council's Mid-Year Financial Review published in October 2013 set out a significant savings requirement of around £6m for the next 4 years. Difficult decisions have already been taken which have delivered the savings requirement for 2014/15 but on-going reviews and more difficult decisions are needed in order to deliver additional savings for 2015/16 and beyond.
- 1.2 In October 2013 this committee received a report from the Director of Customer and Community Services setting out plans to transform, re-focus and merge discretionary services within Community Development and Arts and Recreation.
- 1.3 On 16th January 2014 this committee considered a report which set out proposals for a major review of the Council's Community, Arts and Recreation Development Grants. Recommendations in the report setting out the scope and time table for the review were unanimously endorsed by members of the committee and agreed by the previous Executive Councillor.
- 1.4 The review process has included consultation with community groups and residents about proposed changes to the priorities and desired outcomes for the Council's Community, Arts and Recreation Development Grants.

- 1.5 Whilst the proposed priorities and outcomes are linked to the Council's existing Community Development, Arts and Sports strategies, the report reflects that there is a strong correlation between the proposed changes, which generally received high support during the consultation, and the new Labour Administration's Annual Statement which was adopted as Council policy on the 12th June. This puts tackling social exclusion and poverty at the heart of the Council's policy agenda.
- 1.6 The report brings together the findings from the consultation and sets out recommendations for:
 - a) new grant priorities and desired outcomes for Community, Arts and Recreation Development Grants to be used for assessing all future applications.
 - b) the budget for Community, Arts and Recreation Development Grants from 2015/16.

2. Recommendations

The Executive Councillor is recommended to agree:

- 2.1 New priorities and outcomes for the Council's Community, Arts and Recreation Development Grants as set out in Section 7, paragraphs 7.1 and 7.2.
- 2.2 That, the 2015/16 budget for Community, Arts and Recreation Development Grants is provisionally set as £900,000 subject to confirmation as part of the 2015/16 budget round.
- 2.3 That, once confirmed as part of the 2015/16 budget round, the budget for Community, Arts and Recreation Development Grants will be frozen at that level for a further two years (2016/17 and 2017/18).
- 2.4 That the amount of the overall budget devolved to area committees for 2015/16 is provisionally set as £80,000 and distributed as set out in Section 7, paragraph 7.3c, subject to confirmation at Community Services Scrutiny Committee in January 2015.
- 2.5 That the Community, Arts and Recreation Development Grants are renamed 'Community Grants'.

3. Background

- 3.1 The context for this report is the very challenging financial situation facing local government. The Council's Mid-Year Financial Review published in October 2013 set out a significant savings requirement of around £6m over the next 4 years. Difficult decisions have already been taken which have delivered the savings requirement for 2014/15 but on-going reviews and more difficult decisions are needed in order to deliver additional savings for 2015/16 and beyond.
- 3.2 In October 2013 this committee received a report from the Director of Customer and Community Services setting out plans to transform, re-focus and merge discretionary services within Community Development and Arts and Recreation. The restructure of the Children and Young People's Participation service (ChYpPS) and community centre management is now complete and plans to set up the new Community Arts Trust are well advanced.
- 3.3 A report by the Director of Customer and Community Services to this committee in October 2013 set out proposals to review discretionary services within Community Development and Arts and Recreation and to bring the two service areas together under a single head of service during 2014/15.
- 3.4 The report highlighted the importance for the Council to focus its discretionary spend on supporting residents with high needs, especially those with needs that are not met from statutory organisations or from other public sector organisations. The proposals included outlined plans to review Community Development and Arts and Recreation Development Grants in the first half of 2014.
- 3.5 The Executive Councillor for Community Wellbeing agreed the scope of the grants review at a meeting of this committee in January 2014. This included consultation on draft proposals to re-focus grant priorities and outcomes to remove barriers to services and activities that help those residents in most need.
- 3.6 The draft priorities were:

	Priority
a	Sporting activities
b	Arts and cultural activities
c	Legal advice
d	Employment support
e	Community development activities

3.7 The draft outcomes were:

Applicants will need to demonstrate that their services, projects or activities will achieve one or more of the following outcomes:

	Outcomes
i)	Reduce inequalities for those with the highest needs
ii)	Improve the health and well-being of participants
iii)	Integrate communities
iv)	Help people to gain employment
v)	Strengthen the voluntary sector in the city

3.8 The agreed scope for the grants review also included consultation on possible reductions to the overall Community, Arts and Recreation Development grants budget which stands at £1,190,050 in 2014/15. This figure includes discretionary rate relief and is currently made up as follows:

Service area	2014/15 budget
Arts and Recreation (+ Junction) (+ Area committees)	£222,550 (£86,890) (£18,920)
Community Development (+ Area Committees)	£775,690 (£86,000)
Total	£1,190,050

3.9 It was agreed that the findings of the review should be reported back to members in July 2014 for decision on:

- a) new grant priorities and desired outcomes for Community, Arts and Recreation Development Grants to be used for assessing all future applications for funding.
- b) the Community, Arts and Recreation Development Grants 2015/16 budget.

3.10 To recap, the review has been carried out to the following timetable so that the new priorities and 2015/16 budget are agreed in time for the application process which starts in August 2014.

Key Action / Activity		Date
Exec Cllr agrees draft priorities	Community Services Scrutiny	16 Jan 14
Consultation with voluntary and community organisations, and the public, on revised priorities	12 weeks	27 Jan to 25 Apr 14

Key Action / Activity		Date
<i>Elections</i>		<i>22 May 14</i>
Exec Cllr agrees new priorities and any budget savings for 2015/16	Community Services Scrutiny	July 14
Grants applications invited for 2015/16. Voluntary and community organisations informed about new priorities and any budget savings.	Officer process	Aug – Sept 14
Grants assessed	Officer process	Oct – Dec 14
Final scrutiny report with grant award recommendations circulated to grant applicants	Officer process	Dec 14
Exec Cllr agrees grants awards for 2015/16	Community Services Scrutiny	Jan 15
Area Committee grants applications invited for 2015/16.	Officer process	Jan – March 15
Area Committee awards agreed for 2015/16	1 report to each area committee	March/Apr 15

- 3.11 In considering any changes to the Community, Arts and Recreation Development Grants, it should also be remembered that the Council provides grants to support homeless people through the Strategic Housing service. The Community Development and Arts and Recreation services also manage significant capital programmes that provide improvements to community, sports and arts facilities that are owned or leased to voluntary organisations across the City.
- 3.12 In May 2014 the city electorate returned a Labour Administration. The Council's new policy objectives, as set out in the Annual Statement approved at Council on 12th June 2014, make a commitment to improve social inclusion and tackle poverty.
- 3.13 A separate review of the Council's Sustainable City grants has been undertaken by the Head of Corporate Strategy and will be reported to Environment Scrutiny Committee this cycle.

4. The Review - Consultation

- 4.1 The review has been carried out to ensure compliance with the Cambridgeshire Compact. Consultation has been carried out over a 12 week period. The consultation has focused on voluntary and community organisations but officers have encouraged individual residents to also give their views through an on-line survey and through short exit interviews with young people as they left school.
- 4.2 The consultation included:

a) An on-line survey, hosted on Survey Monkey

This ran from 27th January until 25th April 2014 and was publicised via mail-outs to funded groups, via infrastructure organisations including the Cambridge Council for Voluntary Services, Cambridge Ethnic Community Forum and Guidance, Employment and Training Group to all their member groups, via twitter, Shape Your Place, Cambridge Arts Network newsletter and via a link from the Council's website. The survey asked people whether they supported the proposed priorities and outcomes, their views about possible budget reductions and, for those representing funded groups, what the impact might be on their group if funding was reduced. 223 responses were recorded.

Responding as	proportion
Voluntary organisation funded by Council	31%
Voluntary organisation not funded by Council	14%
User of Voluntary organisation that has been funded by the Council	15%
Individual who lives within the City boundary	40%

b) 2 workshops for funded groups

The 2 workshops were run by an independent facilitator, engaged through the East of England Local Government Association. Voluntary groups and organisations that had received funding from the Community, Arts and Recreation Development Grants budget over the last 3 years were invited. The workshops focused on the proposed priorities and outcomes to explore whether they were generally supported or whether there were alternative priorities and outcomes that the Council should consider. 64 people representing 47 groups attended.

c) Exit interviews with young people

Short interviews were carried out by officers from the Children and Young People's Participation Service (ChYpPS) with a selection of young people at the gates of secondary schools. The interviews asked young people to prioritise the proposed priorities and outcomes and also asked what they would like voluntary groups to do for children and young people. 88 interviews were completed.

- 4.3 Following an omission to invite a representative from The Junction to the workshops, officers held a meeting with their Director to discuss the proposals and his written response to the consultation.

- 4.4 Reports from each of the above are included in a consultation information pack which can be found at this link:
<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf.pdf>
 A summary of the responses from the consultation is set out in Appendix A.

5. Area Committees

- 5.1 The overall grants budget includes £20,000 from the previous Safer City grants budget which was amalgamated into the devolved area committee grants budgets in 2014/15 (£5,000 to each area committee). The remaining area committee budgets for 2014/15 are weighted according to deprivation and population.

Committee	% split	C,A&RD £	Safer City £	Total £
North	37.8	39,660	5,000	44,660
East	32.2	33,784	5,000	38,784
South	20	20,984	5,000	25,984
West Central	10	10,492	5,000	15,492
Total	100	104,920	20,000	124,920

- 5.2 To keep the application and administration process as simple as possible (which was a plea from many of the voluntary groups) officers propose that the same priorities and outcomes are used to assess all 'Community, Arts and Recreation Development' grant applications, whether they are submitted to the main grants round or to an area committee.
- 5.3 Area committees will include an additional priority for activities that improve community safety linking to the 2014 – 17 Community Safety Plan.

6. Conclusions from the Review

- 6.1 There was strong support for refocusing the Community, Arts and Recreation Development Grants on helping those residents in most need whether through low income or through removing barriers relating to disability, gender, ethnicity, sexual orientation etc. This supports the new Labour Administration's emphasis on social inclusion and the anti-poverty agenda, ensuring the city is fair for all and that prosperity is shared across the community.

- 6.2 There was also strong support for both the proposed priorities and outcomes although *community development activities (91%)*, *legal advice (83%)* and *employment support (80%)* gained more support than *arts and cultural activities (76%)* and *sports facilities (73%)* in the main survey.
- 6.3 A few suggestions were put forward for additional priorities or outcomes but there was no consensus of support except for help with capacity building, which was seen as very important by some participants at the workshops. It was felt that this type of support would become more important as funding (in general) became more difficult to find and reduced service provision (by the public sector in general) placed a greater reliance on the voluntary sector. The recommendations, therefore, include an additional priority of '*Capacity Building of the Voluntary Sector*'.
- 6.4 The need to help people who are living in social isolation (especially the elderly on low incomes) came up a number of times from both the on-line survey and the workshop. Again, this issue links directly to the social inclusion and anti-poverty agenda as it relates to how poverty and/or social isolation (whether through poverty or other social factor) can have a serious impact on a person's health and wellbeing.
- 6.5 Given feedback from the consultation during the review, and the Equalities Impact Assessment, officers are recommending that most of the draft priorities and outcomes from the January Scrutiny report are retained or adjusted but that the desire to reduce social inequality (e.g. by removing barriers related to disability, gender, ethnicity, sexual orientation etc.) and tackle poverty is made more explicit (see Section 7).
- 6.6 Discretionary Rate Relief (DRR) applications should continue to be assessed against the agreed priorities and outcomes for Community, Arts and Recreation Development Grants and any award for DRR should continue to be funded from this grants budget.
- 6.7 It is difficult to determine the impact of any reduction in the overall budget on any individual organisation. The change in priorities and outcomes will almost certainly have a bigger impact on organisations that do not currently focus any of their activities on helping people with high needs and that are not able (or do not want) to re-focus their activities on helping those in most need. Those organisations which already have this focus may be able to demonstrate that their grant funding should be increased.

- 6.8 There may be additional implications if funding is significantly reduced for those organisations that have a property relationship with the Council. For example, if they are destabilised this might impact on rental income for the Council and/or on their ability to draw in funding from other sources.
- 6.9 It also needs to be recognised that arts, sports and cultural infrastructure is often reliant upon public subsidy of some kind for its survival. The cumulative impact of reductions in subsidy by national bodies such as Sport England and Arts Council England and through reduced support by local authorities can have a destabilising impact.
- 6.10 The above will need to be assessed alongside the grant application from the individual organisation so that any wider implications can inform the funding decision in January 2015.
- 6.11 Members may also want to consider whether, in certain cases, it may be beneficial to offer some organisations 3 year funding agreements. Whilst this might have the positive affect of giving the organisation more stability, it would also leave less flexibility within the annual grants budget to fund other worthwhile applications. Decisions about the length of funding agreements could be assessed as part of the grant application process so that a decision for the individual organisation can be taken in January 2015.
- 6.12 Whilst very few people want to see reductions to the overall grants budget, there is a general understanding that the Council has to make difficult decisions in order to find savings. At the workshops, there was also recognition that whilst other public bodies had made significant cuts to their grants budgets already, the City Council had managed to protect their support to date.
- 6.13 The findings from the survey suggest that most organisations (that responded to the survey) that we currently fund would be able to continue if their City Council funding was reduced by 25% in 2015/16 compared to 2014/15, although they would need to reduce the services they provide. The impact gets more pronounced if funding was reduced by 50%.
- 6.14 In view of the above, an overall budget reduction of 25% to Community, Arts and Recreation Development Grants would seem reasonable in the context of the Council's requirement to continue to find significant savings. If the budget was also cash limited (as in previous years), this would still leave a £900,000 annual grant budget whilst delivering a total saving of £308,050 as shown in the following table:

	Grant Budget	Savings
Existing 2014/15 budget	£1,190,050	
Less 25% reduction	£297,513	
Equals	£892,537	
Round up to	£900,000	£290,050
Cash limit for 2015/16 (2% of £900,000)		£18,000
Total	£900,000	£308,050

- 6.15 Instead of the current situation where we have separate ring-fenced budgets for Community Development and Arts and Recreation and a ring-fenced budget for The Junction (as shown in the table at paragraph 3.8), it is proposed to have a single generic grant budget of £900,000 (less the amount devolved to area committees). Any voluntary sector group or organisation seeking funding will need to apply for a grant through the same process and each application will be assessed against the same priorities and outcomes.
- 6.16 In response to the on-line survey, a number of respondents made the point that, in their opinion, the name “Community, Arts and Recreation Development Grants” was confusing and did not really reflect either the Council’s existing or proposed priorities and outcomes for these grants. In particular, some respondents queried why the proposed priorities included legal advice and employment support.
- 6.17 Given the comments in paragraph 6.16 above and the new (proposed) focus on helping those residents in most need to access the priority activities and support, it is recommended that Community, Arts and Recreation Development Grants are renamed ‘Community Grants’. This is a term widely used by other bodies and generally understood by voluntary groups.

7. Recommendations

- 7.1 That, given the level of support for the Council’s proposed Community, Arts and Recreation Development Grant priorities and outcomes, as set out in the January Scrutiny report, it is recommended that the following are agreed:

7.2 Grant Priorities and Outcomes

That all applications for funding must demonstrate the grant priorities and outcomes detailed as follows:

All applications must demonstrate that the funding will reduce social and/or economic inequality by removing barriers for City residents with the most need to enable them to access one or more of the priorities

Priorities

- a) Sporting activities
- b) Arts and cultural activities
- c) Community development activities
- d) Legal and/or financial advice
- e) Employment support

Or

- f) Capacity building of the voluntary sector to achieve the above

plus achieve the primary outcome

Primary Outcome

Reduce social and/or economic inequality for those with the highest needs

plus achieve one or more of the following outcomes

Outcomes

- a) Improved health and wellbeing
- b) Communities come together and bring about change
- c) More people have better opportunities to gain employment
- d) Stronger voluntary sector in the city

7.3 Grant Budget

- a) That the overall budget for Community, Arts and Recreation Development Grants for 2015/16 be provisionally set at £900,000, subject to confirmation as part of the wider 2015/16 budget round.
- b) That, once confirmed as part of the 2015/16 budget round, the budget for Community, Arts and Recreation Development Grants will be frozen at that level for a further two years (2016/17 and 2017/18).
- c) That the amount of the overall budget devolved to area committees for 2015/16 be reduced to £80,000 and distributed as follows:

Committee	% split	C,A&RD £	Safer City £	Total £
North	37.8	22,680	5,000	27,680
East	32.2	19,320	5,000	24,320
South	20	12,000	5,000	17,000
West Central	10	6,000	5,000	11,000
Total	100	60,000	20,000	80,000

7.4 Name of Grants

That the Community, Arts and Recreation Development Grants are renamed 'Community Grants'.

8. Next steps

- 8.1 If the recommendations are supported by the Executive Councillor, officers will hold workshops with Cambridge Council for Voluntary Services and the voluntary groups that we have previously funded or who might wish to apply for future grant funding. The workshops will take groups through the new priorities and outcomes and the application programme. The workshops will also explore what further support or advice groups might benefit from (for example, other potential funding sources, budget planning etc.)
- 8.2 Officers will also continue to offer advice and support through meetings with individual groups.
- 8.3 In line with the programme in section 3 of this report, the main grants application round for 2015/16 will commence in August and run until the end of September 2014. Applications will be assessed in October / December 2014 against the new priorities and outcomes. The

application process will include an assessment of impact on the individual organisation so that this can be taken into account when awards for 2015/16 are agreed at Community Services Scrutiny Committee in January 2015.

- 8.4 The area committee's grants process, using the new priorities and outcomes will commence in January for the March/April 2015 cycle.

9. Implications

(a) Financial Implications

The review was carried out within existing budgets.

If agreed, the recommendations will deliver on-going savings of £308,000 from April 2015.

(b) Staffing Implications

There is a heavy workload within Community Development and Arts and Recreation over the next 6 to 9 months which is facilitating the merger of the 2 sections under a single head of service. Implementing the recommendations from this review will need to be prioritised for staff within the grants team.

(c) Equality and Poverty Implications

C1 An initial Equality Impact Assessment (EqIA) was carried out in December to inform the grants review process. The main impacts and mitigation were reported to Community Services Scrutiny Committee in January 2014 when the review process was agreed.

C2 A new EqIA has been carried out in the context of the findings from the review and desktop research and it has informed the proposals and recommendations set out in this scrutiny report. The main equalities and poverty impacts together with proposed mitigation measures are set out below but Members of Community Services Scrutiny Committee are urged to read the full EqIA which can be found at Appendix B of this report and on the Council's website at this link:
<https://www.cambridge.gov.uk/equality-impact-assessments>

C3 The report recommends 2 key changes to the Council's Community, Arts and Recreation Development Grants:

- i) Changing the focus of the priorities and outcomes to ensure funding helps those residents with the highest needs. In particular, all applicants will need demonstrate how their application will reduce social inequality.
- ii) Reducing the overall budget by 25% to help meet the Council's challenging savings requirement.

Positive Impact

- C4 The EqIA explored issues around poverty and people with protected characteristics. Evidence shows that people who experience some form of inequality or discrimination related to their protected characteristic are often on low incomes. For example, they may find it harder to find employment, or retain a job.
- C5 People on low incomes can then become more isolated or develop other issues. For example, they might become physically or socially inactive because they cannot access sports activities, arts and cultural activities or afford to go to local activities in their community. They will also be more likely to need legal and financial advice and support to help them find employment.
- C6 People on low incomes are also more likely to benefit from community development activities that can, for example, bring residents together to reduce social isolation, help them to gain confidence and strengthen their local support networks.
- C7 Therefore, prioritising applications that help people who are in poverty or on low incomes will also help to address issues related to exclusion and inequality for people with protected characteristics.
- C8 Although prioritising applications for funding that seek to address the impact of poverty is central to the proposed changes to the grants priorities and outcomes, the EqIA acknowledges that people with protected characteristics who are experiencing high levels of social exclusion may not always be on a low income or may not always be able to resolve their exclusion by paying for some help. An example may be women from certain ethnic communities not being able to access swimming because there are no women only sessions or because the sessions can be overlooked by men. The focus on reducing social inequality will

also enable applications from groups that support residents in such circumstances to be prioritised if appropriate.

- C9 With a reduced budget from April 2015, the Council will not be able to fund as many grant applications at the same level as it has in 2014/15. However, the new priorities and outcomes will ensure that applications supporting residents with the highest social and economic needs are prioritised. This means that for many people experiencing high levels of inequality relating to protected characteristics, the impact of the proposed changes will be **positive**.

Negative Impact

- C10 Conversely to the positive impact for those people experiencing high levels of inequality, there will be groups and organisations that support people who do not experience high levels of inequality and/or who are able to pay to access activities, advice and services, who will not receive the same level of funding or who might not receive any funding at all. For these groups and the people they support, the impact will be **negative**.

Mitigation

- C11 Assuming the proposed priorities and outcomes and reduced budget is agreed by the Executive Councillor for Community, Arts and Recreation a communications plan will be implemented by officers to ensure that voluntary sector groups and organisations are aware of the likely implications of the changes for their organisation and prepared to apply for funding, if appropriate, during the August to October grants round for 2015/16.
- C12 This will include workshops with representatives of voluntary sector groups and organisations to explain the changes in detail and run through the grant application process. Officers will give examples of how applicants might demonstrate how their application meets one or more of the new priorities and how it will deliver the new outcomes. The workshops will also be an opportunity for questions.
- C13 Officers will be available to meet representatives of individual groups to talk about particular issues and to signpost them to other means of support such as the Cambridge Council for Voluntary Services or other potential sources for grant aid or organisations that might assist with volunteers.

- C14 Officers will also provide guidance notes for the application process.
- C15 The application appraisal process will test each application against the new priorities and outcomes using evidence submitted with the application and evidence collected to inform the EqIA (which is referenced at the end of the EqIA). Funding recommendations will be published in December 2014 and scrutinised and confirmed in early January 2015.
- C16 All voluntary groups and organisations submitting funding applications will be able to attend the scrutiny committee and speak in favour of their application if they wish.
- C17 Officers for the grants team will continue to retain an on-going and supportive relationship with organisations that receive funding to help ensure that the desired outcomes are achieved.
- C18 The EqIA includes a list of links to local and national evidence documents. Anyone with an interest in the voluntary sector, the people it helps and the impact that discrimination and inequality can have on people on low incomes and those with protected characteristics will find this information of interest.

(d) Environmental Implications

Funded organisations are expected to have or develop environmental policies.

(e) Consultation and Communication

This is set out in the report.

(f) Procurement

None. The Council's approach to grant aid through community development and arts and recreation grants is via an application process rather than through the direct commissioning of services.

(g) Community Safety

None

10. Appendices

Appendix A **Consultation responses**
Appendix B **Equalities and Poverty Impact Assessment**

14. Inspection of papers

14.1 Previous report to Community Services Scrutiny Committee:

Future Options of Discretionary Services – Report to Community Services Scrutiny Committee on 10 October 2013.

<http://mgsqmh01/documents/g999/Public%20reports%20pack%2010th-Oct-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

Review of Voluntary Sector Grants - Report to Community Services Scrutiny Committee on 16th January 2014.

<http://democracy.cambridge.gov.uk/documents/g1000/Public%20reports%20pack%2016th-Jan-2014%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

14.2 Equality Impact Assessments

December 2013 – Grants Review Process

https://www.cambridge.gov.uk/sites/www.cambridge.gov.uk/files/documents/Grants_Review_EQIA_Dec2013.pdf

June 2014 – Grants Review Outcome and Proposals

<https://www.cambridge.gov.uk/equality-impact-assessments>

14.3 Grants Review - Consultation Feedback Pack

<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf.pdf>

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

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Appendix A

Summary of Consultation responses

More detail can be found in the Grants Consultation Feedback Pack

<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf.pdf>

Note: Responses are shown for the proposals that were put forward in the January 2014 report to Community Services Scrutiny Committee

A1. *Proposal: The Council's community, arts and recreation grants budget should be used to reduce barriers to services and activities that help those in most need.*

A1.1 This proposal was set out in the January report as the guiding principal for the Council's grants. It was supported by 84% of respondents from the survey. Some of the reasons given for not supporting this proposal were:

"Grants should be able to benefit all people of Cambridge. It is not clear here what definition is applied to 'highest needs'.

"Prioritisation should be on the basis of value for money rather need"

"I feel that Arts and Culture opportunities should be open to everyone"

"Grants to support local people in a local initiative may be a more effective use of limited funds than larger centrally 'targeted' programmes and may be more effective in meeting real local need"

"Grant areas such as the Arts and other cultural areas are not quantifiable in terms of need"

"I believe they should be used to the benefit of all, regardless of circumstances".

A1.2 At the workshops, there was general agreement that funding should be targeted towards helping those people with the greatest need but some concern about how we could ensure this happened in practice. Some attendees were concerned about the impact on voluntary groups and organisations that provided more universal services, if all the budget was targeted at those with the greatest need.

A1.3 This guiding principle was also supported by a large majority (81%) of the young people who were interviewed.

A2 Proposal: The Council's community, arts and recreation grants budget should be prioritised to help those with the highest needs to access:

A2.1 The results from the survey were very supportive of the proposed grants priorities that were set out in the January Scrutiny report. Sporting activities received the lowest support but this was still high at 73% of respondents. Community development activities received the most support at 91%.

	Priority	Survey results
a	Sporting activities	73%
b	Arts and cultural activities	76%
c	Legal advice	83%
d	Employment support	80%
e	Community development activities	91%

A2.2 Each organisation attending the workshop was given 3 coloured dots to be used as an informal voting system. After attendees had discussed the proposed priorities in discussion groups they were invited to vote for their top 3 priorities. Community development activities scored highest with 37 votes and employment support scored lowest with 18 votes.

	Priority	Votes
a	Sporting activities	24
b	Arts and cultural activities	28
c	Legal advice	22
d	Employment support	18
e	Community development activities	37

A2.3 During discussions at the workshops, capacity building for voluntary groups came out as a strong theme. In particular, capacity building support for new and emerging groups and groups who were struggling to become sustainable.

A2.4 Workshop attendees also discussed what should and should not be funded under each priority. This is summarised in the consultation information pack and will help officers to define each priority area clearly for groups making applications. Attendees were informed that it

was important to ensure the City Council's funding was not used to subsidise activities that were the statutory responsibility of other public sector providers.

A2.5 Similarly, the young people were asked to pick 3 priorities from the list. Again, community development activities scored highest but the young people scored arts and cultural activities the lowest. The young people scored employment advice second highest.

	Priority	Votes
a	Sporting activities	44
b	Arts and cultural activities	37
c	Legal advice	39
d	Employment support	57
e	Community development activities	75

A2.6 Respondents to the survey were asked if there were other priorities the Council should consider. There was little consensus but comments included:

Other priorities	
<i>Development of ties with EU partners - twin cities - music - art education opportunities</i>	<i>Groups that support women like Cambridge Women's Resources Centre</i>
<i>Advocacy and quality checks on care giving organisations</i>	<i>Start up facilities and incubators for Mum's and entrepreneurs to get started</i>
<i>Youth and children</i>	<i>Elderly & Disability groups</i>
<i>General advice and information e.g. on benefits, housing, debt</i>	<i>Parents suffering from stress and depression</i>
<i>Mental well-being</i>	<i>Religious activities</i>
<i>Home visits for seniors</i>	<i>Families with children</i>
<i>Reducing isolation</i>	<i>Childcare support</i>
<i>Self-help and self-improvement organisations. Eg drug rehabilitation, literacy courses</i>	<i>Support for specific groups such as LGBT</i>
<i>Environment</i>	<i>Additional educational activities</i>

A3 Proposal: Grants to voluntary organisations that provide legal advice should be a key priority because many people are facing potential hardship and the benefits system is under pressure:

- A3.1 At scrutiny in January 2014, members wanted the consultation to test whether legal advice should be treated as a key priority, given the impact of the welfare benefits changes and general financial climate.
- A3.2 Respondents to the survey were asked whether they agreed with the statement at A3 above. 65% said 'Yes' and 35% said 'No'.
- A3.3 Of those that said 'No', a number commented that whilst legal advice was really important they did not think that it should be funded from the grants budget. Some said that it was a national issue and should be funded by Government.

A4 Proposal: The Council's Community, Arts and Recreation Development Grants should be used to deliver the following outcomes:

- A4.1 The results from the survey were very supportive of all the proposed outcomes that were set out in the January Scrutiny report.

	Desired Outcomes	Survey Results
a	Reduce inequalities for those with the highest needs	89%
b	Improve the health and wellbeing of participants	96%
c	Integrate communities	87%
d	Help people to gain employment	82%
e	Strengthen the voluntary sector in the city	90%

- A4.2 Respondents were asked if there were other outcomes that the Council should consider. Again, there was little consensus except that a number of respondents emphasised that helping to reduce social isolation was very important. Other comments included:

Other outcomes	
<i>Reduce social isolation</i>	<i>Free admission to museums</i>
<i>Strengthening communities</i>	<i>Access to services</i>
<i>Reducing inequality and unemployment are national issues and beyond scope of Council</i>	<i>Locally controlled land value tax that grants to poorer areas of UK in fairer manner</i>
<i>Target the most vulnerable</i>	<i>Culture and arts</i>
<i>Put strengthening voluntary sector as top priority</i>	<i>Reduce income inequality. Help people escape unethical employment and look for ethical investment in people and the wider environment.</i>

<i>Need to define 'highest need'</i>	<i>Grass roots activities that support community cohesion.</i>
<i>Preventative not just crisis</i>	<i>People to run groups</i>

A4.3 The impact of social isolation also came up a number of times during the workshops. Some participants emphasised that some projects would probably work across 2 or more priority areas and so it would be very important to focus on the outcomes when assessing grant applications.

A4.4 They also felt it was important (in terms of helping those in most need) to ensure that funding was not just delivered to voluntary organisations who worked with established groups of residents. Outreach was seen as very important, especially if trying to tackle things such as social isolation.

A5 Given its financial position, which of the following options should the City Council consider?

A5.1 The January Scrutiny report set out proposals to consult people about 3 possible budget reduction options.

	Budget options	Survey Results
a	Reduce grants budget by 10%	76%
b	Reduce grants budget by 20%	15%
c	Reduce grants budget by 30%	9%

A5.2 It is not surprising, given the nature of the survey, that a high percentage of respondents would favour the smallest budget reduction, however, 24% of respondents did support larger reductions.

A5.3 Whilst the respondents were not offered a choice of “no reduction” in the question above, they were offered the chance to state an alternative amount and/or comment in the following question. Their responses are listed below.

Reduce by other amount / comment	
<i>None of the options – the sum is very small and voluntary sector can be used to save resources elsewhere –should prioritise (x 3)</i>	<i>Grants for activities like Chesterton Festival bring all people together regardless of status or need and have wide community benefits</i>
<i>No reduction is acceptable (x 18)</i>	<i>Find cuts in central budgets (x 3)</i>
<i>Don't know but voluntary sector is cost efficient</i>	<i>Grants are discretionary so significant cuts should be made.</i>

<i>Council needs to prioritise its services on most vulnerable.</i>	<i>As little as possible (x3)</i>
<i>As little as possible but not at expense of essential services</i>	<i>Need to understand Council's finances to make decision (x 10)</i>
<i>Less money thrown away on hideous art installations. More green space</i>	<i>Priority should be to strengthen voluntary and private sector.</i>
<i>5% in first year, 10% in second year and so on so it doesn't come too hard all at once.</i>	<i>Should be increasing the budget by taking money from policing, BID spending etc.</i>
<i>Raise Tax, wealthy city (x 2)</i>	<i>5% max(x 2)</i>
<i>Freeze pay, reduce salaries and don't fill vacant posts</i>	<i>20% cut across grants and all services</i>
<i>Carry out demand surveys for Council services before cutting grants</i>	<i>Don't cut as the government relies on voluntary sector to provide services.</i>
<i>Can grants be funded from reserves?</i>	<i>Reduce budget but also reduce administration cost</i>
<i>Focus grants on things that lever in more money</i>	<i>Fund science projects at the hospital</i>
<i>50%</i>	<i>10% max</i>
<i>Encourage philanthropy from private sector and University</i>	<i>Invest in preventative measures to stop things getting worse</i>
<i>Don't spend what you don't have</i>	

A5.4 Participants at the workshops were informed of the Council's need to continue to find savings given the difficult financial environment. There was not a specific debate about how much the Council should or should not reduce the grants budgets by, but the financial pressures faced by the Council were understood by those attending and provided context for the discussions around priorities and outcomes.

A5.5 The workshops highlighted that capacity building within the voluntary sector will be really important as budgets decrease. Participants felt the Council had a key role to play in continuing to support and grow the infrastructure in which voluntary groups and organisations can flourish.

A5.6 Workshop participants also highlighted the importance of volunteering to the sustainability of the sector.

A5.7 In addition, participants felt that the Council play a crucial role in signposting groups and individuals so they know where they can go for advice, support and to access provision.

A6 What type of City Council funding do you receive?

A6.1 49 respondents to the survey represented groups funded by City Council grants. Of these, 51% receive Community Development funding, 49% receive Arts and Recreation Development funding and 14% receive Area Committee funding (some receive funding from more than one pot).

A6.2 The survey asked these respondents some further questions about their funding and the likely impact if funding was reduced through changed priorities and/or an overall reduction in the grants budget.

A7 What percentage of your organisation's annual budget is currently funded from the Cambridge City Council's grants?

	Amount funded by City Council	Response
a	Up to 25%	55%
b	26 – 50%	25%
c	51 – 75%	5%
d	76 – 100%	15%

A8 What is the total annual income of your organisation?

	Annual income	Response
a	Less than £2,000	20%
b	£2,001 - £5,000	11%
c	£5,001 - £10,000	7%
d	£10,001 - £20,000	6%
e	Above £20,000	56%

A9 What would be the level of impact on your organisation if (as a result of changing its priorities) Cambridge City Council reduced your current level of grant funding by:

	Reduction	No impact	Reduce services	Stop services	Group folds
a	25%	11%	79%	6%	4%
b	50%	6%	48%	32%	14%
c	75%	4%	37%	31%	28%
d	100%	4%	27%	26%	43%

A9.1 A more detailed analysis suggests that 70% of organisations with an annual income of less than £2,000 would need to reduce their services if their grant was cut by 25% and 10% would fold (one group). If 100% of their grant was cut 70% of these organisations said they would fold.

A9.2 80% of organisations with an annual income of over £20,000 would need to reduce their services if their grant was cut by 25% and none would fold. If 100% of their grant was cut, 25% of these organisations said they would fold.

A9.3 This suggests that a percentage reduction will have a disproportionate impact on smaller organisations, which is, perhaps, not surprising.

A10 Grants to organisations with wider relationships to the City Council

A10.1 The impact of possible grant reductions for some organisations may have wider implications for the Council because they lease buildings from the Council. Examples include Cambridge Council for Voluntary Services, the Museum of Cambridge and The Junction.

A10.2 Decisions on each individual case will need to be made after careful assessment in the 2015/16 grants round against the agreed priorities. Members have the option of ring-fencing grant funding for one or more of these organisations and/or agreeing (say) a 3 year grant funding plan. Discussions with the Director of The Junction confirm that they would support this approach as it offers more certainty and stability, helps longer term planning and can assist in drawing in match funding from other sources.

A10.3 Members will need to remember that ring-fencing some of the grant budget and agreeing 3 year funding plans with some organisations will reduce both the availability of funding for other groups and the flexibility to respond to new challenges that might arise in the following year (e.g. welfare changes).

A11. Discretionary Rate Relief (DRR)

A11.1 To date, applications from voluntary organisations for DRR of up to 20% have been treated as grants and assessed against the same grants priorities. There was no suggestion from the consultation that this approach should be changed as DRR can be of significant benefit to some organisations who manage property.

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Appendix B

Community, Arts and Recreation Development Grants Review Community Services Scrutiny Committee 11 July 2014

Cambridge City Council Equality Impact Assessment

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



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

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

Grants Review – Community, Arts and Recreation Development Grants
Review outcome and proposals – Community Services Scrutiny Committee on 10th July 2014

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

Background

An interim EQIA was carried out in December 2013 on the Grants Review *process*. The EQIA informed a Review Scoping Report that was considered by Community Services Scrutiny Committee in January 2014.

The scoping report set out plans to consult voluntary groups and residents on proposals to re-focus Grant priorities and outcomes that would direct funding to voluntary sector groups and organisations that helped people with the highest need. It also included options about a possible reduction to the overall grants budget from April 2015.

The proposed Grant priorities and outcomes were informed by priorities within City Council strategies for Community Development, Sports and Arts.

The January 2014 Scrutiny Report can be found at this link (see item 15):

<http://democracy.cambridge.gov.uk/documents/g1000/Public%20reports%20pack%2016th-Jan-2014%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

The December 2013 EQIA that informed the above report can be found at this link:

https://www.cambridge.gov.uk/sites/www.cambridge.gov.uk/files/documents/Grants_Review_EQIA_Dec2013.pdf

The Community Development Strategy 2013-16 can be found at this link (see item 15):

<http://democracy.cambridge.gov.uk/documents/g542/Public%20reports%20pack%2014th-Mar-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

The Arts Strategy 2011-14 can be found at this link:

<https://www.cambridge.gov.uk/arts-strategy>

The consultation has now been completed. This EQIA has been completed to inform a report to Community Services Scrutiny Committee on 11th July 2014 which will make recommendations about:

- a) New grants priorities and outcomes
- b) A reduction to the overall grants budget
- c) Implementation and support for groups

The 11th July 2014 Scrutiny Report can be found at this link (see item ?)

<http://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=176&MId=2575&Ver=4>

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

Context and Drivers

1. The public sector has had, and continues to have, a very challenging time as government implemented austerity plans to reduce the national debt. Local government has seen its central government grant cut by around 40% which has meant that many Councils have had to stop providing most, if not all, of their discretionary services such as community development, sports and arts services and voluntary sector support.

Whilst there are signs that the national economic climate may be improving, there are clearly still many difficult years ahead for local government with further budget reductions from central government and increasing demands for statutory services.

2. Cambridge City Council has worked hard to try and reduce the costs of its services through efficiencies, sharing resources with partner authorities and outsourcing some services to private or not for profit organisations where this has proved cheaper and where quality can be maintained. This has meant that many of our discretionary services have, until relatively recently been protected.
3. However, in the last couple of years we have had to look at our discretionary spend and plan major savings in order for the Council to balance its existing and future budgets.

The Community Development net budget has already been reduced by £500,000 by reducing staffing and management costs across our Children and Young People's services and our community centres and by increasing income targets. In Arts and Recreation, the planned Cultural Trust will be in place in spring 2015 and will enable the Corn Exchange, Folk Festival and major events to be delivered at arms-length from the Council, reducing costs and providing more opportunities for external funding and sponsorship. The merger of Arts and Recreation and Community Development by the end of the year will provide further savings by reducing senior management costs.

A report by the Director of Customer and Community Services giving this context in more detail was considered by Community Services Scrutiny Committee in October 2013 and can be found at this link (see item 10):

<http://democracy.cambridge.gov.uk/documents/g999/Public%20reports%20pack%2010th-Oct-2013%2013.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10>

4. These changes have ensured that, unlike residents living within our neighbouring Council areas, our residents will still receive a wide range of discretionary services even though some services have had to be reduced and targeted more on those residents with high needs. However, the Council continues to need to find on-going savings. Currently, we have to find around £1.3m of further ongoing savings by March 2015 with similar amounts required in future years. It is within this context that the review of grants has been taking place.

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

5. The current budget for Community, Arts and Recreation Development Grants is £1.2m. Whilst our neighbouring Councils have significantly reduced their grants budgets we have been able to protect this budget to date. However, this level of grant funding will no longer be sustainable in the future. In line with the Council's approach to protect services for those on low incomes and/or with high need and who experience barriers to accessing services, the review has focused on clearer priorities and outcomes so that the impact of the changes on our most vulnerable residents, compared to our existing grants priorities, is minimised or even reduced.
6. We propose to continue to only directly fund advice, support and activities that are not the statutory responsibility of other public sector organisations. However, the knock-on effect of cuts made by other public sector organisations is indirectly increasing demand for the Council's grants. For example, more social isolation experienced by older people. Whilst it is not practicable or possible for the City Council to pick up the costs associated with funding decisions made by other public sector organisations, the targeting of our limited resources on those with the highest need will help to mitigate the indirect impact (in some cases) of these decisions whilst also minimising the impact of reducing our own grants budget on the most vulnerable.
7. Due to our own financial situation, we are recommending to reduce the overall Community, Arts and Recreation Development Grants grants budget to £900,000 annually. This equates to a 25% reduction but will still be significantly above neighbouring District Councils. For example, South Cambridgeshire District Council have an annual budget for 'community' grants of around £200,000. In order to give some stability over the medium term, it is proposed to fix and protect the £900,000 for the next 3 years (2015/16, 2016/17 and 2017/18).

Next steps, assessment and review

1. As stated above, the report to Community Services Scrutiny Committee on 11th July 2014 will make recommendations about:
 - New grants priorities and outcomes
 - A reduction to the overall grants budget
 - Implementation and support for groups
2. As soon as the report is published, a link will be sent to all voluntary groups and organisations that responded to the consultation so that they can make representations to members and attend the scrutiny meeting if they wish.
3. It is not proposed that any decisions about funding individual organisations or groups will be made until January 2015, once the application and assessment process has been concluded over the autumn period.
4. Once the new priorities and outcomes have been agreed, we will be holding workshops for any voluntary groups and organisations who wish to attend where we will explain the application process, timetable and assessment process and be available to answer questions. We will explain that applicants will need to demonstrate how they meet the agreed priorities and outcomes.

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

5. We will also offer 1-2-1 meetings with those groups that may need more support in completing their applications and providing evidence. We are well aware from experience that many of the groups who provide activities and help for the most vulnerable residents are often those who need the most support throughout the application process and through on-going monitoring once a grant has been awarded. This is a key part of the grants team's work.
6. Assessment of grant applications will be against the new agreed priorities and outcomes. We will encourage applicants to evidence their applications using local and national data which we have used to inform the proposed priorities and outcomes and which we will sign post to grant applicants. However, our approach will be proportionate and pragmatic. For example, we will not expect applicants applying for small area committee grants to provide reams of evidence whereas we will expect more established organisations applying for large grants to fully evidence their application.
7. A list of links to local and national data is shown at the end of this EQIA

Summary

1. Whilst the City Council is having to find significant savings from its discretionary services, we are ensuring that services and support for our most vulnerable residents are protected.
2. The move to more focused priorities and outcomes for Community, Arts and Recreation Development Grants will target resources to voluntary sector groups and organisations who work with residents who have the most need by seeking to remove barriers to advice, services and support, whether those barriers are caused by age, disability, pregnancy and maternity, transgender, marriage and civil partnership, race or ethnicity, religion or belief, sexual orientation or low income.
3. Our approach will effectively means test grant applications to ensure the available funding reaches those people in most need. It will minimise any impact on those people with protected characteristics and, in reality, should have a positive impact for many of these residents.

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

- Residents
- Visitors
- Staff

A specific client group or groups (please state):

Not specific, but the re-focusing of priorities and outcomes will generally have a **Positive**

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

Impact on those residents with protected characteristics who have the highest needs due to them experiencing barriers to advice, services and support.

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

- New
- Revised
- Existing

5. Responsible directorate and service

Directorate: Customer and Community Services

Service: Community Development and Arts and Recreation

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

- No
- Yes (please give details):

We work closely with the Cambridge Council for Voluntary Services and other voluntary sector 'umbrella' groups who have had input into the review.

7. Potential impact

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

When answering this question, please think about:

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

(a) Age (any group of people of a particular age, including younger and older people)

Specific Consultation:

1. Responses to the on-line survey were received from representatives of:
 - Cambridgeshire Celebrates Age
 - Citizen's Advice Bureau
 - Cambridge Volunteer Centre
 - Age UK Cambridgeshire
 - Student Community Action
 - Meadows Children and Family Wing
 - HomeStart Cambridgeshire
 - Cambridge Disabled Kids Swimming Club
 - Oblique Arts

2. Attendees at the workshops included representatives from:
 - Cambridge Senior Muslims
 - Centre 33
 - Citizen's Advice Bureau
 - Kings Hedges Brownies
 - Meadows Children and Family Wing
 - Cambridge Asian Muslim Girls Group
 - Cambridgeshire Older People's Reference Group / Celebrates Age
 - Dance Offensive
 - St.Andrew's Glebe

3. A survey of Young People was carried out Findings from the above can be found at this link:
<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf.pdf>

The proposed Priorities and Outcomes for Grants will have a **Positive** impact for young people and older people who have the highest needs due to barriers which prevent them from accessing sporting activities, arts and cultural activities, legal and financial advice, employment support and community development activities.

For example, the consultation and research has highlighted the impact that social isolation can have to the wellbeing of older people, especially those on low incomes. Also, the importance of activities and support that help older young people (in particular) to find work.

However, we need to be mindful that Connexions are responsible for young people aged thirteen to nineteen, and up to 25 for young people with learning difficulties and/or disabilities. It will be important not to use voluntary sector grants budget to 'plug the gap' by funding activities that are the statutory responsibility of other public sector organisations.

The proposed grants priorities and outcomes will encourage voluntary organisations to submit funding applications that will help to mitigate such issues. The proposed 25% budget reduction will mean that voluntary groups or organisations supporting older and younger people who are more affluent and/or articulate and able to pay for access to these services are less likely to receive funding if they apply. To this extent there will be a **negative** impact.

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

Specific Consultation:

1. Responses to the on-line survey were received from representatives of:

- Cam Sight
- Friends with Disabilities
- Citizen's Advice Bureau
- Cambridge Volunteer Centre
- Cambridge Hard of Hearing Club
- Wintercomfort
- Changing Directions
- Richmond Fellowship
- Cambridge Cyrenians
- Rowan Humberstone
- Make, Do and Mend
- Cambridge Council for Voluntary Services
- Age UK
- Cambridge Disabled Kids Swimming Club
- The You Can Hub
- Lifecraft
-

2. Attendees at the workshops included representatives from:

- Cambridge Council for Voluntary Services
- Centre 33
- Richmond Fellowship
- Rowan Humberstone
- SexYOUality
- You Can Hub
- Changing Directions
-

Findings from the above can be found at this link:

<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf>

The proposed Priorities and Outcomes for Grants will have a **Positive** impact for city residents who have disabilities and who have the highest needs due to barriers which prevent them from accessing sporting activities, arts and cultural activities, legal and financial advice, employment support and community development activities.

The research and consultation has highlighted that disabled people are disproportionately affected by low income. They can face multiple barriers due to both their low income and their disability.

For example, they can experience particular barriers to accessing employment which can result in low income which, in turn, can prevent them from accessing social activities such as sports or arts. This can lead to further social isolation and increased mental health issues.

The proposed grants priorities and outcomes will encourage voluntary organisations to submit funding applications that will help to mitigate such issues.

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

The proposed 25% budget reduction will mean that voluntary groups or organisations supporting residents with disabilities who are more affluent and/or articulate and able to pay for access to these services are less likely to receive funding if they apply. To this extent there will be a **negative** impact.

(c) Gender

1. Responses to the on-line survey were received from:

- Cambridge Council for Voluntary Services
- Citizen's Advice Bureau
- Cambridge Volunteer Centre

2. Attendees from the workshops included:

- Khidmat Sisters
- Meadows Children and Family Wing
- NISA Only Ladies Swimming Club
- Cambridge Asian Muslim Girls Group

Findings from the above can be found at this link:

<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf>

The proposed Priorities and Outcomes for Grants will have a **Positive** impact for city residents who have the highest needs due to barriers because of their gender which prevent them from accessing sporting activities, arts and cultural activities, legal and financial advice, employment support and community development activities.

The proposed grants priorities and outcomes will encourage voluntary organisations to submit funding applications that will help to mitigate such issues.

The proposed 25% budget reduction will mean that voluntary groups or organisations supporting residents who are more affluent and/or articulate, do not experience barriers due to their gender and are able to pay for access to these services are less likely to receive funding if they apply. To this extent there may be a **negative** impact.

(d) Pregnancy and maternity

1. Responses to the on-line survey were received from:
 - Meadows Children and Family Wing
 - HomeStart Cambridgeshire
 - Cambridge Disabled Kids Swimming Club
2. Attendees at the workshops included:
 - Meadows Children and Family Wing

There was no evidence found during the review that would suggest the proposed changes would have a disproportionate impact.

(e) Transgender (including gender re-assignment)

1. Responses to the on-line survey were received from:
 - Cambridge Council for Voluntary Services
 - Citizen's Advice Bureau
 - Cambridge Volunteer Centre
2. Attendees from the workshop included:
 - SexYOUality
 - Cambridge Council for Voluntary Services
 - Centre 33
 - Richmond Fellowship

There are currently no Transgender groups that receive grants although staff are aware of some local groups and we do fund Encompass (the infrastructure organisation for LGB and T groups) as well as SexYOUality who do work with Trans residents.

The proposed Priorities and Outcomes for Grants will have a **Positive** impact for city residents who have the highest needs due to barriers because they are Transgender which prevent them from accessing sporting activities, arts and cultural activities, legal and financial advice, employment support and community development activities.

The proposed grants priorities and outcomes will encourage voluntary organisations to submit funding applications that will help to mitigate such issues.

The proposed 25% budget reduction will mean that voluntary groups or organisations supporting Trans residents who are more affluent and/or articulate, do not experience barriers because they are Transgender and are able to pay for access to these services are less likely to receive funding if they apply. To this extent there may be a **negative** impact.

(f) Marriage and Civil Partnership

There was no evidence found during the review that would suggest the proposed changes would have an impact.

(g) Race or Ethnicity

1. Responses to the on-line survey were received from:
 - Cambridge Ethnic Community Forum
 - Sur Taal, Cam Kerala
 - Citizen's Advice Bureau
 - Cambridge Volunteer Centre
 - Cambridge Council for Voluntary Services
 - Chinese Families Together

2. Attendees from the workshops included:
 - Cambridge Kerala Cultural Association
 - Cambridge Senior Muslims
 - Cambridge Council for Voluntary Service
 - Chinese Families Together
 - Indian Cultural Society
 - Khidmat Sisters
 - NISA Only Ladies Swimming Club
 - Citizen's Advice Bureau
 - Cambridge Asian Muslim Girls Group
 - Cambridge Ethnic Community Forum
 - Cambridge Malayalee Association
 - Cambridge Pakistan Cultural Association
 - Bengali Welfare Association

Findings from the above can be found at this link:

<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf>

The existing grants priority CD1.2, Equality and Diversity, includes sub priorities of BME Groups and Community Cohesion. This has meant that sometimes grant funding may have been awarded to very affluent BME groups for community activities that haven't necessarily benefitted those people from the community with high needs, whether due to low income or due to barriers caused by their race.

The proposed grants priorities and outcomes will ensure that activities that support residents in most need are funded. In the context of race or ethnicity this might be around helping to remove barriers to services or activities that are specific to a particular race. For example, through building confidence, through taster sports sessions or similar.

The proposed changes, therefore, will have a **positive** impact for some groups and organisations representing BME residents. In particular, groups representing Bangladeshi residents, who are often on low incomes or find it hard to access work due to language or skills barriers, may be more likely to receive funding.

Conversely, the proposed changes and the proposed budget reduction of 25% means there may be a **negative** impact for some other groups and organisations representing BME residents, particularly if the beneficiaries are relatively wealthy, articulate and highly skilled, unless they can demonstrate that the beneficiaries are experiencing other barriers.

(h) Religion or Belief

The Council's existing and proposed grants priorities specifically exclude 'Faith' activities and so there will be **no impact**.

We have sometimes funded groups which have a particular faith ethos to deliver non faith activities providing that the group and the activities meet our grants priorities. This situation would be unaffected by the proposed changes.

(i) Sexual Orientation

1. Responses to the on-line survey were received from:
 - Cambridge Council for Voluntary Services
 - Citizen's Advice Bureau
 - Cambridge Volunteer Centre
2. Attendees from the workshop included:
 - SexYOUality
 - Cambridge Council for Voluntary Services
 - Centre 33
 - Richmond Fellowship

Findings from the above can be found at this link:

<http://democracy.cambridge.gov.uk/documents/s24845/GrantsConsultationResponsesPack.pdf>

The proposed Priorities and Outcomes for Grants will have a **Positive** impact for city residents who have the highest needs due to barriers because of their sexuality which prevent them from accessing sporting activities, arts and cultural activities, legal and financial advice, employment support and community development activities.

The proposed grants priorities and outcomes will encourage voluntary organisations to submit funding applications that will help to mitigate such issues.

The proposed 25% budget reduction will mean that voluntary groups or organisations supporting residents who are more affluent and/or articulate, do not experience barriers because they are Sexuality and are able to pay for access to these services are less likely to receive funding if they apply. To this extent there may be a **negative** impact.

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

Low Income and poverty

The proposed changes to priorities and outcomes will re-focus the grants funding on groups and organisations that support residents with the highest needs. In many cases this will be due their low income.

Residents can find themselves in poverty due to barriers related to their age, disability, gender, race, religion, sexual orientation, marriage status or because they are pregnant or have very young children.

Therefore, we expect the focus on low income to have the biggest benefit for those groups supporting residents who experience the biggest 'equalities' barriers to accessing sporting activities, arts and cultural activities, legal and financial advice, employment support and community development activities.

The proposed reduction of 25% in the overall grants budget will inevitably have a negative impact on groups supporting residents on higher incomes unless they are supporting a particular group of residents who experience big 'equalities' barriers

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

Staff

The proposed changes, if agreed, will require lots of work by staff in the grants team to ensure voluntary groups and organisations understand the new priorities and outcomes including detailed examples of what would be funded and what wouldn't be funded in future.

Staff are working with Cambridge Council for Voluntary Services on a communications plan which will include workshops for groups and 1-2-1 meetings with groups that may need more support. We will also be working with the 'infrastructure' groups such as CCVS, CECF and Encompass so they are in a position to support their member groups in making applications. This will ensure that as many groups and organisations as possible are prepared to submit grant applications by the deadline at the beginning of October 2014.

Staff will then have a relatively short period in which to fully evaluate each application against the new criteria and to brief the Executive Councillor before submitting funding recommendations by the January 2015 Scrutiny Committee deadline in December 2014.

A link to the report with the funding recommendations will be sent to all groups and organisations as soon as it is published in December to give groups as much warning as possible about whether their application is likely to be successful. This will also enable them to lobby councillors and/or attend the Scrutiny committee in early January 2015 where final funding decisions will be made.

This process will be particularly challenging for the grants team and their work will need to be carefully prioritised to ensure the process is thorough.

Review

It is proposed that the grants priorities and outcomes are reviewed, together with this EQIA, by staff in January 2017 when a full year's monitoring data is available.

5. Conclusions and Next Steps

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

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

6. Sign off

Name and job title of assessment lead officer: Trevor Woollams, Head of Community Development

Names and job titles of other assessment team members and people consulted:

Suzanne Goff, Strategy Officer

Jackie Hanson, Community Funding and Development Manager

Elaine Shortt, Senior Grants Officer

Ariadne Henry, Community Development Officer (Inclusion and Engagement)

Date of completion: 25.6.14

Date of next review of the assessment: January 2017

Action Plan

Equality Impact Assessment title:

Grants Review – Community, Arts and Recreation Development Grants

Review outcome and proposals – Community Services Scrutiny Committee on 10th July 2014

Date of completion: 25.6.14

Covers all strands

Details of possible disadvantage or negative impact

The proposed grants priorities and outcomes will focus the available funding on groups and organisations that offer help and support to those residents in most need. In effect, this is a means tested approach to ensure the available funding goes to those facing the highest inequality and who are in most need of support.

The theme of tackling inequality due to poverty and low income is central to the new priorities and outcomes and cuts across all the protected characteristics as poverty is often experienced by people who also face discrimination or lack of equality due to race, gender, disability etc.

This new focus will inevitably mean that those groups and organisations that offer help to more affluent and articulate residents with protected characteristics who may, for example, be able to pay for support, may receive less funding or no funding in future.

However, there may also be groups supporting residents with particularly high barriers to equality that are unrelated to income. The new priorities will also prioritise applications that seek to address these high barriers.

There will need to be comprehensive communication and engagement with voluntary groups and organisations prior to, and during, the 2015/16 annual grants round to ensure those completing grant applications fully understand the new priorities and outcomes and how they improve or reduce their chances of securing funding. This will build upon the extensive consultation and engagement with voluntary sector groups and organisations that started in January 2013.

This approach has, and will, give groups and organisations plenty of warning about their potential to gain funding in 2015/16.

The communication will also include wider support for groups, such as signposting to other potential funding sources and capacity building support through Cambridge Council for Voluntary Services which has been working with the Council through the review.

Action to be taken to address the disadvantage or negative impact

- Grants workshops for groups and organisations to explain the new priorities and outcomes, revised application process and signposting for additional support.
- Liaison with infrastructure organisations such as CCVS, CECF, Encompass, Disability Cambridgeshire so that they can support their member organisations in applying

Covers all strands	
	for grants <ul style="list-style-type: none"> • 1-2-1 meetings with groups on request • Comprehensive guidance notes for application process
Officer responsible for progressing the action	Jackie Hanson
Date action to be completed by	October 2014

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

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

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

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

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

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

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

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

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

A list of data and information as referred to on page 5 – section 2 of this EqIA. Some of the evidence listed below was considered as part of the Grants Review EQIA - June 2014.

Please note that this list is not exhaustive and is continually reviewed as new policies, legislation and research develops.

<https://www.cambridge.gov.uk/housing-research>

<https://www.cambridge.gov.uk/population-estimates>

<https://www.cambridge.gov.uk/mapping-poverty>

<https://www.cambridge.gov.uk/2011-census>

<https://www.cambridge.gov.uk/open-data-transparency-in-local-government>



To Executive Councillor for City Centre and Public Places
Report Director of Environment and Director of Business Transformation
by
Relevant Scrutiny Committee Community Services 11 July 2014

2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances – Public Places portfolio

Not a Key Decision

1. Executive summary

- 1.1 This report presents a summary of the 2013/14 outturn position (actual income and expenditure) for services within the Public Places portfolio, compared to the final budget for the year. The position for revenue and capital is reported and variances from budgets are highlighted, together with explanations. Requests to carry forward funding arising from certain budget underspends into 2014/15, and future years where relevant, are identified.
- 1.2 It should be noted that outturn reports being presented in this Committee cycle reflect the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) members of this committee are asked to consider the proposals to carry forward budgets and make their views known to The Executive Councillor for Finance and Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council.

2. Recommendations

Members of the Scrutiny Committee are asked to consider and make known their views on the following proposals:

- a) To agree the carry forward requests, totalling £1,980 as detailed in Appendix C are to be recommended to Council for approval.
- b) To carry forward capital resources to fund rephased net capital spending of £820,000 from 2013/14 into 2014/15 as detailed in Appendix D.

3. Background

Revenue Outturn

- 3.1 The outturn position for the Public Places portfolio compared to final revenue budget, is presented in detail in Appendix A.
- 3.2 Appendix B to this report provides explanations of the main variances.
- 3.3 Appendix C sets out the final list of items, for this service portfolio, for which approval is sought to carry forward unspent budget from 2013/14 to the next financial year, 2014/15.
- 3.4 The overall revenue budget outturn position for the Public Places portfolio is set out in the table below:

Public Places 2013/14 Revenue Summary	£
Final Budget	2,052,060
Outturn	2,108,913
Overspend for the year	56,853
Carry Forward Requests	1,980
Net Variance	58,833

The net variance represents 2.86% of the overall portfolio budget for 2013/14

Capital Outturn

- 3.5 Appendix D shows the outturn position for schemes and programmes within the future Public Places portfolio, with explanations of variances.
- 3.6 An overall underspend of £805,000 has arisen. £820,000 is due to slippage and rephasing of the capital programmes is required to transfer the budget into 2014/15. A further £15,000 is in respect of net project overspends against approved budgets.

4. Implications

- 4.1 The net variance from the final budget, after approvals to carry forward £1,980 budget from 2013/14 to the next financial year, 2014/15, would result in an increased use of General Fund Reserves of £58,833.
- 4.2 In relation to anticipated requests to carry forward revenue budgets into 2014/15 the decisions made may have a number of implications. 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:

- Closedown Working Files 2013/14
- Directors Variance Explanations - March 2014
- Capital Monitoring Reports - March 2014
- Budgetary Control Reports to 31 March 2014

6. Appendices

- Appendix A - Revenue Budget 2013/14 - Outturn
- Appendix B - Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets
- Appendix C - Revenue Budget 2013/14 - Carry Forward Requests
- Appendix D - Capital Budget 2013/14 - Outturn

7. Inspection of papers

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

Authors' Names: Chris Humphris
Authors' Phone Numbers: Telephone: 01223 - 458141
Authors' Email: chris.humphris@cambridge.gov.uk

**Public Places / Community Services Scrutiny Committee
Revenue Budget - 2013/14 Outturn**

Service Grouping	Original Budget £	Final Budget £	Outturn	Variation - Final Budget & Outturn Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
Environment - Bereavement Services						
City of Cambridge Cemetery	31,460	(4,840)	(11,632)	(6,792)	0	(6,792)
Cambridge Crematorium	(817,740)	(881,630)	(834,851)	46,779	1,980	48,759
Huntingdon Road Cemetery	61,050	61,780	61,780	0	0	0
Bereavement Service Central Costs	543,630	538,810	534,142	(4,668)	0	(4,668)
Commemoration	(84,970)	(84,970)	(68,081)	16,889	0	16,889
	(266,570)	(370,850)	(318,642)	52,208	1,980	54,188
Environment - Open Space Management						
Refreshment Kiosks	(58,130)	(58,130)	(60,544)	(2,414)	0	(2,414)
Open Space Management	1,637,990	1,688,300	1,696,300	8,000	0	8,000
Seasonal Bedding	18,890	18,890	22,541	3,651	0	3,651
Closed Churchyards	71,490	61,590	60,013	(1,577)	0	(1,577)
Lettings & Events on Open Spaces	(32,290)	(32,290)	(34,572)	(2,282)	0	(2,282)
Grazing Management	(4,080)	(4,080)	(4,080)	0	0	0
Play Maintenance	119,340	119,340	105,060	(14,280)	0	(14,280)
Cherry Hinton Hall	(88,700)	(88,700)	(107,550)	(18,850)	0	(18,850)
Allotments	10,920	5,050	4,911	(139)	0	(139)
River Frontage Management	26,640	36,670	8,705	(27,965)	0	(27,965)
Histon Road Cemetery	0	0	(130)	(130)	0	(130)
Arboriculture	206,900	225,290	238,345	13,055	0	13,055
Local Nature Reserves	14,830	13,340	12,442	(898)	0	(898)
	1,923,800	1,985,270	1,941,441	(43,829)	0	(43,829)
Environment - Streets and Open Spaces						
Environmental Projects	338,540	402,670	366,871	(35,799)	0	(35,799)
Project Delivery	156,130	174,130	249,928	75,798	0	75,798
	494,670	576,800	616,799	39,999	0	39,999
Environment - Tourism and City Centre Management						
Tourism	146,780	167,300	178,665	11,365	0	11,365
Package Tour Scheme	(81,340)	(81,340)	(83,297)	(1,957)	0	(1,957)
City Centre Management	115,850	115,850	120,000	4,150	0	4,150
Head of Tourism & City Centre Management	0	0	0	0	0	0
Markets	(340,970)	(340,970)	(346,052)	(5,082)	0	(5,082)
	(159,680)	(139,160)	(130,685)	8,475	0	8,475
Total Net Budget	1,992,220	2,052,060	2,108,913	56,853	1,980	58,833

Note: A carry forward request has been included for £20,000 for training in respect of this portfolio. The underspend occurred in a support service cost centre that is allocated across the Council at year end with a zero variance. The carry forward request does not therefore appear in the table above but has been reported to the Strategy portfolio.

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted

and are detailed and approved:

- in the January committee cycle (as part of the Budget Setting Report)
- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review, MFR)
- via technical adjustments/virements throughout the year

Public Places / Community Services Scrutiny Committee

Revenue Budget 2013/14 - Major Variances
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Cambridge Crematorium	Environment - Bereavement Services A falling death rate has resulted in a reduction in income from cremations.	46,779	Paul Necus
River Frontage Management	Environment - Open Space Management Provision for business rates from prior years (£27,000) has not been spent.	(27,965)	Adrian Ash
Environmental Projects	Environment - Streets and Open Spaces Variance mainly due to additional external income, including Pre-Application and Planning Performance Agreements recharges.	(35,799)	Adrian Ash
Project Delivery	 Overspend due to recruitment and relocation expense costs [£13k] and unsupported project costs [£8.5k]. Also due to additional resources needed for project delivery on non EIP schemes.	75,798	Adrian Ash

Public Places / Community Services Scrutiny Committee

Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15 and future years

Item		Final Request £	Contact
1	<p>Bereavement Services</p> <p>To complete an unfinished path in the gardens of remembrance. Initial works are complete but the contractor needs to provide the top dressing material.</p>	1,980	Tracy Lawrence
	<p>Total Carry Forward Requests for Public Places Portfolio / Environment Scrutiny Committee</p>	1,980	

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC234	Histon Road Cemetery Landscaping (S106)	A Wilson	0	5	1	(4)	0	(4)	Project Complete. Planting works completed March 2014.
SC379	Mercury Abatement	T Lawrence	0	0	29	29	0	29	Project complete. Spend was for retention.
SC410	Mill Road Cemetery	A Wilson	25	25	1	(24)	24	0	The interpretation boards are now complete. The final component of the project is the excavation of the old chapel foundations and this is programmed for late summer 2014.
SC432	Mill Road Cemetery Memorial Artwork (S106)	A Preston	12	44	52	8	0	8	Project Complete. Artwork was installed in the cemetery during the weekend of 8th/9th February. Opening Ceremony took place 22nd/23rd weekend.
SC456	Coldhams Common Local Nature Reserve (LNR) (S106)	G Belcher	18	4	1	(3)	3	0	Consultation report complete. Draft Management Plan will be prepared for July Environment Scrutiny Committee for approval to go to second stage of consultation. Works and final spend resulting from new management plan complete by November 2014.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC468	Vie Play Area (S106)	A Wilson		0	21	21	0	21	Consult local Members and residents on the possible location of the surplus play area equipment (originally purchased for the Vie site but no longer needed there) at other local play areas in North Area). See in conjunction with the underspend at SC469
SC469	Vie Public Open Space (S106)	A Wilson	26	35	2	(33)	33	0	Consult local residents on the details of the trim trail to be installed on the Vie Open Space, given that the earlier consultation was in 2010.
SC474	Cherry Hinton Hall Grounds Improvements - Phase 1 (S106)	A Wilson	0	19	19	0	0	0	Project Complete.
SC479	Abbey Pool Play Area Facilities (S106)	A Preston	88	2	2	0	0	0	Executive Councillor decision to await the decision of the Secretary of State on the Play Area improvement Section 38 application.
SC492	Jesus Green Play Area (S106)	A Preston	151	147	145	(2)	2	0	S38 application submitted following additional request for fencing around the play area. The S38 app has now been approved and the fencing will be ordered and installed by the end of May 2014.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC494	Kings Hedges "Pulley" Play Area (S106)	A Preston	0	71	72	1	0	1	Project Complete.
SC496	Petersfield Play Area (S106)	A Preston	0	64	69	5	0	5	Project Complete.
SC497	Peveler Road Play Area (S106)	A Preston	0	84	78	(6)	0	(6)	Project Complete.
SC499	Trumpington Rec Outdoor Space (S106)	A Wilson	0	1	0	(1)	0	(1)	Project Complete.
SC507	Visit Cambridge Website	E Thornton	0	2	0	(2)	2	0	Project will be complete by end May 2014.
SC523	Refurbishment of Newmarket Rd Cemetery Buildings	T Lawrence	40	75	57	(18)	0	(18)	Project Complete.
SC524	Cambridge Crematorium - Chapels & Public Areas Refurbishment	T Lawrence	95	120	113	(7)	7	0	Contractors supplier delay in providing product, namely lights for the West Chapel and mats for the Crematorium site.
SC525	Cambridge Crematorium - Staff Room Refurbishment	T Lawrence	30	0	0	0	0	0	Budget rephased to 2014/15

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC539	Metered system for the supply of electricity on the Market	A White	50	50	11	(39)	24	(15)	The approach to this project has changed. The electrical infrastructure is being upgraded ensuring that it is futureproof to accommodate a potential metering scheme in the future. The revised quote is £35k, so there will be a £15k underspend at year end. This work will be complete by mid May.
SC540	Electronic Market Management Software	A White	0	14	5	(9)	9	0	The final integration of the new system with Oracle has delayed completion of this project along with long term sickness issue within the Markets team. The project should be complete within the first 3 months of the financial year so request that this residual amount be carried forward.
SC544	Coleridge Recreation Ground Improvements (S106)	A Wilson	289	181	23	(158)	158	0	The replacement tennis court is now complete. The planning application for the second tennis court is prepared. An exemption for the play equipment has been approved.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC548	Southern Connections Public Art Commission (S106)	N Black	73	9	12	3	(3)	0	The variance relates to an additional payment for the grafting of apple trees, which was not expected at this stage in the project. A detailed project spend profile has now been developed in conjunction with the artist, which will need to be reflected in the capital plan
SC551	Stourbridge Common - Riverbank Project	A Wilson	100	100	100	0	0	0	Project Complete. A further extension of works was agreed by Executive Councillor, funded from R&R, is now also complete.
SC562	Review - Street & Open Spaces Benches	A Wilson	25	25	3	(22)	22	0	All benches are ordered and currently being installed.
SC573	Installation of Air Conditioning units at the Tourist Information Centre	E Thomton	25	35	33	(2)	2	0	Project Complete.
SC581	Epilog Upgrade	T Lawrence	0	5	13	8	(8)	0	Project rephased to October 2014 due to suppliers programming of their various projects.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
ST084	Parker's Piece Lighting Project	A Preston	0	60	32	(28)	28	0	Balfour Beatty works commenced 22/04/2014 - new columns and lanterns have been installed and ducting for power supply progressing. Incorporating new Wi-Fi antennae for Cambridge University.
Total Projects			1,047	1,177	894	(283)	303	20	
PR003	City Centre Management Programme	E Thornton	20	10	5	(5)	5	0	A grant has been awarded for a Wayfinding project for Mill Road. This has been delayed, but should be complete by end May. It is therefore requested that this amount be carried forward.
PR010a	Environmental Improvements Programme - North Area	A Preston	134	72	42	(30)	30	0	Currently 13 adopted projects totalling £98k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.
PR010b	Environmental Improvements Programme - South Area	A Preston	172	154	32	(122)	122	0	Currently 8 adopted projects totalling £142k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR010c	Environmental Improvements Programme - West/Central Area	A Preston	113	143	62	(81)	81	0	Currently 16 active projects, totalling £110k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.
PR010d	Environmental Improvements Programme - East Area	A Preston	157	115	45	(70)	70	0	Currently 17 active projects totalling £141k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.
PR010d	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Preston	0	1	1	0	1	1	Project Complete. Remaining unspent budget to be moved to railing refurbishment project.
PR010j	Environmental Improvements Programme - Fitzroy/Burleigh Street	A Preston	0	70	71	1	0	1	Project Complete.
PR027	Replacement of Parks & Open Space Waste/Litter Bins	A Wilson	75	150	96	(54)	54	0	Phase one completed, underspend to carry over to this coming financial year.
PR030a	Increase Biodiversity at Stourbridge Common (S106)	G Belcher	15	7	6	(1)	1	0	Project Complete.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR030b	Improve Access to Abbey Paddling Pools From Coldham's Common (S106)	A Wilson	10	10	0	(10)	10	0	Executive Councillor decision to await the decision of the Secretary of State on the Play Area improvement Section 38 application. If the decision of the SOS includes a condition relating to the footpath its diversion or extinguishment then we will need to address. If there are no conditions and the Section 38 is granted the play area can be installed (not on the footpath) with the fenceline (but including gates for the right of way route).
PR032c	Improvements to Cherry Hinton Rec. (S106)	A Wilson	65	122	79	(43)	43	0	Works to the skate park to start in mid May. The Panna and Explorer Dome were both complete by the end of March 2014.
PR033a	Benches in Parks & Open Spaces (S106)	A Wilson	30	30	10	(20)	20	0	All benches are ordered and currently being installed.
PR033b	Access Improvements to Midsummer Common Community Orchard (S106)	A Wilson	20	15	6	(9)	0	(9)	Project Complete.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR033c	Public Art element of improvements to the entrances at Histon Rd Rec (S106)	A Preston	50	8	10	2	(2)	0	Project steering group have selected the preferred concept for further detailed development, which will take place during the purdah period, with a public exhibition immediately after the election. The purdah period has delayed the project slightly, along with getting approval from Councillors to proceed with the chosen concept.
PR034a	Logan's Meadow Local Nature Reserve (LNR) Extension (S106)	G Belcher	160	17	21	4	(4)	0	Awaiting Heads of Terms from adjacent landowner in order to gain access for plant and earthwork movements. Works may require rescheduling until late summer to allow suitable conditions for sowing and planting in the autumn.
PR034b	Paradise Local Nature Reserve (LNR) (S106)	G Belcher	100	94	102	8	(6)	2	Project Complete.
PR034c	Drainage of Jesus Green (S106)	A Wilson	95	95	13	(82)	82	0	Works to commence immediately after the Beer Festival. All permissions granted

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR034d	Public Art - 150th & 400th Anniversary (S106)	A Preston	88	6	3	(3)	3	0	A shortlist of four artists is close to completion, after which the project brief will be issued for them to develop concept proposals over a 3 month period.
Total Programmes			1,379	1,119	604	(515)	510	(5)	
PV348	Allotment Improvements (S106)	A Wilson	17	14	7	(7)	7	0	This funding is allocated to allotment societies and related to sum received following the development of part of Whitehill Allotments by Cambridge United. This funded is allocated as the Allotment Societies in the area identify spend.
Total Provisions			17	14	7	(7)	7	0	
Total for Public Places			2,443	2,310	1,505	(805)	820	15	

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Changes between original and final budgets may be made to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
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- in the June committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review (MFR))
- in the January committee cycle (as part of the budget setting report)

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To: Executive Councillor for City Centre and Public Places:
Councillor Carina O'Reilly

Report by: Simon Payne - Director of Environment

Relevant scrutiny committee: Community Services Scrutiny Committee 11th July 2014

Wards affected: Abbey East Chesterton Market

AN UPDATE REPORT ON RIVERSIDE MOORINGS

Key Decision

1. Executive summary

1.1 This report summarises the outcomes of a feasibility study commissioned in the Spring of 2014 to explore options for the adaptations of the river wall and railings to facilitate river boat moorings at Riverside. The report also makes recommendations on the regulation of Riverside moorings.

1.2 The City Council has asserted its ownership of, and registered its title to, the subsoil of Riverside. The registration of title allows the City Council the opportunity to consider management options for river boat moorings at Riverside.

1.3 In October 2013, Environment Scrutiny Committee considered a range of options as a result of and after extensive consultation on river boat moorings at Riverside. The Executive Councillor instructed a feasibility appraisal to be commissioned to identify suitable solutions to allow the management of moorings, whilst minimising or mitigating any adverse effects on navigation.

1.4 The responsible scrutiny of river moorings issues has now changed from Environment Scrutiny Committee to Community Services Scrutiny Committee with effect from a decision at Full Council on the 12th June 2014.

1.5 Officers have been mindful of previous representations and the likelihood impact on neighbouring properties from any recommended change to the river boat moorings at Riverside.

1.6 This report intends to update and inform Councillors on the feasibility of permitting moorings at Riverside, any constraints, and any subsequent impact on moorings at Riverside and neighbours, or on the current River Moorings Policy.

1.7 The feasibility study has recommended and discounted some but not all technical options to create river moorings at Riverside. This report recommends the continued investigation of the creating of mooring positions; coupled with the introduction of regulation of moorings at Riverside as an interim solution to overcome some of concerns raised by stakeholders and local residents.

2. Recommendations

The Executive Councillor is recommended:

- a) To instruct Officers to continue to develop option 2 as detailed at 3.4 and to prepare a full project appraisal of allowing Riverside to be incorporated into the City Council's River Moorings Policy, including whether or not adaptations can be made to Riverside;
- b) To instruct Officers not to pursue option 3 detailed at 3.4;
- c) To instruct Officers to regulate moorings at Riverside from the 1st October 2014;
- d) And for Officers to facilitate those currently moored on Riverside to be given the opportunity to join the River Moorings Waiting List in chronological order where the period of first occupancy can be evidenced.

3. Background

3.1 Cambridge City Council manages residential moorings on the River Cam, and since 1996 has developed and evolved a River Moorings Policy that governs the way in which this service works.

3.2 The existing River Moorings Policy was approved by the Executive Councillor for Community Development and Leisure on the 24th March 2005, and it currently does not cover land at Riverside. This exclusion is due to ownership of the land being uncertain, however this issue is now resolved. This current report is part of a step process to inclusion into the River Moorings Policy, and is intended to ensure Councillors are fully briefed and appraised before accepting recommendations.

3.3 In a report to the Executive Councillor for Art, Sports and Public Places on the 12th January 2012 it was recommended that any decision on the future management of the land at Riverside should be informed by the views of different groups of people, who have a reasonable interest in what happens to this area.

3.4 To gather the views on a range of options, a consultation was approved by the Executive Councillor that considered:

- Option 1: Permit mooring on Riverside wall, integrating the area into the city's mooring policy;
- Option 2: Permit mooring on Riverside wall, but not where the river is narrowest;
- Option 3: Ban mooring on Riverside wall, and relocate Riverside craft to other locations on the river;
- Option 4: Ban mooring on Riverside wall and give existing resident moorers notice to vacate;
- Option 5: Re-organise mooring so as to make Riverside a visitor mooring area only, opening up existing visitor moorings for residential use;
- Option 6: Do nothing; leave things as they are.

3.5 The Executive Councillor on the 8th October 2013 at Environment Scrutiny Committee:

- Instructed Officers to carry out feasibility work on options 2 & 3 (detailed at paragraph 3.4); and to consult on Executive Councillor approved solutions and to report back consultation findings to Environment Scrutiny Committee for further consideration and decision.
- Instructed Officers not to pursue creating solutions for options 1,4,5 & 6, (detailed at paragraph 3.4) at this stage, and not to consult on these options further, but not to discount these options completely until the outcomes of further study of options 2 & 3 are known.

4 Developing Feasibility on Options 2 & 3

4.1 A feasibility study has been completed and a summary is presented in this report. The study considered a range of technical options to improve access. Officers are however not content that all options and issues have been fully considered or appraised at this time.

4.2 The County Council are responsible for the highway and therefore the wall and railings at Riverside. Any adaptations or changes to the wall, railings or highway layout would need their consent.

4.3 The County Council offered to allow the City Council to use its framework agreement with Skanska to facilitate the feasibility study. This approach has had a direct benefit in that the County Council had direct input into the design and therefore only options agreeable to them were developed.

4.4 To overcome access issues and to facilitate a safe entry and exit from the moorings the feasibility report recommends that a 1.5m wide fixed or floating pontoon is installed close to the riverside wall, with an access ramp from road level to river level.

4.5 The introduction of a fixed or floating pontoon will require consent from the Conservators of the River Cam, who will be concerned with safe navigation and river widths and from the Environment Agency, who will be concerned with river flooding and water flows.

4.6 The cost of installing a fixed pontoon is estimated at £95,000 for a 100 linear metre length and £101,000 for a floating pontoon of the same distance.

4.7 Both the fixed and floating pontoons will create moorings for approximately 8/9 boats.

4.8 The fixed or floating pontoon may limit the width of boats that can be permitted to moor. It is likely this will impact on the available space for wide beam vessels.

4.9 Officers are not content that other options for adaptation have been thoroughly considered and some solutions may have discounted prematurely. It is recommended that further work is carried out to appraise a full range of options.

4.10 One option is to incorporate Riverside moorings in to the existing River Moorings Policy; this is discussed further at section 6

4.11 Discontinuing option 3

There are currently 44/45 boats on Riverside of which there are approximately 22/25 live aboard. Live aboard is defined for the purposes of this report as being sole place of residency. A ban on mooring would directly impact on live aboards due to displacement.

4.12 There is a shortage of wide beam moorings in Cambridge and surround areas with a current waiting list time in excess of 7 years. This means that wide beam boats removed from Riverside would have nowhere to go.

4.13 A ban on mooring would be difficult to implement and likely to be problematic to enforce. There is significant demand for low cost housing solutions which includes moorings and therefore the likelihood of boats returning to moorings vacated after enforcement is high. A ban will put pressure on the existing staff resource with a likelihood of having to have a continued enforcement presence.

5 Impact on Riverside moorers and local residents

5.1 Local residents and other river users have made representation to the City Council regarding environmental, health and safety and anti-social behaviour issues experienced from Riverside moorings. These types of issues are managed effectively through terms and conditions of the River Moorings Licence on other Council moorings. It is therefore recommended that the City Council regulates all moorings using adapted terms and conditions.

5.2 There are currently approximately 44/45 boats on Riverside, with an estimated 22 live aboard. The boats vary in condition and levels of maintenance. The introduction of regulation of moorings using terms and conditions will ensure that boats have a valid boat safety certificate and it is also recommended that guidance is produced and incorporated into existing licence terms and conditions, offering advice on safe entry and exit to boats moored on City Council land.

5.3 It is recommended that those currently moored on Riverside are given the opportunity to join the River Moorings Waiting List in chronological order where the period of first occupancy can be evidenced. This will give those on Riverside reassurance that they have other options available while the incorporation of Riverside moorings into the existing River Moorings Policy is explored.

5.4 City Council River Moorings Licence holders currently have a local exemption for liability to pay Council Tax. It is recommended that this exemption does not apply whilst the moorings of Riverside currently remains outside the Council's River Moorings Policy. Therefore Council Tax liability may continue to be applied depending on individual and personal circumstances.

5.5 Regulation of moorings at Riverside will take the form of a registration to enter the Waiting List which will set out new terms and conditions to allow temporary mooring at Riverside. Boats not registered will not be eligible to enter the River Moorings Licence scheme if after further feasibility and at a later date mooring is incorporated into the current River Moorings Policy.

5.6 Any breach of terms and conditions will result in removal from the waiting list and the forfeit of temporary moorings status.

5.7 It is recommended that regulation of moorings be introduced at Riverside by 1st October 2014, and that the current River Moorings Waiting List remains closed to allow incorporation in chronological order.

6 Incorporating Riverside into a revised Moorings Policy

6.1 The Executive Councillor for Public Places considered a report on the 16th January 2014 which contained recommendations for amendments to, and the management of, the Council's River Moorings Policy.

6.2 The report details issues and options that have been raised by stakeholders since January 2010, when the policy was last reviewed.

6.3 The report also highlights areas for further consideration and scrutiny relating to fees and charges, the formulation of an enforcement policy and the subsequent management of moorings.

6.4 In relation to the management of the River Moorings Policy the Executive Councillor *instructed officers to Draft a River Moorings Policy document reflecting the Executive Councillor decisions to date, which would also include an enforcement policy. It is recommended that the document be the subject of consultation and further approval by Environment Scrutiny.*

6.5 Approved recommendations from this report will be further developed and incorporated into the draft River Moorings Policy and referred to Community Services Scrutiny Committee for further consideration.

6.6 Officers will continue to develop option 2 as detailed at 3.4 and to prepare a full project appraisal to allow Riverside to be incorporated into the City Council's River Moorings Policy, including whether or not adaptations can be made to Riverside.

7. Implications

(a) Financial Implications

The cost of installation of a mooring pontoon is estimated at between £95k & £105k. There is currently a budget allocation on the Capital Plan of £75,000 (SC561) funded from use of Council Reserves which is currently planned for delivery in 2014/15. A further investment of £25,000 could be supported financially as outlined below, dependent on the occupancy profile.

The table below outlines the yield that might be expected from 8/9 moorings at current VAT exclusive fees which, assuming an investment of £100,000 would yield between 3.78% and 8.51%. This compares favourably to the current investment rate earned by the Council. No allowance has been made in respect of long-term maintenance and replacement costs. Allowing a replacement period of

20 years, and assuming construction inflation is equal to RPIX, the (cost)/yield ranges from (1.2%) to 3.5%.

Type		2014/15 rate excl VAT	8 moorings	9 moorings
2 or more adults	100%	946.00	7,568.00	8,514.00
Single adult	75%	709.50	5,676.00	6,385.50
Concessions	50%	473.00	3,784.00	4,257.00

Fees increases annually based on RPIX and are subject to 25% or 50% discount dependent on the occupancy. As moorings holders are residential, the VAT charged to individuals will not be recoverable and the cost per mooring ranges from £39.42 to £78.84 per calendar month.

It is not recommended to proceed with a fix or floating pontoon until all options have been fully appraised.

(b) **Staffing Implications**

Further adaptation or change to create fixed or floating moorings will require external specialist advice. There is likely to be additional resource required to assist investigating other solutions. The introduction of registration and regulation can be met from existing resource.

(c) **Equal Opportunities Implications**

A full Equality Impact Assessment will be completed prior to the creation of any future policy recommendations to be made to Community Services Scrutiny Committee

(d) **Environmental Implications**

+L: The proposal has a low positive impact. Improved management of the moorings at Riverside will enable the Council to better regulate the impact of moorings on the local neighbourhood. Regulation of moorings will address issues of long running generators, disposal of waste and sewage, boat safety and insurance.

(e) **Procurement**

There are no procurement implications at this stage

(f) **Consultation and communication**

Any decision taken as a consequence of this report will be detailed in the Review of the Moorings Policy which is scheduled to report to the 16th October 2014 Community Services Scrutiny Committee.

(g) **Community Safety**

The recommendations have no foreseen direct impact on Community Safety.

8. Background papers

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

- 12/10/CS Riverside Riparian Ownership & Moorings
- Consultation briefing note on Riverside Moorings
- Mooring at Riverside Wall - Summary Report on consultation
- Moorings at Riverside Wall – A report for Cambridge City Council by Phil Back Associates Ltd, May 2013

9. Appendices

None used

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 for City Centre and Public Places: Councillor Carina O'Reilly
Report by: Simon Payne – Director of Environment
Relevant scrutiny committee: Community Services Scrutiny 11th July 2014
Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge East Chesterton King's Hedges Market Newnham Petersfield Queen Edith's Romsey Trumpington West Chesterton

TREE MAINTENANCE FRAMEWORK CONTRACT 2015 onwards

Key Decision

1. Executive summary

The current framework agreement for tree maintenance services will expire at the end of April 2015. Officers are seeking permission to commence a formal tender process for the provision of tree maintenance services for a period of 2 years from 1 May 2015.

A new two year framework agreement (which would run until April 2017) would allow Officers to properly explore further, longer term collaborative opportunities across the whole County, with an aspiration for a County wide framework agreement, for the period 2017 onwards.

There are a significant number of potential benefits through collaborative working with neighbouring authorities as described in paragraph 3.7.

2. Recommendations

The Executive Councillor is recommended:

- a) To authorise the Head of Streets and Open Spaces to invite and evaluate tenders for contractors to provide tree maintenance services for 2015 to 2017;
- b) To authorise the Director of Environment to award the contract(s) to the most favourable tender(s), in accordance with pre-determined evaluation criteria.

- c) To instruct Officers to explore longer term collaborative opportunities with an aspiration for a County wide framework agreement, for the period 2017 onwards.

3. Background

3.1 At present the City Council has a City access only framework agreement that provides the Council's tree maintenance services.

3.2 An OJEU level procurement exercise was run by the Council in 2009 and a framework agreement awarded, to provide services from April 2010 until 31 March 2014. This framework agreement has been extended to the end of April 2015 to enable a further procurement exercise to be undertaken.

3.3 There are currently 7 suppliers on the existing framework. The framework agreement is very effective and provides very good service and value to the Council. Most services are called off as required using a mini-competition process, with some small elements of emergency and specialist work being awarded direct to specific suppliers.

3.4 Historically the Council has managed its own tree stock on a sole Council basis. The contract arrangements used by other Cambridgeshire Councils are unclear but it is believed that separate arrangements apply in each District, which may be very different in nature with limited consistency in the maintenance approach.

3.5 In some areas it is believed that responsibility for maintenance may have cascaded down to Parish/ town level. We believe there may be environmental, operational and efficiency benefits in trying to join up the various approaches in the County, and a major collaborative procurement exercise may provide an ideal vehicle to do this and to start securing additional benefits for all parties.

3.6 There are wider strategic issues that will impact on this proposed procurement exercise, particularly the tree strategy (in preparation for publication in Autumn 2014) which will aim, amongst other objectives, to increase tree canopy cover for the purposes of climate change adaptation, to improve planting rates and establishment, create a more strategic approach to statutory tree protection and encourage a healthy tree population through the application of best practice.

3.7 A collaborative approach could provide a range of potential benefits including the following:-

- i. Consistent tree maintenance standards across the entire County
- this should help Authorities with limited resource manage their

- tree stock and define/ enforce effective standards of work for contractors.
- ii. Sharing of best practice – a collaborative procurement would help authorities share and develop best practice.
 - iii. Common contract structure – consistency in contracts will help develop standard processes that would make future procurements more efficient and benefit suppliers.
 - iv. Economies of scale/better value for money – The greater scale of a County wide procurement may enable bidders to offer more attractive commercial offerings. That may not necessarily be cheaper pricing (we believe the existing contract prices are very competitive) but may include service enhancements or added social value.
 - v. Improvements to health of (Authority owned) tree stock across the County – better maintenance regimes should lead to healthier trees that flourish and live longer. Advantages include avoiding cost of replacement of new trees where badly managed/ maintained trees die needlessly.
 - vi. Facilitate joint working across Authority boundaries – this is a step which many Authorities in other areas are taking as the search for savings and efficiencies increases.
 - vii. There could be merit in considering including supply/ planting/ maintenance of new trees as part of a new framework. If this element was on a County wide basis it might offer economies of scale although the extent of new tree procurement in other authorities is not clear. This needs to be explored.

3.8 The current framework agreement (and the associated supplier call-off contracts that flow from that) expires at the end of April 2015.

3.9 Given the very disparate arrangements that exist across the County at present it is felt that a substantial amount of time and work will be required to fully explore with potential collaborative partners the scope and structure of a county wide joint project. In order to allow sufficient time for that work to be properly pursued, the Council will need to put in place a further new (City use only) framework agreement for two years. Thus the strategy that is proposed is in 3 phases (short/ medium/ long term) as follows:-

3.9.1 Phase 1 – Existing framework agreement will run its course (until April 2015) – no further action required.

3.9.2 Phase 2 – New City only framework agreement that will run for 2 years from April 2015 to April 2017. This paper specifically seeks approval for that new framework to be awarded. This interim framework agreement will allow sufficient time for the scope for County wide collaboration to be properly explored and the relevant detailed work around specifications and

processes to be mapped out (an essential pre-requisite before engaging the market).

3.9.2 Phase 3 – A new collaborative County wide framework agreement in place and effective from April 2017 to April 2021. The work to fully explore that and run the associated much larger procurement exercise will take place during Phase 1 and Phase 2 above. Depending on the level of partner interest and the scope/ scale of collaboration a further business case will be prepared at a later date to pursue a framework under this phase 3 and no approvals are sought for Phase 3 at this stage.

3.9.4 The procurement exercises under Phases 2 and 3 will both exceed the EU procurement threshold for services and thus will be subject to the full European procurement regime.

The team have considered whether it may be viable to fully develop a collaborative model earlier and merge Phases 2 and 3 of the programme into one combined phase. That would not be viable as it will be necessary to start the procurement process imminently to achieve a new contract start date of 1 May 2015 (essential to ensure no break in contract cover/ service).

4. Implications

(a) **Financial Implications**

A new 2 year framework will start in 1 May 2015. The value of the framework agreement over its 2 year life is estimated at £472,000 inclusive of VAT.

(b) **Staffing Implications**

None identified

(c) **Equality and Poverty Implications**

All tenders shall be dealt with in accordance with the Council's constitution and contract procedure rules. An EQIA has been undertaken and there are no issues identified.

(d) **Environmental Implications**

It is considered that these recommendations will have a low positive impact. We believe there may be environmental, operational and efficiency benefits in trying to join up the various approaches in the County, and the major collaborative procurement exercise that it is hoped will follow this interim 2 year framework agreement may provide an ideal vehicle to do this and to start securing additional benefits for all parties.

(e) **Procurement**

The procurement will exceed the EU procurement threshold for services and thus will be subject to the full European procurement regime.

(f) **Consultation and communication**

The process will follow the procurement policy rules.

(g) **Community Safety**

No negative impacts identified.

5. Background papers

Tree Maintenance Framework 2010 to 2014

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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To: Executive Councillor for City Centre and Public Places: Councillor Carina O'Reilly
Report by: Head of Planning Services
Relevant scrutiny committee: Customer and Community Services Committee 11/7/14
Wards affected: All

**LOCAL CENTRES IMPROVEMENT PROGRAMME
Non-Key Decision**

1. Executive summary

1.1 At its meeting on February 27, 2014, Council agreed to create a programme to improve selected local centres in the city. The program will run from the 2014/15 financial year and include a total budget of £635,000.00 to 2017/18. At least three projects will be undertaken for completion by 2018/19). The purpose of this report is to set out the planning policy background to local centres; proposed criteria in the selection of projects; and expected approval and consultation arrangements for the programme.

2. Recommendations

- 2.1 The Executive Councillor is recommended to approve the proposed approach to the Local Centres Improvement Programme for the years 2014 to 2020 as set out in this report, specifically:
- a) the audit criteria and approach to the selection of local centres;
 - b) the need for a report back to the October 2014 meeting of the Customer and Community Services Committee with the outcomes and recommendations from the local centres audit and selection process
 - c) the creation of a Project Board to oversee the projects once agreed by the Executive Councillor for City Centre and Public Places

3. Background

- 3.1 Local centres play an important role in the retail and social make-up of the city. They provide a range of local services and community facilities that serve the day-to-day needs of residents and visitors. They support “walkable neighbourhoods”, help reduce car usage, and help build community cohesion through events, community spaces and casual or organised social meetings. In addition they are an important part of planning new housing development in that new housing in close proximity to local centres support “sustainable” neighbourhoods. The Cambridge Local Plan 2014 – Draft Submission at Section 2, Policy 6, and Section 8, Policy 72 sets out the important role that local centres play in the economic and social life of the city for both residents and visitors alike. The draft plan now includes three categories of centres: district, local and neighbourhood (previously, in the 2006 Local Plan, there were only two categories, specifically district and local). District Centres are characterised by a range of shops and facilities that would appeal to a larger catchment than local centres, and include at least either a supermarket or large convenience store in addition to other shops and services. Local centres provide clusters of shops and community facilities that satisfy local needs and are accessible on foot. Finally, neighbourhood centres include six or fewer retail units which serve a limited local catchment. The list of district, local and neighbourhood centres is attached as Appendix A, along with a map showing their location as Appendix B.
- 3.2 The environmental quality and contribution of some local centres in the city can be improved. Some were constructed at a time of city expansion some 50-60 years ago and have had little investment or improvement as regards to the condition or appearance of the public realm within them. Some centres include development opportunities that could help deliver more housing or other facilities. The programme could help address these issues in selected local centres. It should be noted that environmental projects of this nature can be costly, hence it is considered that it is best to undertake fewer projects to a higher standard rather than more projects to an average scale or standard. The selection of centre will need to evaluate the potential for delivering the greatest impact against selection criteria.
- 3.3 The remit of this programme as approved at full Council is to improve the quality of the public realm at specific, to be agreed, local centres. The programme should aim to support economic prosperity and equality, inclusion, and help lift pride in the environment for residents and traders. It should also encourage parallel investment in private businesses.

3.4 It is expected that once the programme is established it will deliver at least three schemes with likely capital expenditure (including project delivery and management costs) of approximately £200K per scheme. Each scheme will be subject to full public consultation.

3.5 The programme will be integrated, where possible, with other funding such as City Deal, Growth Area Community Infrastructure Levy, and developer contributions to ensure the greatest public benefit. The new Programme will be funded through increases in Direct Revenue Funding (DRF). Anticipated expenditure across the lifetime of the project will likely be as follows:

- 2014/15 - £20K Urban Design and Project Management Work
- 2015/16 - £205K Capital Expenditure (including project delivery costs)
- 2016/17 - £205K Capital Expenditure (including project delivery costs)
- 2017/18 - £205K Capital Expenditure (including project delivery costs)
- 2018/19 - no additional budget allocation: anticipated completion of all schemes during this budget year

NOTE: Actual budget allocation by Full Council differs slightly to the anticipated expenditure above as £50K was approved in 2014/15 for project management and £195K for capital expenditure in the three following financial years. The difference owes only to the anticipated need to spread project management costs across all years of the programme.

TOTAL PROJECT BUDGET £635,000

3.6 The programme will be reviewed in the year prior to the scheduled end of the 5-year programme and any recommendations can be picked up in the budget cycle at that time if appropriate.

3.7 In order to select the local centres to be the subject of this programme, an audit of all local centres in the city and prioritised centres on the basis of selection criteria will be undertaken. This audit will be “light touch” but will enable priorities to be identified. The recommended priority criteria include:

1. Existing condition of the external environment of a local centre (with the poorest quality in terms of physical appearance being prioritised for the programme)
2. Potential for parallel investment either in the form of planning obligations funding from local development sites or other sources

(based on known or potential investment by the private or public sector in or around the local centre)

3. Local centres with an observed strong level of business activity and within a convenient walking catchment for the surrounding population (in order to benefit the most number of residents/visitors)

A report will be brought back to the October 2014 Customer and Community Services Scrutiny Committee with the audit outcomes and recommended programme.

- 3.8 It is suggested that a Project Board be set up to include the Executive Councillor for Public Places and to include cross-party representation and at least one member of the public along with officers from the Project Delivery and Environment and the Urban Design and Conservation Teams. Once projects are agreed for inclusion in the programme, the Project Board will oversee the approval of design work, consultation exercises and scheme procurement before they are implemented.
- 3.9 The Budget Setting Report approved in February of this year noted that Mitcham's Corner would be a first priority for this programme. There is however opportunity to deliver the improvements to Mitcham's Corner as part of the City Deal bid for improvements to the Milton Road/A10 corridor. In addition, the works envisioned in the Cambridge Local Plan 2014 – Draft Submission at Policy 21: Mitcham's Corner Opportunity Area are extensive in nature and include reversion of the gyratory highway system back to a more traditional two way traffic calmed, street environment. These works are likely to cost several million pounds to deliver. Therefore it is more likely that other, more significant funding sources will be necessary to properly deliver works to Mitcham's Corner. The audit report on scheme recommendations will fully address all factors in the scheme evaluation.
- 3.10 In order to ensure local buy-in to any schemes brought forward, public consultation will represent an important part of the programme. Proposed public consultation arrangements will likely include hands-on design workshops or "planning for real" type sessions. Draft designs will be further scrutinised by local residents, traders and other stakeholders together with the Project Board before being agreed and procured with a successful contractor to deliver. Officers of both Urban Design and Conservation and Project Delivery and Environment Teams will be involved in the consultation and design stages, however the delivery of projects will be managed by the Project Delivery and Environment Team. This process was followed to deliver improvements to Wulfstan Way between 2009 and 2010,

and has resulted in a successful improvement to this local centre in Queen Edith's ward.

3.11 The timelines for the program include:

- i. an audit of all centres to take place in Summer 2014 with project recommendations in Autumn 2014;
- ii. setting up of a Project Board in September 2014;
- iii. the first local centre consultation to take place in early 2015 followed by design work and first scheme approval by the Summer of 2015;
- iv. Procurement would take place thereafter with likely completion of the first scheme in 2016.
- v. The second and third local centres would follow a similar process, with the second local centre work starting in 2015/16 and terminating in 2018, and the third starting in 2016/17 and terminating in 2019.

4. Implications

(a) Financial Implications

Funding has already been earmarked for the programme as noted herein.

(b) Staffing Implications

Officers in the Urban Design and Conservation Team and Project Delivery and Environment Team will be leading the work. Funding is provided for covering required in-house officer time across all projects or for consultancy support.

(c) Equality and Poverty Implications

The improvement of local centres is considered positive in terms of helping promote equal opportunity and economic prosperity through improved quality of environment in selected local centres for all, regardless of economic status, age, ability or orientation.

(d) Environmental Implications

The environmental implications of the programme are considered to be positive as they support the quality and continuity of the city's neighbourhoods through the improvement of selected local centres

and will be positive for residents, the local economy, businesses and tourism alike.

(e) **Procurement**

Procurement of selected local centres will be undertaken in accordance with the Council's procurement rules.

(f) **Consultation and communication**

Consultation will be a key part of the Local Centres Improvement Programme. Bespoke workshops and follow up meetings with stakeholders, traders and local residents will be undertaken as standard for each of the local centres progressed.

(g) **Community Safety**

Safety will be an important aspect of the improvement of any selected local centres. Depending on the local centre there may be an identified need to improve lighting, visibility into or from key spaces, and involvement of community safety expertise to assist in finding solutions to identified local concerns.

5. Background papers

Minutes of February 27, 2014, Council meeting including Budget Setting Report 2014/15 (Version 3)

6. Appendices

Appendix A – List of district, local and neighbourhood centres

Appendix B – Map of centres taken from Proposals Map in the Cambridge Local Plan 2014 – Draft Submission

7. Inspection of papers

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

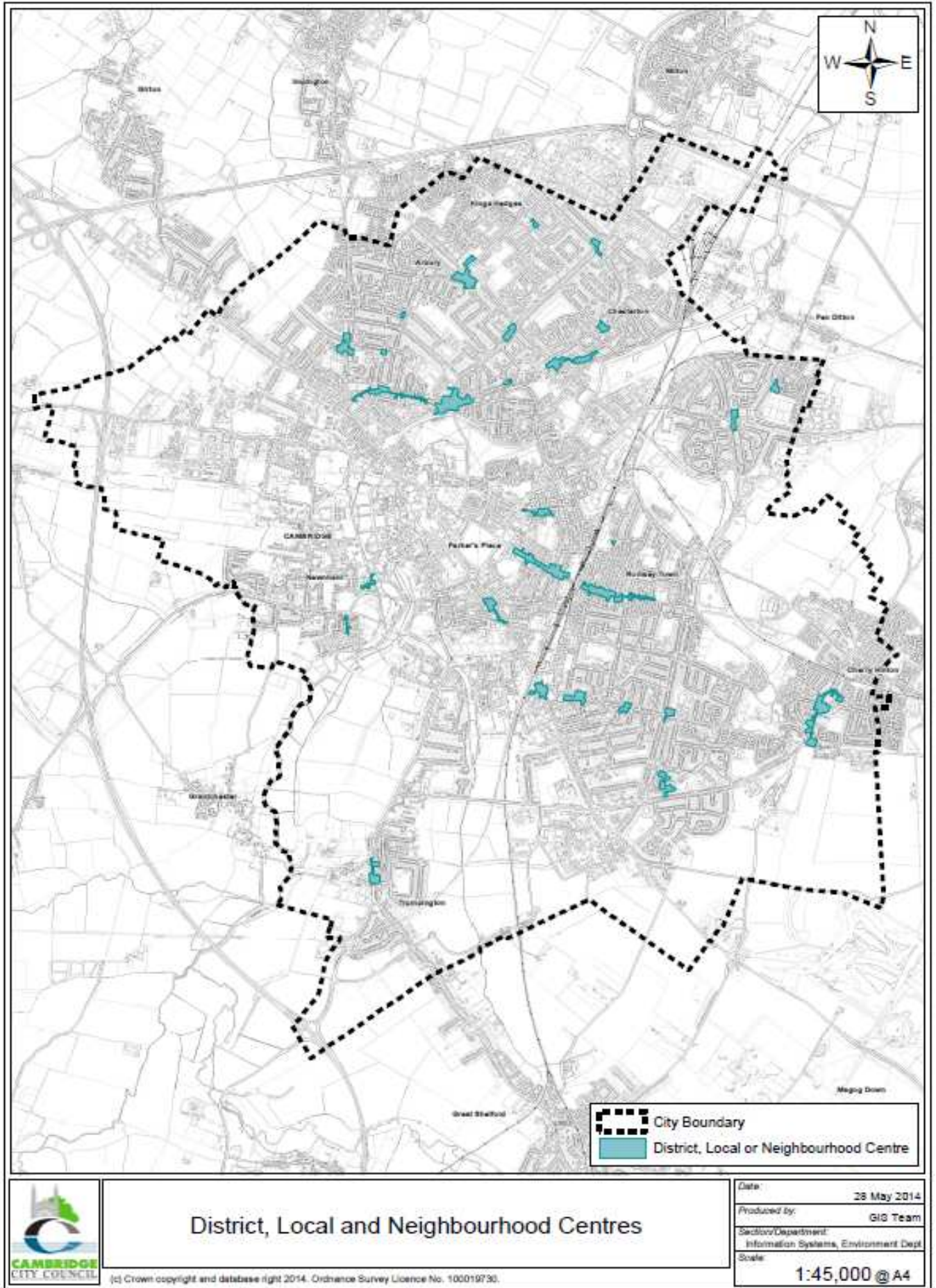
Author's Name: Glen Richardson
Author's Phone Number: X7374
Author's Email: Glen.Richardson@cambridge.gov.uk

Appendix A – List of district, local and neighbourhoods centres (as taken from “APPENDIX C, DESIGNATIONS SCHEDULE: Neighbourhood, district and local centres (Policies 6 and 72)” of the Cambridge Local Plan 2014: Draft Submission

ID	Centre Type	Centre Name	Ward
01	District Centre	Arbury Court	King's Hedges
02	District Centre	Cherry Hinton High Street	Cherry Hinton
03	District Centre	Histon Road	Arbury
04	District Centre	Mill Road East	Romsey
05	District Centre	Mill Road West	Petersfield
06	District Centre	Mitcham's Corner	West Chesterton
07	Local Centre	Arbury Road/Milton Road	West Chesterton
08	Local Centre	Barnwell Road	Abbey
09	Local Centre	Cherry Hinton Road East	Coleridge
10	Local Centre	Cherry Hinton Road West	Coleridge
11	Local Centre	Hills Road	Petersfield , Trumpington
12	Local Centre	Hills Road/Cherry Hinton Road	Coleridge
13	Local Centre	Newnham Road	Newnham
14	Local Centre	Trumpington	Trumpington
15	Local Centre	Station Area (CB1) (centre boundaries to be fixed once development is complete)	Trumpington
16	Local Centre	NIAB 1 (centre boundaries to be fixed once development is complete)	Castle
17	Local Centre	University of Cambridge's North West Cambridge Site (centre boundaries to be fixed once development is complete)	Castle
18	Neighbourhood Centre	Adkins Corner	Coleridge
19	Neighbourhood Centre	Akeman Street	Arbury
20	Neighbourhood Centre	Campkin Road	King's Hedges
21	Neighbourhood Centre	Carlton Way	Arbury
22	Neighbourhood Centre	Chesterton High Street	East Chesterton
23	Neighbourhood Centre	Ditton Lane	Abbey
24	Neighbourhood Centre	Fairfax Road	Romsey
25	Neighbourhood Centre	Grantchester Street (Newnham)	Newnham
26	Neighbourhood Centre	Green End Road	East Chesterton

ID	Centre Type	Centre Name	Ward
27	Neighbourhood Centre	Hawthorn Way	West Chesterton
28	Neighbourhood Centre	King's Hedges Road	King's Hedges
29	Neighbourhood Centre	Norfolk Street	Petersfield
30	Neighbourhood Centre	Wulfstan Way	Queen Edith's
31	Neighbourhood Centre	Victoria Road	Arbury, West Chesterton
32	Neighbourhood Centre	Clay Farm (centre boundaries to be fixed once development is complete)	Trumpington

Appendix B – Map of Centres



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To: Executive Councillor for City Centre and Public Places: Councillor Carina O'Reilly
Report by: Simon Payne, Director of Environment
Relevant scrutiny committee: Community Services Scrutiny Committee 11th July 2014
Wards affected: All

CREATING A MANAGEMENT PLAN FOR COLDHAMS COMMON

Key Decision

1. Executive summary

The Executive Councillor for Sports, Arts and Public Places at Community Services Scrutiny Committee on 10th January 2013, committed to engage local users and stakeholders in the formation of a management plan for Coldhams Common.

Officers have used national guidance relating to community engagement on the management of Common land.

An initial consultation has been undertaken to identify and collect the views of all stakeholders and respondents.

A further consultation is now proposed detailing Issues and Options for consideration. It is intended to allow opportunities for greater narrative and expression of interest to reach broad consensus on a range of management options.

The subsequent management plan will be considered for adoption by Community Services Scrutiny Committee in the autumn.

2. Recommendations

The Executive Councillor is recommended:

- a) To approve the content and publications of the Issues and Options paper for consultation detailed at Appendix A.
- b) To instruct Officers to draft a Management Plan for Coldhams Common based on the outcomes of consultations; for future consideration by Scrutiny Committee.

3. Background

Cambridge City Council is currently working on the development of a comprehensive management plan for Coldhams Common, to help manage this important site more effectively.

Officers are aware there are some issues that need to be tackled at present, but also wish to proactively plan for the future of the Common, to ensure that the Common continues to be managed effectively.

Officers have consulted extensively with local residents, key stakeholders and interest groups, including, environmental groups, and site users. A recent independent consultation completed in early 2014 had a total of 704 responses, including 21 from representatives of local groups and organisations. A report summarising all responses has been published and is available as a background paper to this report.

The consultation was conducted independently and was intended to:-

- explore perceptions of the Council's role and performance in managing, protecting and enhancing the common;
- identify how people used the site,
- the issues that a management plan would need to address, and
- the challenges facing the common that demand a strategic response from the Council.

The Council has also commissioned a botanical survey of the site by the local Wildlife Trust, this was undertaken in 2013 and included their professional recommendations as to how best manage the various habitats to protect and enhance wildlife and biodiversity. This report is also available as a background paper to this report.

Officers have considered various management options against stake holder views, legislative duties and management recommendations, to produce the Issues and Options paper set out at Appendix A. This document is in two parts, the first sets out the key issues that have emerged from the recent consultation, together with ways in which those issues could be addressed. The second is a draft template for the final management plan that can be populated following the proposed second round of consultation.

The Issues & Options consultation will allow Officers to select from an informed position, the most appropriate option or range of options that could deliver broad consensus amongst all stakeholders and users.

The draft management plan will be considered by a future committee for approval, adoption and implementation.

The approved management plan will include a programme of short, medium and long term actions. The management plan will become an integral part for the Streets & Open Spaces operational plan, that will guide officers and stakeholders in the management and maintenance of the common.

4. Implications

(a) **Financial Implications**

There is no financial implication currently identified. A range of costed options and actions will be detailed in the final management plan.

(b) **Staffing Implications**

There is no staff implication currently identified. The final management plan will consider staff resource needed to develop or deliver a broad range of options and actions.

(c) **Equal Opportunities Implications**

An Equalities Impact Assessment will be completed on a range of options and actions identified in any proposed final management plan.

(d) **Environmental Implications**

- +L: The proposal has a low positive impact. Improved management of the common will enable species to better adapt and disperse in response to a changing climate. Increased appreciation and use of the space by local people for quiet recreation will reduce the need to travel by car to more distant green spaces for exercise or to experience nature.

(e) **Procurement**

This consultation is being under by Officers from Streets and Open Spaces.

(f) **Consultation and communication**

This report seeks approval to publish a second consultation to select the most appropriate option(s) through analysing the pros and cons and seeking to reach broad consensus.

The consultation will be advertised through press releases, signage on Coldhams Common on all entrances; and sent directly to groups who responded to the first consultation.

An article on the consultation and management plan will go to all City Residents in the summer edition of Cambridge Matters, inviting all City residents to have their say.

The consultation will be made available on line via the City Council website, hard copies will be available upon request.

Comments and responses received will be redacted to remove personal information or information that could identify individuals or groups and published in a summarising report.

Observations or additional options that are proposed will be considered and may or may not be included in the draft management plan.

(g) Community Safety

The proposed Issues and Options paper further explores possible solutions regarding safety. The initial consultation specifically explored people's perceptions of site safety. The majority of site users felt safe using the common during the day but less so after dark.

5. Background papers

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

- Managing Coldhams Common. A report for CCC by Phil Back Associates Ltd. March 2014
- Coldhams Common Habitat Survey & Recommendations. A report for CCC by BCN Wildlife Trust. September 2013.
- A Common Purpose. A guide to Community Engagement for those contemplating management on Common Land. Revised edition 2012.

6. Appendices

Appendix A - Issues & Options Consultation on creating a Management Plan for Coldhams Common (2014 – 2020)

Appendix B – Maps to accompany the Issues and Options Consultation

7. Inspection of papers

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

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Issues and Options Consultation to inform the creation of Coldham's Common Management Plan (2014 – 2020)

1 Introduction

Cambridge City Council is currently working on the development of a comprehensive management plan for Coldham's Common, to help us better manage the site. We know there are some issues that need to be tackled at present, and we also want to plan for the future of the common, to ensure that the site continues to benefit future generations.

To help us with writing the management plan, we've consulted extensively with local residents, key stakeholders and interest groups, including, environmental groups, and site users. The consultation explored perceptions of the Council's role and performance in managing, protecting and enhancing the common, it also identified how people use the site, issues a management plan would need to address, and finally the challenges facing the common that demand a strategic response from the Council.

We have also commissioned a botanical survey of the site. This was undertaken by the local Wildlife Trust in 2013 and includes their professional recommendations as to how best manage the various habitats. These reports are available and can be read in conjunction with this paper, if further detail is needed to help responses.

This document is formed of two parts. The first sets out the key issues that have emerged from the consultation, together with options to address them. In some cases, we think it's reasonably clear what we need to do; in others, we have several options we can choose from. In all instances, though, we'd like to get your views on the issues we raise in this document, and the ways in which we may be able to address these.

The second part of the document provides a proposed draft template for a future management plan. Comments on the structure of this plan are welcomed. Following this consultation this template will be further populated, and is intended to provide both a valuable public document of the sites history and features as well as an action plan for future management and projects on the common.

We wish to make it clear that we think that the options presented here may help us to take our management of the common forward – but this does not mean that the Council has made up its mind to go in any particular direction. We want your views, or alternative options to help us decide what we should do.

You can respond to this document in several different ways. Either:

- Complete the online questionnaire at <https://www.cambridge.gov.uk/current-consultations>, we encourage you to respond in this way if you can, but if you prefer not to you can instead:-
- Request a paper version of the questionnaire by contacting us on 01223 458520
- Send us an email, parks@cambridge.gov.uk, clearly stating the subject as: COLDHAM'S COMMON MANAGEMENT PLAN, and telling us your views
- Write to us at Coldham's Common, Streets and Open Spaces Team, Cambridge City Council, Mill Road, Cambridge, CB1 2AZ

The consultation is open to anyone who wants to take part, please note all comments will be made public, however, all personal details or references will be redacted (i.e. remain anonymous).

Please respond by the 1st September 2014 so we can be sure that your opinions are included in our analysis.

Once we have everyone's comments, we'll publish all the redacted responses and produce a report summarising the views we receive. We'll also look at the observations, or additional options you have proposed, and consider how our management plan should respond to these views. Then we'll publish a final management plan for adoption by the City Council.

Once approved, this management plan will become part of our Streets & Open Spaces operational plan, and will guide officers and stakeholders in the management and maintenance of the common. It will also guide and shape the work of the open spaces team, and others whose roles involve the management, protection and enhancement of the common and its biodiversity.

2 Why a management plan?

2.1 What is a Management Plan?

Management Plans are a tried, tested and proven aid to the efficient and effective management of a site. A plan forms part of a process for evaluating performance against agreed standards, steering future consultation and engagement, informing strategic planning and providing continuity of management. This plans will be specific to Coldham's Common and will deliver aims and objectives tailored to the needs of the site and the local community, who will be directly involved in its formulation.

A Management Plan also provides an excellent opportunity to, over time, collate a wealth of historic, environmental and other information relating to the Common that the Council and local community possesses, into a single comprehensive document.

Once adopted the management plan remains a 'live' document and will be subject to regular monitoring, review and updates.

2.2 What is the purpose of this Management Plan?

The production of individual management plans for each public open space is good practice and was an obligation made within the City Councils Parks and Open Spaces Strategy 2010 to 2014.

It is expected that the plan will provide a framework within which any future decisions concerning this site will be taken and that the rolling reviews will inform future strategic and management planning, In addition it is hoped that the management plan for the site will assist with allocating existing and securing additional resources for projects or initiatives on the Common.

Following adoption of the plan, future actions, priorities and projects for the common will be identified in an action plan.

3. Issues & Options

Issue 1: Is the City Council best placed to lead on and develop a Management Plan for the Common?

As landowners and custodians we think it makes sense for the City Council to take the lead on creating a management plan. However, we recognise that common land has many functions and users and that an effective management plan for the common demands a partnership-based approach and a shared vision for the future. This vision should capture both what is valued now about the site and how people would like the common to look, feel and function for the life time of the plan.

Do you agree the City Council is best placed to lead on the writing of the management plan?

If not, who would you suggest is best placed to lead?

Would you support the establishment of a Coldham's Common Management Group, made up of local stakeholders?

Your comments:

Issue 2: Looking to the future, what should our vision for the Common be, what are we trying to achieve?

A vision helps to ensure that we're working towards the right priorities for the future, as well as the present, and including others who have an important part to play in achieving these shared goals.

Our vision could focus on preservation of the existing resource, increasing the range of recreational opportunities or returning the landscape to a former position; but we think it needs to recognise that change will happen, and that we need to be able to respond to this, so as to ensure a future as good, if not better than the present.

Previous consultation has told us that respondents think the Common is highly valued for its essential natural character and ethos, offering free access to a wide open space and the 'wildness' adds to their quality of life. This matters because we want to ensure that management options protect and seek to enhance this important function of the Common, whilst providing the multi-functional recreational activities and environmental benefits this large site has to offer.

A possible vision is:

“Coldham’s Common will be managed to continue to provide an extensive natural green space in the City, offering open access to all, for quiet recreation, exercise and relaxation, whilst protecting and enhancing the historic landscape, mosaic of habitats and the species they support. Local people can engage in making decisions relating to the future management of the Common and have opportunities to be involved with the site through events and volunteering”

We'd like to know if you support this vision, or if you would want to change it to say something different, or to focus attention on other aspects of the common and its uses? Please comment on the vision or provide

Your comments:

alternative wording.	
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<p>Issue 3: If we have a vision, we need to monitor our progress towards it. How can we do that?</p> <p>This matters because we need to know whether we're progressing towards our goals, or if they're slipping away from us.</p>	
Options for issue 3	Discussion
<p>a. We could set up some performance targets and measure our progress towards them.</p>	<p>These could look at a variety of issues such as complaints about anti-social behaviour or dog fouling, and the number of local people actively involved with the management of the site. Performance measures tend to focus on what we do, rather than on the outcome, because the former is usually easier to measure. This would be a simple and perhaps effective solution, but it is often difficult to measure the things that really matter, and there is sometimes a temptation to do the things that affect performance measures rather than the things that actually need to be done.</p>
<p>b. We could survey public opinion on a regular basis and see whether perceptions and views</p>	<p>This could help in establishing whether we are achieving the agreed vision, but public opinion is influenced by other things and it is not the only indicator of progress.</p>

<p>are changing.</p>	
<p>c. We could undertake regular surveys of flora and fauna on the site</p>	<p>This would be valuable in assessing whether our prescribed management is having the desired effect or proving detrimental to certain species or groups. Volunteers or students could be trained and facilitated to undertake some of this work. Partner organisation such as the Local Wildlife Trust might also be involved with this work.</p>
<p>d. Do you think monitoring is a useful tool that the Council should invest in? Do you support any of the proposed options? Are there other ways we could monitor our progress? Would you be interested in assisting with such monitoring?</p>	<p>Your Comments:</p>

3.1 Existing & Future Management

The recent consultation received high scores for the current maintenance of the common, especially for wildlife and nature.

But concerns were raised about a number of issues including grazing, access, cleanliness and footpaths. Some criticism was raised about new fencing, litter collection, dog bins and seating, we have presented possible options to address these concerns, that we'd like your views on.

<p>Issue 4 GRAZING (Cattle are currently on the existing grazed areas between April – November)</p> <p>You said you like cattle, but cow pats are an issue for some who would welcome stock free areas. There was strong support for a suggested rotational approach to grazing, where by a compartment would remain free of cattle at any one time. (Cattle require fencing, recent fencing has been criticised by some people, fencing is included in this option). As the areas and extent of grazing are a fundamental management issue on the Common we have detailed a number of possible options to gauge public opinion and inform our decisions within the management plan. Please note some of these options are not mutually exclusive and a combination of options may be the preferred approach.</p>	
Options for issue 4	Discussion
<p>a. We could cease all grazing of Coldham's Common</p>	<p>This option could potentially dramatically alter the essential feel and character of the site. The majority of fencing and other infrastructure such as cattle grids and troughs could be removed, allowing enhanced access and the open landscape character valued by many, the minority who express safety concerns relating to cattle would also be assured. However, the majority support grazing, recognising the historic social, landscape and ecological value grazing provides. The necessary increased use of mechanical means of grass cutting would likely increase revenue costs for the authority and jeopardise the current farm subsidises available to help maintain the common.</p>

<p>b. We could remove existing fence lines to instate a single large grazing compartment north of the railway line, including the current sports pitches. Retaining Coldham's Lane as a separate grazing compartment.</p> <p>Refer to Map 1.</p>	<p>This would facilitate the open access element of the common and reduce the visual impact of fence lines in the landscape. However, the majority of respondents recognised the need for existing fence lines. Grazing of the sports pitches would considerably reduce the cattle free area of the common and livestock would damage pitch surfacing and potentially disrupt game play. This may make some sports unviable. The majority of respondents supported the retention of the existing sport provision. Additional boundary fencing may be required in some areas to implement this option.</p>
<p>c. We could continue to graze the current compartments at the existing stocking rates (number of cattle) through April – November.</p> <p>Refer to Map 2.</p>	<p>This option would be familiar to many and would limit change to the existing infrastructure, some existing fences would require repair or renewal. However, The Wildlife Trust report and some respondents suggest that these areas are currently overgrazed, restricting flora and potentially invertebrate diversity.</p>
<p>d. We could review stocking rates and timings on existing sites.</p> <p>Refer to Map 2.</p>	<p>The Wildlife Trust report and some respondents suggest that these areas are currently overgrazed, restricting flora and potentially invertebrate diversity. Overgrazing can also limit small mammal populations with knock on effects for predators such as Kestrels and owl species. Trialling alternative stocking rates and monitoring the effect on vegetation may be a good approach. However, we are reliant</p>

	<p>on a small number of local graziers that are willing to apply for a license to graze each year. If stock numbers and timings are considerably reduced this may cease to be viable for them and grazing could be jeopardised</p>
<p>e. We could reinstate grazing on the Local Nature Reserve (LNR) section, following the folk festival. This would allow a rotational grazing of compartments, whereby one or two compartments would remain cattle free at any one time.</p> <p>Refer to Map 3</p>	<p>Grazing could occur following the existing hay cut to clear the site for the folk festival camp site. Fencing has already been installed to reinstate grazing at this end of the common but has raised opposition by some respondents, preferring to retain this as a year round cattle free area. The Wildlife Trust has suggested that grazing would improve the biodiversity associated with the Local Nature Reserve. Stock would require moving by vehicle between compartments. However, this would not be overly onerous or stressful for the animals, occurring only once or twice per season.</p>
<p>f. We could implement Option e. plus realign a short stretch of fence to allow limited grazing of the species rich ‘triangle’.</p> <p>Please refer to Map 4</p>	<p>The Wildlife Trust suggests a limited window of grazing would benefit the volunteers work parties existing efforts to maintain and enhance this species rich grassland. Temporary signage indicating when stock are on site could be displayed, however, concern by some, relating to the safety of grazing a small area may not be addressed, nor the fear of potential damage through overgrazing of the species rich ‘triangle’.</p> <p><i>Please note any additional fencing may require formal consents.</i></p>
<p>Do you support any of these options?</p> <p>Are there any other options,</p>	<p>Your comments:</p>

<p>grazing compartments or rotations that you would like to be considered?</p> <p>Please use Map 1 to plot suggested compartments or fence lines.</p>	
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<p>Issue 5: Tree Management</p> <p>We think we could do more to improve the existing tree stock on the common. There was strong support for the management of existing woodland blocks through techniques such as thinning and coppicing (cutting back trees to regrow from the base) to diversify the tree age range and structure of the woodland, benefiting a range of birds and insects. The Wildlife Trust report recommended that no new tree planting should occur on existing grasslands to protect this regionally scarce habitat, this approach was less supported.</p>	
<p>Options for issue 5</p>	<p>Discussion</p>
<p>a. We could implement a cyclical programme of tree works</p>	<p>The majority of respondents supported active woodland management. This option would allow us to plan and programme the works in advance, inform site users of the</p>

<p>across the common to manage the woodland blocks on a suitable rotation. For instance, coppice a proportion of trees in one or more blocks on a rotation.</p> <p>Please refer to the example shown on Map 5</p>	<p>proposed areas well in advance and could provide opportunities for local people to be directly involved in the woodland management through conservation work parties.</p> <p>Temporary signage during the works could inform users why trees are being managed and how the trees and wildlife will respond. This option would require the retention or replacement of some existing fencing to prevent damage to the regrowth from the coppiced stools.</p> <p>Such management could include the creation of discrete log piles and standing deadwood to enhance insect diversity and opportunities for species including fungi and woodpeckers. However, some respondents pointed out those such piles are a potential fire risk.</p>
<p>b. We could leave the blocks unmanaged to allow trees to naturally compete for light and space, with some ultimately dying and others thriving.</p>	<p>This approach is not strongly supported, it has the potential to save the authority management resource, however, the habitat value of the woodlands would not be maximised. This approach would allow some existing fencing around the woodland blocks to be removed.</p>
<p>c. We could plant new species within the woodland blocks to diversity tree composition, broadening the habitats and create greater resistance within the stock to future tree diseases.</p>	<p>The majority of the trees on the site have been planted. By managing the woodland and planting new species within cleared gaps we could increase diversity of native species. This option would require some coppicing and thinning of existing stock. New tree stock would require protection from cattle through replacement or maintaining existing fencing. This option would mean new tree planting occur on the site without significant loss of grassland habitat. The option to plant no new trees on the common was not supported by the majority of respondents.</p>

<p>d. We could plant new trees along the main paths and cycle routes and at site entrances.</p>	<p>Specimen trees could be planted along the key routes. These would provide visual interest and benefit some species. However, the Wildlife Trust suggests this would be detrimental to the grassland habitats, which are far scarcer in Cambridgeshire than trees and woodland. New planting would require wooden cattle guards, to protect them from grazing until maturity. Such trees could provide shade in the summer for route users, however, careful positioning would be required to avoid screening path lighting, disrupting sightlines for cyclists and reducing perceptions of safety.</p>
<p>e. We could pollard existing semi mature trees in the grassland areas to prevent the further shading the grassland habitats</p>	<p>This option was proposed by the Wildlife Trust, particularly for trees in the LNR. There was support for this, as well as the selection of certain trees for removal if they threaten species rich grassland. However, this approach does alter the appearance of the trees and requires on-going management.</p>
<p>Do you support any of these options?</p> <p>Are there any other options regarding tree management that you think we should consider?</p>	<p>Your comments:</p>

<p>Issue 6: Scrub Management Scrub is a valuable habitat for many species, particularly birds, it is often most valuable where it forms a mosaic with other habitats such as open grassland and woodland. However, if left unmanaged scrub (and ultimately woodland) will naturally develop on the grassland areas, changing both the habitat and character of the common. This was recognised by the majority of respondents who supported the management of scrub.</p>	
Options for issue 6	Discussion
<p>a. We could draw up a programme of annual scrub management to retain the existing level of scrub on the site. Priority areas would be around species rich grassland and along water courses or encroachment on informal paths.</p>	<p>This option would plot areas so that users would know what was planned in advance. Temporary site notices could be erected explaining the benefits and timescales of the planned works. A rotational system would involve cutting some mature stands of scrub, then allowing them to regenerate. All work would be undertaken outside of the bird nesting season (March – August). Berry rich sections and individual fruiting trees could be identified and left uncut till after harvest or be retained.</p> <p>This option should satisfy most respondents by maintaining the current balance of scrub and grassland, protecting species rich grasslands and promoting the harvesting of natural fruit.</p>
<p>b. We could select new area of species poor grassland to allow scrub habitat to increase.</p>	<p>This option could seek to increase the amount of scrub on site to benefit nesting birds and other species, creating areas similar to the section along the railway line, south of the sports pitches. A number of respondents value this mosaic of scrub and grassland with informal paths and opportunities for picking of wild fruit. This option may require review of cattle stocking rates and ceasing to cut certain areas.</p>

<p>Do you support either of these options?</p> <p>Would you like to suggest an alternative option for the management of scrub on the site.</p>	<p>Your comments:</p>
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<p>Issue 7: History In the previous consultation, there was strong support to do more to explore and communicate the history of the common. The completion of the proposed management plan will aid collation of this information. There was some concern however, that excessive new signage would distract from the current feel of the site.</p>	
<p>Options for issue 7</p>	<p>Discussion</p>
<p>a. We could research the history of the Common and produce leaflets, website and /or smart phone apps.</p>	<p>This would involve significant resource but could form part of a community / school project to further engage local residents with this historic open space. Use of web based or smart phone Apps could reduce the cost of printed leaflets, however, not everyone will have access to such technology.</p>
<p>b. We could produce discreet signage, positioned at points of interest, this might be in the</p>	<p>This would address issues around the availability of technology but could distract from the 'wild' character of the site.</p>

form of a history trail.	
<p>c. We could produce interpretative signage at the main entrance points. Combined with notice boards, site maps and other information such as wildlife, and grazing compartments.</p> <p>Refer to Map 6</p>	<p>This would limit 'clutter' on the common and centralise all information to three or four key locations on the site.</p>
<p>Do you support any of these options? Would you like to suggest an alternative option regarding the historic value of the site?</p>	<p>Your comments:</p>

<p>Issue 8: Local Nature Reserve In the previous consultation, respondents supported the view that more information on the reserve habitats, wildlife and management should be provided. Some respondents felt that a proliferation of signage on the Common should be avoided, but that signs in the 'right place' would be useful.</p>	
<p>Options for issue 8</p>	<p>Discussion</p>
<p>a. We could produce leaflets,</p>	<p>This would involve significant resource but could form part of a community / school</p>

<p>school activity sheets, website and /or smart phone apps describing the habitats, species and their management.</p>	<p>project to further engage local residents groups with the Local Nature Reserve. Use of web based or smart phone Apps could reduce the cost of printed leaflets, however, not everyone will have access to such technology. However, some respondents felt the site should not be publicised, to avoid potential over use and subsequent disturbance to wildlife.</p>
<p>b. We could produce discreet signage, positioned at points of interest, this might be in the form of a trail.</p>	<p>This would address issues around the available of technology but could distract from the 'wild' quality' and character of the site. Some respondents suggest that a sense of discovery can be lost if too many signs are installed.</p>
<p>c. We could produce interpretative signage at the main entrance points to the common. Combined with notice boards, site maps and other information such.</p> <p>Refer to Map 6</p>	<p>This would limit 'clutter' on the common and centralise all information to three or four key locations on the site.</p>
<p>Do you support any of these options? Would you like to suggest an alternative option for promoting and interpreting the Local Nature Reserve?</p>	<p>Your comments:</p>

<p>Issue 9: Grass Cutting Respondents were generally satisfied with the current practices of cutting on the common. However, concerns were raised about the timings of some cuts and their impact on wildlife and habitats. There was general support for the Wildlife Trust recommendation to collect the grass cuttings to enhance wildflower areas.</p>	
Options 9	Discussion
<p>a. We could continue the current cutting regimes across the site.</p>	<p>The current regime seeks to limit mechanical cuts, favouring the use of cattle to manage the grassland through summer grazing. A hay cut is taken from the Local Nature Reserve in July, prior to the Folk Festival camping. Occasional cuts of invasive species such as Creeping Thistle or Nettles are undertaken if they show signs of dominating the grass sward.</p> <p>This option will be familiar to many but some question the timing of some cuts being detrimental to biodiversity</p>
<p>b. We could cut and collect grass from the more species rich areas of the common</p>	<p>This has significant resource implications, requiring investment in new machinery and budget allocations for removal of the green waste. Opportunities for more hay cuts could be explored, However, sufficient grass needs to be retained for livestock forage, if they are due to remain on site during the summer months.</p> <p>Additional areas could be identified to concentrate volunteer effort in cutting and raking. This would only be viable if additional volunteers were engaged with the site and efforts in new areas should not reduce annual work on the existing triangle and chalk grassland found on the rifle butts.</p>
<p>c. We could map areas for</p>	<p>This option would allow clear instruction as to which areas to cut in a given season.</p>

<p>cutting, including the Local Nature Reserve to ensure that cuts are made on a rotational basis, prioritising certain areas for picnicking,</p>	<p>Many respondents saw value in allowing longer grass adjacent to the scrub areas. Long grass provides important cover for insect and small mammals, especially if left over the winter. A rotational programme would ensure this habitat remains on the common whilst preventing scrub encroachment onto the open aspects of the site.</p>
<p>Do you support any of these options?</p> <p>Are there other ways we could manage grass cutting on the Common?</p>	<p>Your comments:</p>

<p>Issue 10: Footpaths The majority of respondent felt that paths should be left as they, with only occasional cutting to preserve the informal routes. Some felt that additional surfacing or widening of key routes, such as from Coldham’s Lane to Newmarket Road is required.</p>	
<p>Options 10</p>	<p>Discussion</p>

<p>a. We think we should retain and maintain the existing surfaced routes and agree a programme of regular cutting of the informal routes.</p>	<p>Priority would be given to the main routes, key desire lines, entrances and gate ways. Cutting would be limited to the route and adjacent nettles and brambles, as well as occasional tree and shrub canopies as required.</p>
<p>Do you agree with this proposal or do you think there are other options that should be considered?</p>	<p>Your comments:</p>

Issue 11 Waterways Coldham's Brook is a chalk stream that runs along the eastern and northern boundary of the Common. It rises from the chalk aquifer at Cherry Hinton and supports a variety of wildlife including Kingfishers, Water Voles and Banded Demoiselle damselflies.

The man made East Main Drain also runs along the northern edge of the site, taking storm water from residential areas. There was strong support for the selective clearance of scrub along these watercourses to enhance their wildlife potential.

As well as management of the scrub, in channel vegetation and control of non-native plant species, we could explore projects to further enhance the brook and drain.

Options for issue 11	Discussion
<p>a. There are number of small 'sink holes' along the course of the natural brook, loosing water from the channel into the lower east main drain. This results in the channel running dry at certain times.</p> <p>Map 7</p>	<p>We could look to reline the channel and restore flow along the length. This would aid fish passage upstream from the River Cam. However, this work has the potential to disturb water voles, and would need careful planning. There may also be temporary disruption to public access whilst works were undertaken.</p>

<p>b. A possible enhancement could be the creation of a linear reedbed feature in the Newmarket Road compartment, adjacent to the ditch that separates Barnwell Pit.</p> <p>Map 7</p>	<p>A reedbed would provide a valuable new habitat for the common, complimented by the open water of the adjacent pit. Another advantage is the reedbed would act as a natural treatment stage to filter surface water runoff before it reaches the river Cam. However, this work has the potential to disturb water voles, and would need careful planning. There may also be temporary disruption to public access whilst works were undertaken. Additional temporary or permanent fencing may be required to protect the reedbed from overgrazing by stock.</p>
<p>Would you support the council further investigating these proposals?</p>	<p>Your comments:</p>

<p>. Issue 12 Dog Management Responsible dog ownership found few dissenters, with the majority welcoming well behaved dogs on the Common. Just over half respondents felt the council should be stronger in enforcing dog control, some expressing concerns of safety where dogs are allowed to run free or come in contact with Cattle.</p>	
<p>Options for issue 12</p>	<p>Discussion</p>
<p>We could offer advice to dog owners on the grazing animals to alleviate concerns about dogs and livestock?</p> <p>This might include improved signage at entrances, explaining why and when the site is grazed and the animals selected for public places. We could explore the running of ‘meet the cattle’ sessions where users are invited to learn more about the stock.</p>	<p>Your comments</p>

Issue 13 Benches and Bins	
Options for issue 13	Discussion
<p>a. We could agree locations and style for a number of new benches across the site.</p> <p>Are there any particular locations you would like benches to be located or avoided?</p> <p>Map 8 provided</p>	<p>The design could reflect the location, being formal in areas of play and sports provision and rustic in more natural areas such as the Local Nature Reserve. However, benches can attract anti-social behaviour and require careful positioning to reduce this potential.</p>
<p>b. The existing litter bin provision could be reviewed and rationalised.</p> <p>Are there any particular locations you would like bins to be located or avoided?</p> <p>Map 9 provided</p>	<p>The design could reflect the location, being formal in areas of play and sports provision and rustic in more natural areas such as the Local Nature Reserve. When positioning bins, thought needs to also be given to the access required for operatives to regularly empty and maintain the bins.</p>
<p>Do you support either of these options? Are there any other options you think we should</p>	<p>Your comments:</p>

<p>consider relating to bins and benches? Where do you think bins and benches are required?</p>	
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3.2 Understanding and communication

It is clear from what you've told us that there's work to be done in improving understanding – both our understanding of your concerns, and public understanding of the work we do and its importance to the city. This is not only important in itself, but can also help to increase confidence in the Council's Streets & Open Spaces Team, and potentially provide opportunities for those who want to play a more active part to get involved themselves in the management of the Common.

<p>Issue 14: Following issues raised by some users, both prior to and during the consultation. We think we can do better at informing local people and stakeholders about works on the common.</p>	
<p>Options if issue 14</p>	<p>Discussion</p>
<p>a. When we do work on the common (such as coppicing) we could explain what we're</p>	<p>We could do this through notice boards at the main entrances, press releases, and through the Council website. We could also erect temporary information boards to explain what we're doing, and what it will achieve.</p>

<p>doing, so that people’s fears are allayed and to improve understanding and involvement.</p>	
<p>b. We could provide information for stakeholders such as the Friends group to disseminate to their members.</p>	<p>This will extend the reach of the information and hopefully engage support from key groups.</p>
<p>c. We could set up an area on our website, containing information about the common, such as the management plan, history and landscape, wildlife character, protection policy, events and so on. We could develop this in conjunction with local partners so that their information is integrated into the site as well, including details for local groups or individuals who might be able to help on specific cases.</p>	<p>Setting up a site could be useful, but we’d need to think about how the site gets updated, and how we promote awareness of the site across the city – because it’s a lot of work, and will only be of value if people turn to it as a reliable source and partners agree to provide updates</p>
<p>d. We could offer to meet at agreed times with local groups</p>	<p>This could build new links into important community groups who could take their interest in the common further, and become involved in caring for and managing the</p>

<p>such as residents' associations, Friends' Groups and the like, to discuss progress on the Management Plan and investigate new opportunities for involvement, projects etc.</p>	<p>site.</p>
<p>Are there other ways we could make sure you, residents and others who need or want information about the common, can find what they need?</p>	<p>Your comments:</p>

Issue 15: You said you wanted to be able to be more involved in caring for and protecting the Common

We think that this could be very beneficial in delivering a vision for the common. Your help in identifying problems, or in delivering some of our objectives, will help us to do more than we can do on our own, and will also help to ensure that your common meets your expectations in terms of standards of care and quality.

Options for issue 15	Discussion
<p>a. We could do more to advertise the existing practical conservation work parties on the common and adjacent Barnwell Local Nature Reserves.</p>	<p>The installation of notice boards at the main site entrance could help inform local users of upcoming events and how they might get involved. Session could also be advertised on the website. Seventy of you have already requested further information regarding such opportunities on the common.</p>
<p>b. We could create a network of local expertise, in identifying plant and animal species, helping to compile a useful species list to guide future management.</p>	<p>We could work with partner organisations and local individuals to train interested site users in identification, recording and monitoring skills.</p>
<p>c. We could provide clear information on site notice boards about who to contact with specific issues such as cattle, play areas, anti-social activity etc.</p>	<p>This could help alleviate some frustrations reported about the lack of clear contact details on site.</p>
<p>Are there other things we can do to promote involvement in monitoring and caring for the</p>	<p>Your comments</p>

Common?	
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3.3 Further feedback

Are there any other Issues you feel we have neglected to consider in this paper? If so a blank issues and options template is provided below.

Issue 16: onwards	
Options 16m onwards	Comments

4. Proposed Template for a Management Plan for Coldham's Common (2014 – 2020).

(This template is based upon guidance laid out within the CMS Guide to Management Planning by Mike Alexander and can be adapted following the consultation)

1. Vision Statement / Executive Summary

2. Policy Statements

3. General Description

3.1 General Site Information

Location, boundaries, tenure, organisational structure,
Site infrastructure, Map Coverage, Photographic coverage

3.2 Environmental Information

Physical, Biological

3.3 Cultural Information

Archaeology, Past land use, present land use, present legal status

3.4 People

Stakeholders, Local Communities Stakeholders, access, sports provision, educational use

3.5 Landscape

Subject to final design and layout changes

3.6 Bibliography

4. Nature Conservation Features of Interest

4.1 Identification of conservation features

4.2 Objectives (Including name and summary of features)

4.3 Conservation Status and rationale (including management projects)

5. Other features of interest

6. Landscape

Evaluation, Management Objective and rationale

7. Stakeholders

Evaluation, Management Objective and rationale

Performance Indicator, Projects

8. Access

Evaluation, Management Objective and rationale Performance Indicator, Projects

9. Interpretation

10. Operational Objectives

11. Action Plan

12. Project Recording

13. Review (Annual, long term)

5 Thank you

Thank you for taking time to complete this Issue and Options paper. Your input is invaluable in determining how we move forward with the proposed Management Plan for Coldham's Common.

Would you like us to directly contact you with the findings of this consultation? If so please provide the following information:

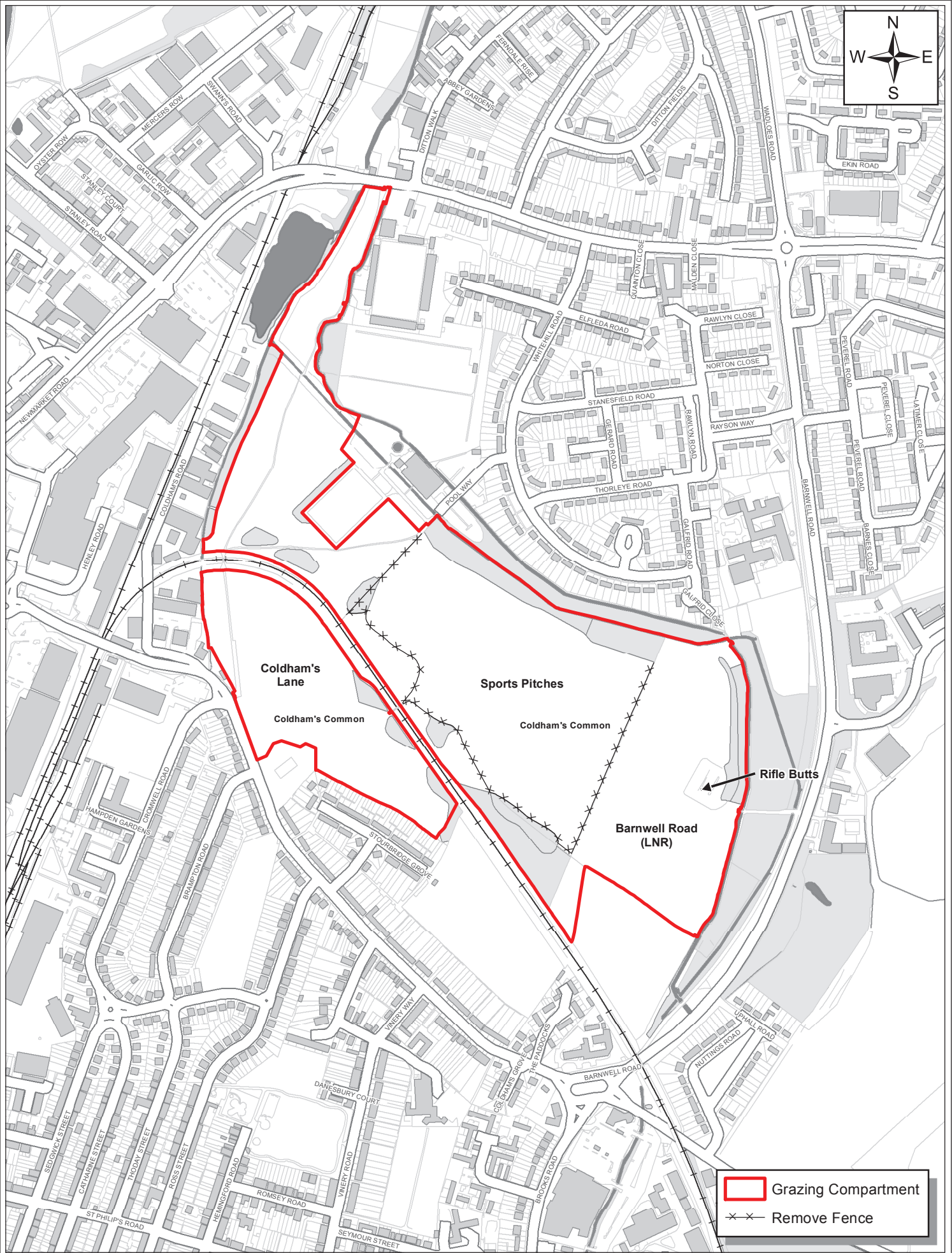
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
Address:

Are you an individual or do your views represent a group?

If providing your details, please state Yes or No to receiving further information about the common, including volunteering opportunities:

Subject to final design and layout changes



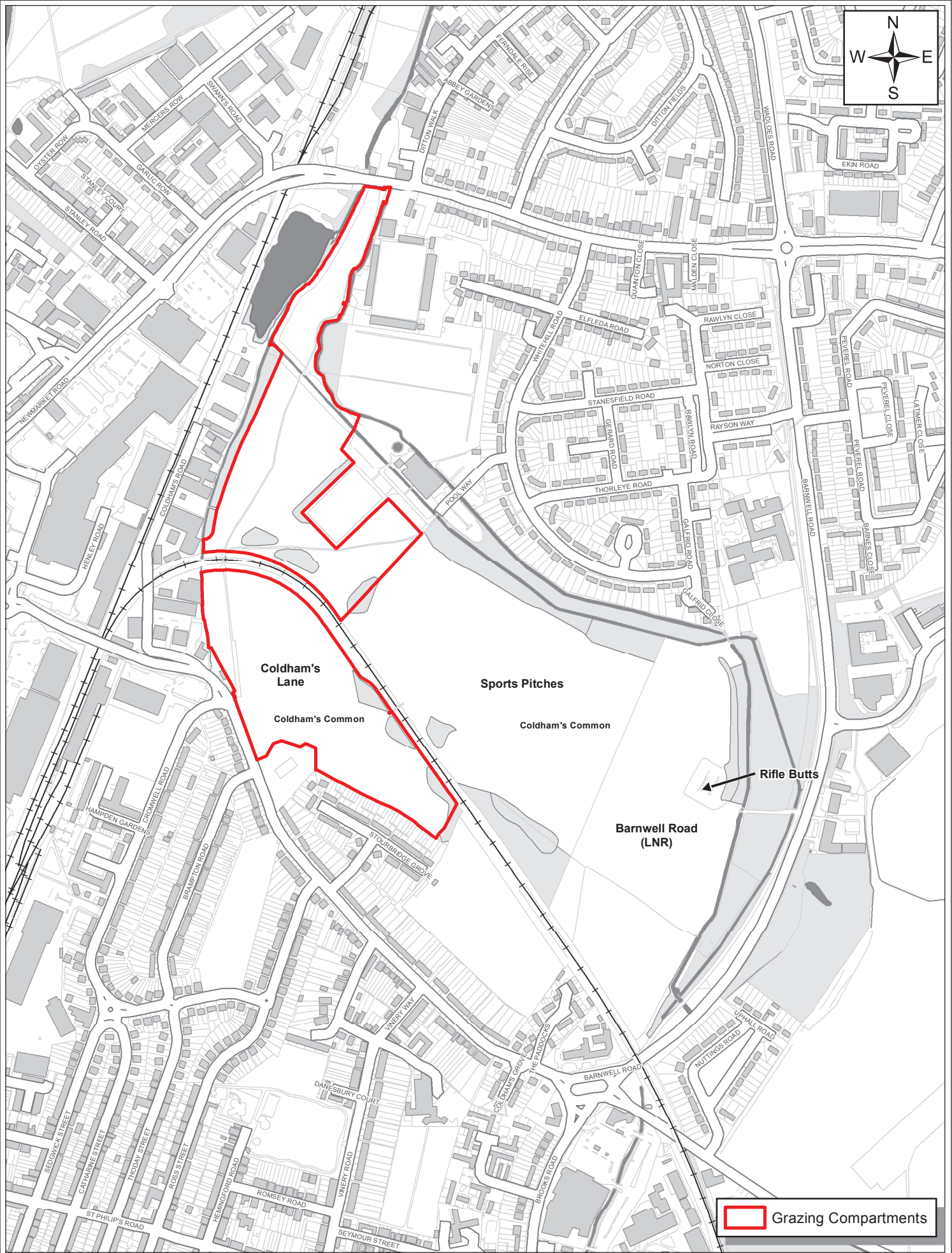
	Grazing Compartment
	Remove Fence



Map 1
Page 199

Date:	27 June 2014
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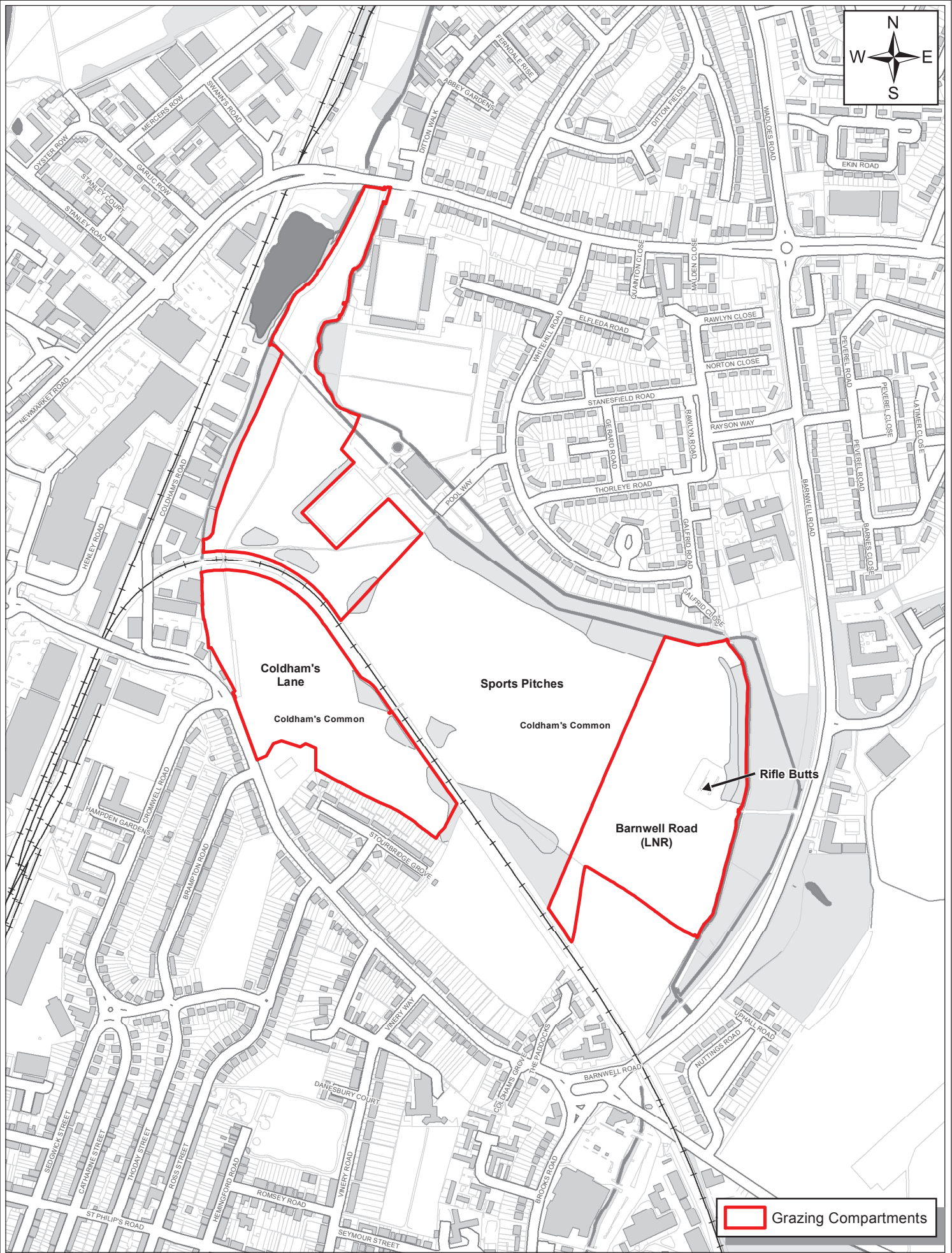


Map 2 Page 201

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 Grazing Compartments

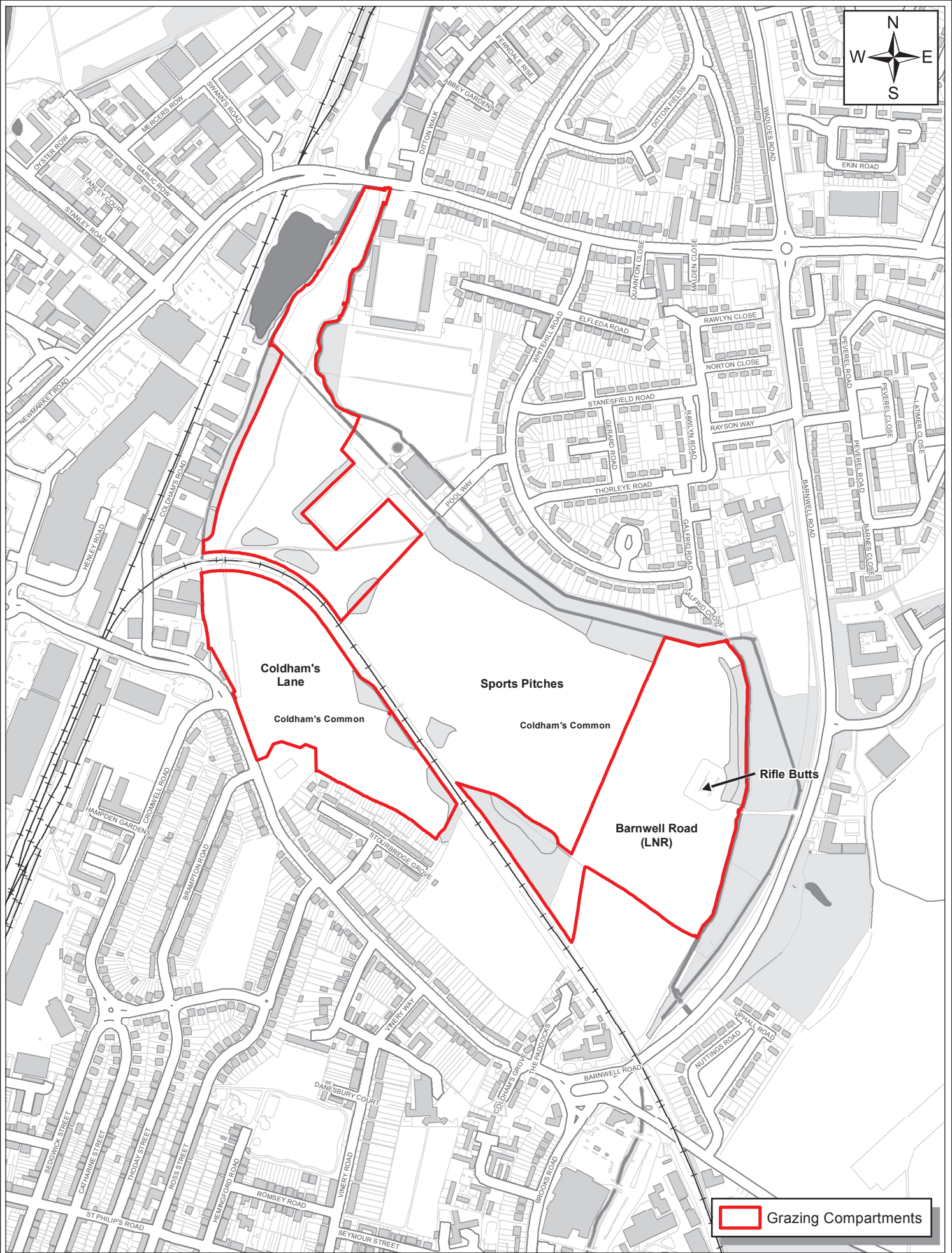
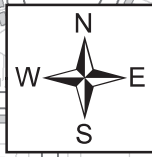


Map 3 Page 203

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 Grazing Compartments



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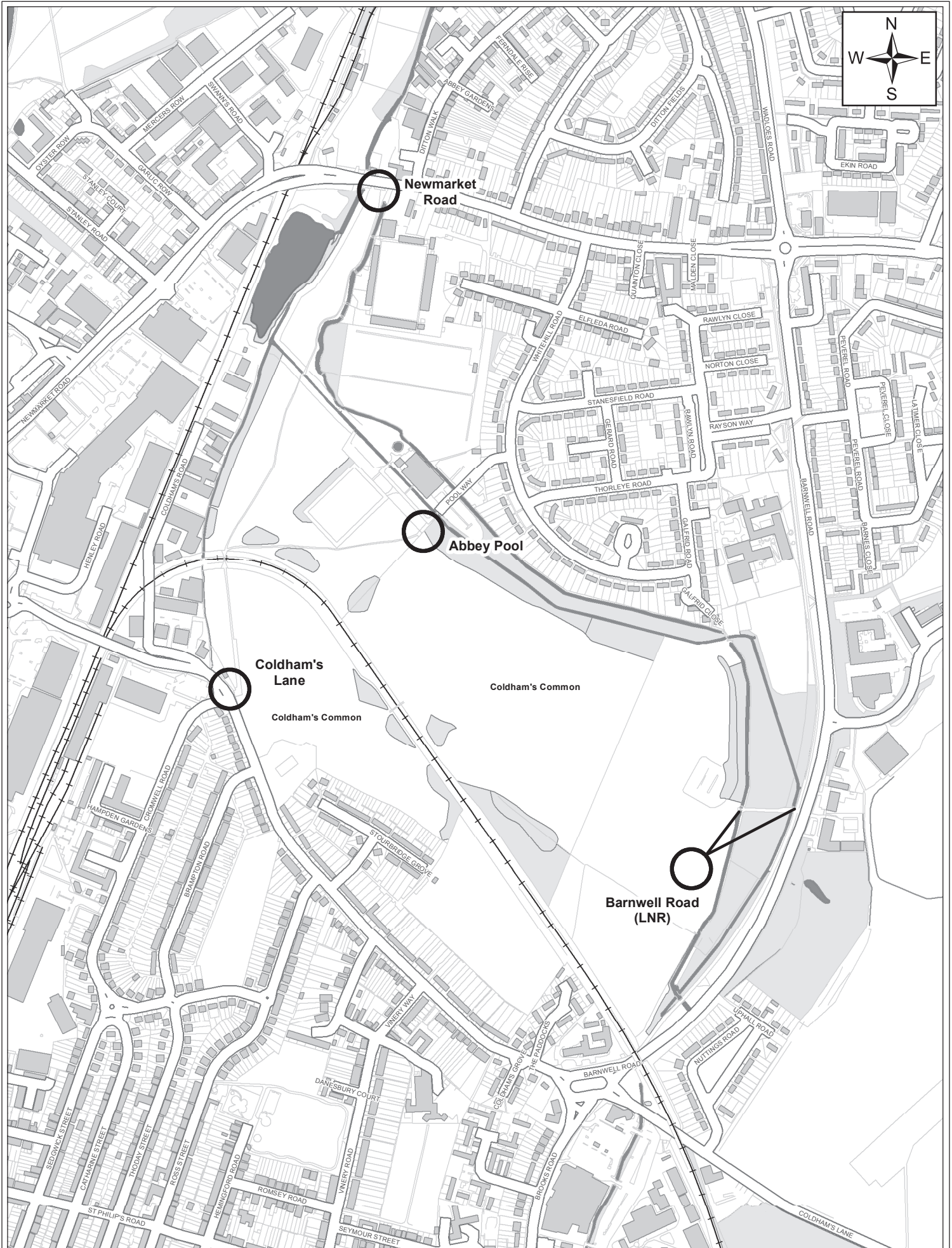
- A = Year 1
- B = Year 2
- C = Year 3
- D = Year 4
- E = Year 5



Map 5
Page 207

Date:	27 June 2014
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Section/Department:	Information Systems, Environment Dept
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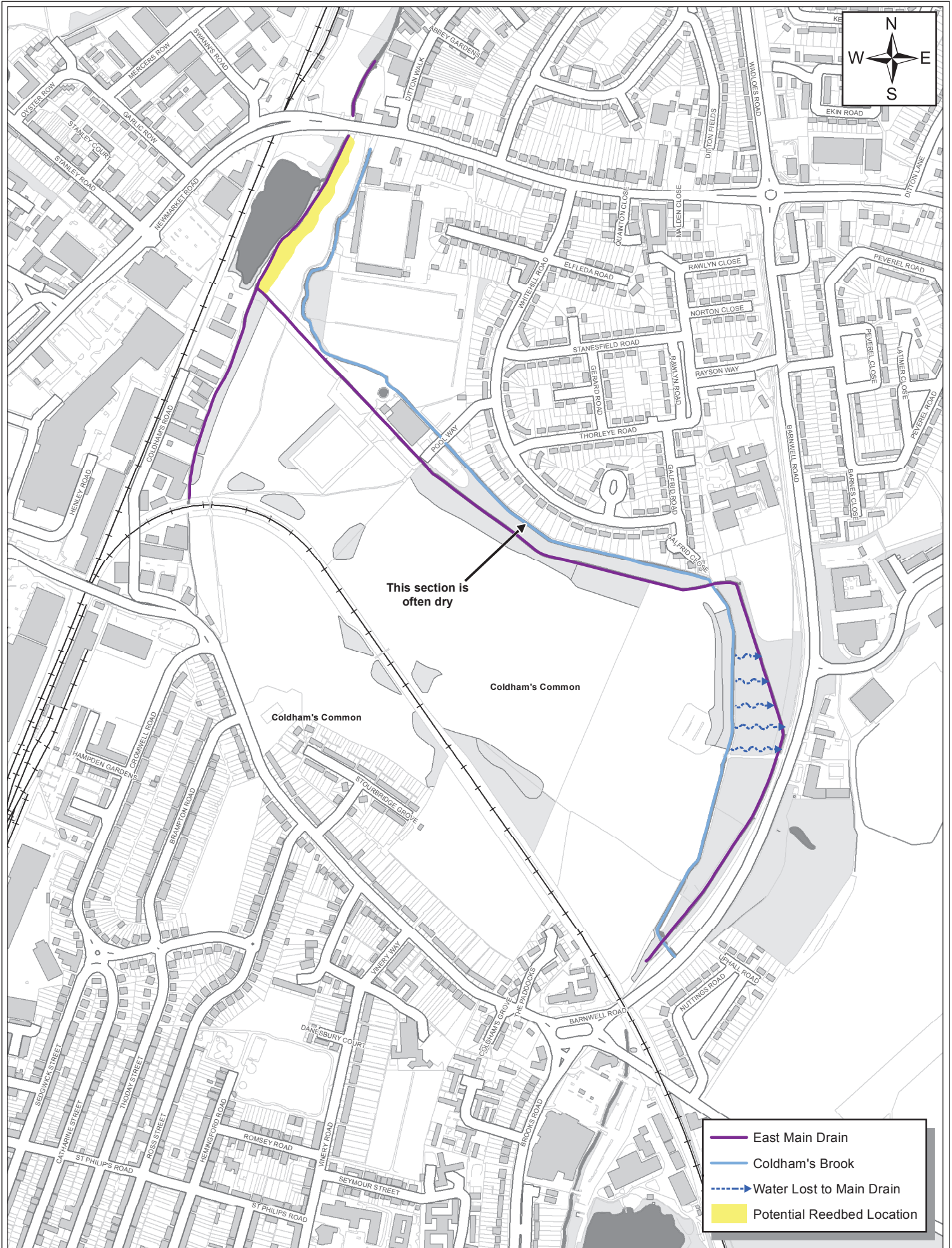


Map 6
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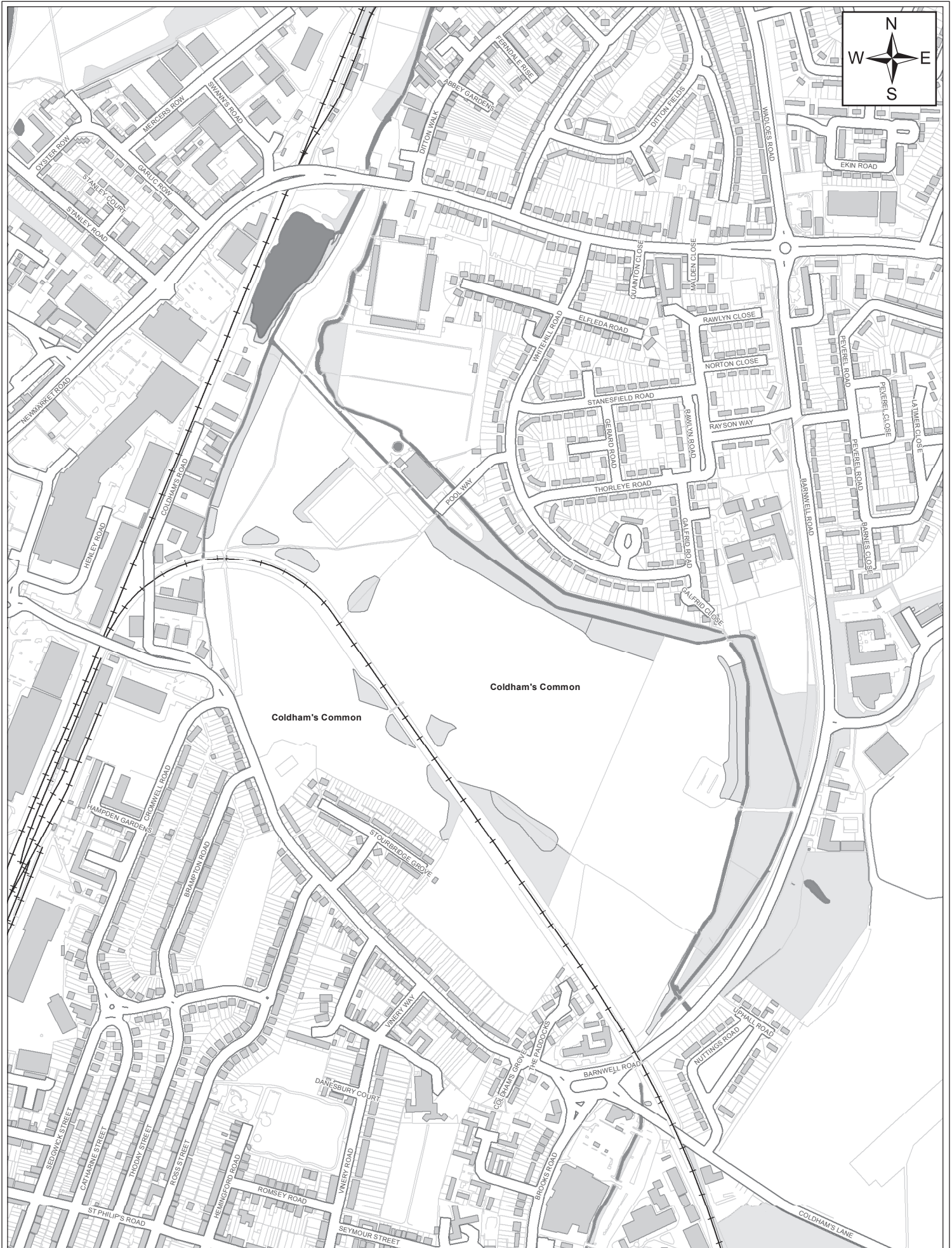


- East Main Drain
- Coldham's Brook
- - - Water Lost to Main Drain
- Potential Reedbed Location



Date:	27 June 2014
Produced by:	GIS Team
Section/Department:	Information Systems, Environment Dept
Scale:	1:7,500 @ A4

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Map 8
Page 213

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Date:	27 June 2014
Produced by:	GIS Team
Section/Department:	Information Systems, Environment Dept
Scale:	1:7,500 @ A4

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To: EXECUTIVE COUNCILLOR FOR CITY CENTRE AND PUBLIC PLACES
Report by: HEAD OF SPECIALIST SERVICES
Relevant scrutiny committee: COMMUNITY SERVICES 11 JULY 2014
Wards affected: ALL WARDS
EqIA Undertaken: *To be confirmed*

REVIEW OF BEREAVEMENT SERVICES BUSINESS MODEL

Key Decision

It is recommended that the committee resolves to exclude the press and public during any discussion on the exempt section of the report by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains commercially sensitive information

1. Executive summary

This report considers future service delivery options for Bereavement Services in Cambridge, in the context of the Council's strategic objectives and its savings targets. A set of key principles for the design of the service and relevant financial objectives are set out.

Through an analysis of the current market, and the local environment, the report assesses the potential impact of changing the model of operation for Cambridge's Bereavement Services on its strategic position in the market, including the benefits and costs, and risks to the Council.

Different organisational changes are considered, ranging from 'no change' to the current operational model to outright disposal of the service. It is proposed that moving the service onto a trading account and introducing a pricing strategy will best meet the Council's financial and policy objectives. On the basis of this recommendation a detailed business case will be developed, for further consideration and approval in the next budget round.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To consider the options set out in the report and the financial projections for the service
- 2.2 To approve in principle, on the basis of the outline business case, a proposal for bereavement services that moves the service onto a trading account, in which surpluses over and above the required return to the General Fund can be ring-fenced for reinvestment in the service infrastructure.
- 2.3 To approve the development of a detailed pricing strategy and coherent plan that will be brought back to members to consider in October 2014.

3. Background

3.1 Cambridge's Bereavement Service is required to deliver a sustainable business model that can:

- Secure the Council's revenue streams
- Meet agreed budget targets
- Ensure that further capital spending is properly funded
- Recognise the need to safeguard families and individuals who are struggling economically, and the most vulnerable

3.2 At present the service meets the needs of bereaved people through the provision of burials and cremations, and by offering personalised, ethical and caring services to respond to the diverse needs of the bereaved.

3.2.1 Cambridge City Council operates four cemeteries and one crematorium providing a service for a number of adjacent authorities in addition to its own population.

3.2.2 The crematorium on Huntingdon Road is a prime asset of the council. Cambridge Crematorium conducts around 2,500 cremations a year.

3.2.3 The city's cemeteries provide a more local service to adjacent communities than the crematorium. The Huntingdon Road Cemetery is now the principal cemetery in the city. This facility offers the scope to provide additional services including development of a Green Burial area and provides facilities to accommodate cremated remains. This site has burial capacity for a further 30 - 40 years.

3.2.4 The major burial facility in the city since 1903, Newmarket Road cemetery is widely used by the public and has extensive areas of both conventional and lawn style interments. It is almost at full capacity. However, it still offers space in some areas, plus the provision to now accommodate cremated remains in an area other than a grave space, meeting a local need.

3.2.5 Investment in recent years in the commemorations service, has established a new memorial garden for cremated remains at Newmarket

Road Cemetery, a children's garden at Huntingdon Road Crematorium, marketing materials including a display garden, and the development of dedicated training for staff to advise about commemorations.

3.3 Key investment in the past four years has also improved the infrastructure of Bereavement Services at Newmarket Road Cemetery and at the Crematorium on Huntingdon Road through:

- New cremation facilities, following the mercury abatement project,
- The repair and refurbishment of the chapels, waiting rooms and public facilities to the main sites
- Technical infrastructure improvements works, including the upgrading of ICT networks and electricity supply to the Crematorium

3.4. A staffing restructure is also currently underway, that now provides the basis of a very good service to the public, a strong management team that is clear about the direction it wants to go in, and a service that is positioning itself to deliver better value to the Council.

3.5 To help to understand the options available, the report has considered what happens elsewhere. Some examples of different organisational approaches in other private and local authority services are described in Appendix 1.

4. Why the need for change?

4.1 The Council has a duty to provide funerals for people who die that have no-one else to make the arrangements. Outside of this responsibility, Bereavement Services is a discretionary function for the council.

4.2 With an overall income of £2.2m, the 2014 Budget Setting Report for the City Council includes an on-going budget saving proposal of £105k from 2015/16 for the bereavement services.

4.3 Given the scale of the Council's challenge to balance its budget, the bereavement service has been investigating alternative models of delivery to ensure a service which is sustainable in the longer term.

4.4 The Bereavement Services Business Plan (2011) identified that improvements in the overall financial position of Cambridge's Bereavement Services are likely to depend on the success of initiatives to reduce operating costs and to generate income. Investment in recent years in cremations and commemorations infrastructure, and a recent staffing restructure has improved turnover and reduced energy and employee costs. The service still needs to make substantial investments in its buildings and

facilities in the coming years to safeguard and develop those revenue streams, and there is a need to make suitable financial provision for these works. Prudent investment in more commercially- based initiatives in the future, such as a flower shop and a café for customers and visitors to the crematorium, and in the commemorations service in particular was recommended as offering the best potential for raising awareness of available services and sustaining additional income growth in the coming years, providing the foundation to secure, sustain and maintain a successful and valued community service.

4.5 This report considers a range of different options for a strategy that can sustain and develop the success of the service, in terms of addressing its key operational objectives, while at the same time ensuring that it delivers its financial objectives. The proposals for income generation are over and above those included as savings targets for 2015-16.

5. Design Principles and Options for the Business Case

5.1 In considering the objectives of the service we have identified a range of key Design Principles, the most important of which are:

- Putting the needs of the bereaved first and meeting expectations;
- Meeting statutory and legal requirements;
- Being transparent and open in governance;
- Delivering services in an ethical and impartial way;
- Being environmentally sustainable;
- Being able to self-fund future investment to continue to be successful.

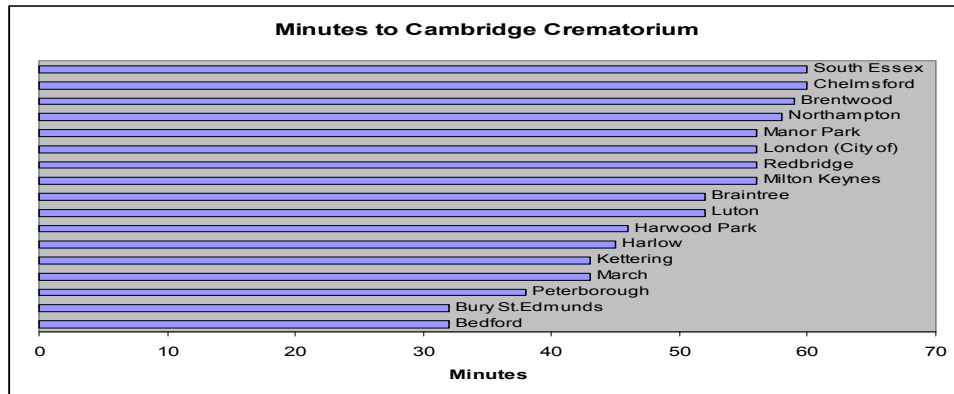
5.2 In addition to these design principles, other key financial considerations and risks to the Council from a change to its model of delivery are likely to be associated with:

- Being able to sustain and retain revenue streams in line with Council targets;
- Being able to control fees and charges to service users;
- Minimising procurement processes and costs;
- Minimising costs associated with Human Resources issues, including TUPE;
- Protecting current tax benefits and avoiding additional liabilities;
- Managing residual recharges.

6. Cambridge's strategic position in the local market for Bereavement Services

6.1 An examination of the current market can inform and assist consideration of a suitable business strategy for Cambridge's bereavement service. There are 17 other crematoria within an hour's drive of Cambridge City Crematorium (Table 1- Source: Google Maps).

Table 1



6.2 Appendix 2 details information about the performance of seventeen other crematoria to demonstrate Cambridge's position in the local market for bereavement services (Source: Cremation Society of Great Britain). In terms of the overall volume of activity, these services account for over 31,000 cremations a year with an annual aggregate gross turnover of over £20m.

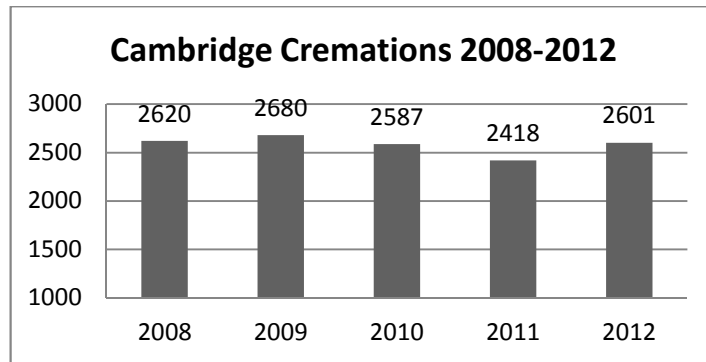
The key facts about Cambridge's performance in relation to these 18 services are as follows:

- **Market share:** Attracting an estimated £1.6m-plus per year in cremation fees, with an 8.3% market share Cambridge carries out more cremations per year than any other crematorium in the region apart from South Essex.
- **Convenience:** Local demand (from people living within 30 minutes by road of a crematorium) accounts for about one in four of all the cremations conducted across the region. In the case of Cambridge the figure is higher, with 27% of its demand for cremations comes from families living within a 30 minute drive of the Cambridge Crematorium.
- **Relative Price:** Cambridge's adult cremation fee at £620 (in 2013) is 6th lowest in a fee table ranging from £575 (Manor Park) to £770 (Harwood Park and Northampton).

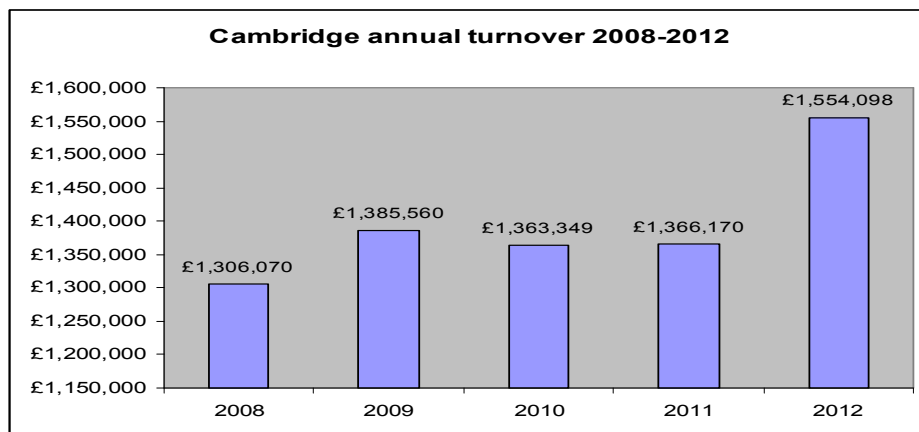
6.3 Trends

Using annual data for the period 2008-2012 (Source: Cremation Society of Great Britain) it can be seen that:

a) The number of cremations is about the same as it was 5 years ago.

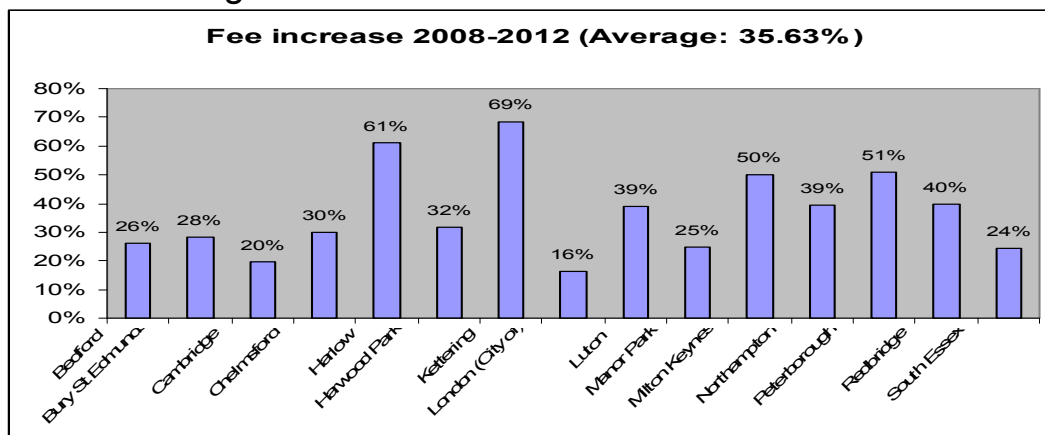


b) Turnover has increased at Cambridge by 19% since 2008.



c) Market share of cremations has held firm (8.3% in 2012, compared with 9% in 2008).

d) The average fee increase at neighbouring crematoria over the period 2008-2012 is 36%, compared with 20% for Cambridge. Only one crematorium (City of London) achieved a lower rate of fee increases than Cambridge.



6.4 Summary

Cambridge has sustained its cremation numbers despite a 20% fee increase over the last five years. Demand for bereavement services does

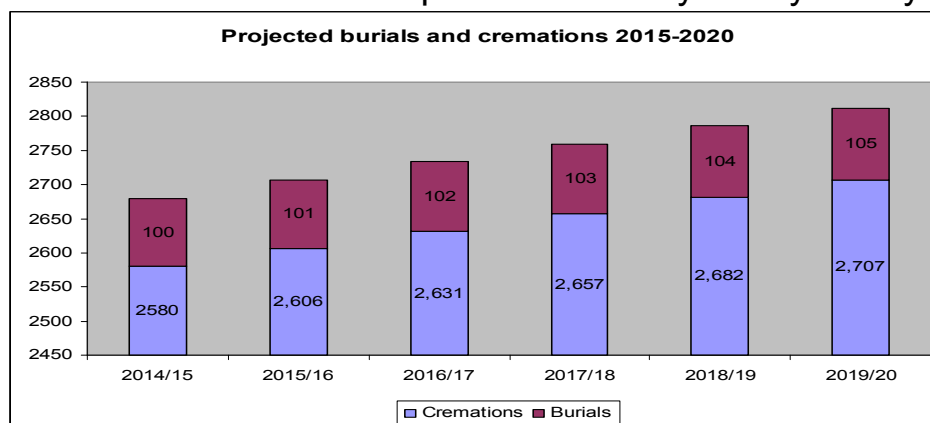
not appear to be price-sensitive. In Kettering, for example, where fees have risen by 69% over this period, the service has maintained its 8% market share. With its fee increase some 16% lower than the group average, Cambridge could reasonably expect to improve its turnover by increasing its fees in the short-term.

7 What are our expectations about sustainable growth of Cambridge’s Bereavement Services over the next 5 years and what are the implications for changing the model of delivery?

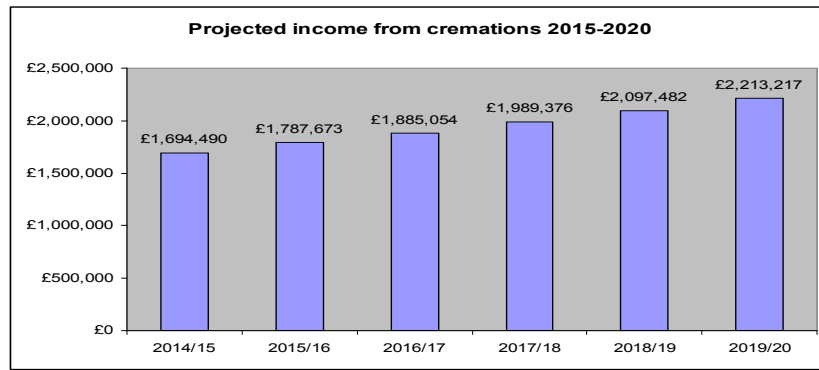
7.1 Using the Office of National Statistics (ONS) population and death rate projections for the area, activity levels for burials, cremations and commemorations are expected to rise for the next 5 years, following relatively static rates over the past five years. Taken together with some modest price change assumptions and cost estimates on the basis of known planned organisational changes, this growth is likely to produce an improved net position in the coming years. A pricing strategy that sustains income growth for the Council can both accommodate the Council’s General Fund priorities and support the Bereavement Service’s investment needs.

7.2 Key forecast information

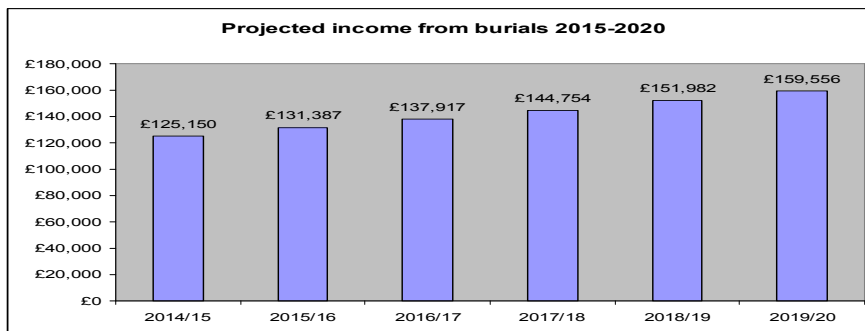
- a) On the basis of population and death rate projections, numbers of cremations and burials are expected to rise by nearly 5% by 2020.



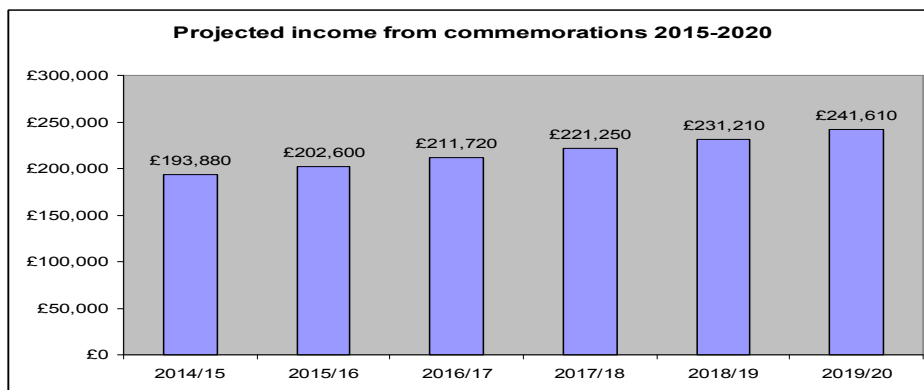
- b) Income from cremations could rise by 30% (on the assumption of prices increasing year-on-year by the current rate of inflation plus 2%). It is proposed that any future pricing structure would accommodate a charging option that is consistent with the need to safeguard families and individuals who are struggling economically, and the most vulnerable. For example, cremation charges for 2014/15 consist of a lower and a higher banded rate. Standard charges are £645, and a lower rate is available before 10am and after 4pm, at £520. A future pricing strategy could maintain or extend these differences.



c) By the same token, income from burials could rise by 27% over the period to 2020.



d) Income from commemorations could be 25% higher by 2020.



7.3 On the basis of this outline market assessment, broad demographic data and an indicative pricing strategy it should be possible to improve net income contribution in future years over and above the current budget requirements, without adversely affecting overall demand or market share. Clearly further detailed analysis could give more reliable demand information and a more confident basis on which to assess and manage the potential future demand. An outline strategy is modelled in Appendix 3 to show the potential financial benefits to Cambridge.

7.4 On the supply side, competitor behaviour to squeeze Cambridge's market share, particularly by private sector providers is another risk for which a sensitive strategic approach will be required. It is proposed to complete further market analysis in refining the business strategy.

8. Discussion of options

8.1 A range of options is open to the Council to consider, in delivering its objectives most effectively. These include, (in order of magnitude of change from the status quo):

- No change in arrangements;
- Moving the service onto a ring-fenced trading account;
- Externalising the management of the service through a contract;
- Setting up an arms'-length trading company;
- Establishing a charitable trust to run the service;
- Disposing of the service.

A summary of these options is set out in Table 2 (below) that shows how well they address the Council's key design principles and financial objectives.

Table 2

Options	1	2	3	4	5	6
Objectives/Risks	no change	trading account	external mgmnt contract	arms-length trading company	charitable trust	dispose of service
Putting the needs of the bereaved first and meeting expectations	✓	✓	✓	✓	✓	☒
Meeting statutory and legal requirements	✓	✓	✓	✓	✓	☒
Being transparent and open in governance	✓	✓	✓	✓	✓	☒
Delivering services in an ethical and impartial way	✓	✓	✓	✓	✓	☒
Being environmentally sustainable	✓	✓	✓	✓	✓	☒
Being able to self-fund future investment to continue to be successful	✓	✓	☒	✓	☒	☒
Revenue income retained	✓	✓	☒	✓	☒	☒
Fees and charges controlled by the Council	✓	✓	☒	✓	☒	☒
No procurement costs	✓	✓	☒	✓	✓	☒
VAT benefits retained	✓	✓	☒	☒	☒	☒
Minimising HR and TUPE issues	✓	✓	☒	☒	☒	☒
Limiting procurement processes	✓	✓	☒	✓	☒	☒
Non-domestic rate relief	☒	☒	☒	☒	✓	☒
Managing residual recharges	✓	✓	☒	☒	☒	☒

8.2 Discounted options

It is recommended that four of the options should be discounted as not a 'good fit' for Cambridge at present:

8.2.1 **Letting a Management contract with an operating lease to allow the service to be managed externally, on behalf of the Council, with the Council retaining ownership of the assets**

While a carefully written contract specification and appropriate supervision could ensure that most of Cambridge's key design principles are delivered, externalising the management of the bereavement services is unlikely to be the best business solution.

Experience from another local authority in a similar project involved the Council in having to pay substantial costs for what could be a lengthy procurement process for a contract.

There is a risk to the Council that the supplier may seek to exclude (less profitable) elements of the cemeteries portfolio (e.g. unused chapels or high risk/unsustainable buildings), that will remain as residual assets and maintenance costs. In addition there will be continuing costs for contract monitoring and performance management, and there may be tax implications for the Council. HMRC will need to be satisfied with how VAT is treated in such a contract.

8.2.2 **Setting up a Charitable Trust to manage the service at arms' –length from the Council**

There are a variety of advantages to charitable trust status, including exception from most forms of tax and freedom for the trustees not found in other types of English trust. To be a valid charitable trust, the organisation must demonstrate both a charitable purpose and a public benefit.

Charitable trusts are not allowed to be run for profit¹. Charitable trusts, as with other trusts, are administered by trustees, but there is no relationship between the trustees and the beneficiaries.

Tax law also makes special exemptions for charitable trusts. They are free from the income tax paid by individuals and companies, and also the corporation tax paid by incorporated and unincorporated associations. There is no requirement for charitable trusts to pay capital gains tax or council tax, although they are obliged to pay VAT.^[5] This freedom from tax liability also applies to people and companies who donate to them.

¹ Charitable trusts are known as a non-profit distributing organisation (NPDO) and must reinvest any profit in the organisation and fall under the jurisdiction of the [Charity Commission](#).

A new trust would generate savings of non-domestic rates and VAT². The authority would still own the multi-million pound assets controlled by the trust. The trust would also be able to access new forms of funding that are not open to the council. Typically the trust's board would include local members and employee representatives, as well as independent members.

On the downside, both the ability to self-fund future investment to continue to be successful and income growth are likely to be limited, with the Council giving up its control over fees and charges. In addition, the VAT benefits that the Council currently enjoys could be at risk, while the Council might still need to absorb and manage residual support services costs following the establishment of a trust.

8.2.3 Setting up a Trading Company to manage the service at arms –length from the Council

The Local Government Act 2003 provides local authorities with a general power to trade for profit through a company, i.e. where charges are fixed at more than cost recovery, with private bodies and persons. In order to ensure a level playing field with the private sector and to avoid breaching state aid and other legal requirements the company must not be subsidised by the authority. The council would have to recover any costs of accommodation, goods, services, employees and any other support it supplied to the company, and set up suitable systems and financial controls to do so and to ensure the independence of the company

The formation of a company would at the outset seem an attractive proposition. Operating openly as a trading company, the service would be in a position to compete more directly for business on a number of fronts, including the option to develop directly its capacity to deliver and plan funerals. It could offer greater freedom to the management team to operate rather than being constrained by, for example, local authority procurement and HR procedures.

The potential rewards from changing to this model are greater and less constrained by legislation than those of remaining as a directly provided, local authority service. This model broadens the potential of the council to operate on a far more commercial basis.

However, the current view is that the service needs time to mature and gain experience in this market, to operate more commercially and make better use of current assets, properly understanding the risks involved, before considering a more radical change to its business model.

² A potential discount of 80 per cent.
Report Page No: 11

For example, from the trading company's perspective it may experience a reduction in costs, by providing its own HR and related support services itself. However, from Cambridge's perspective these overheads would remain as residual costs within the Council, until they could be reduced through further organisational changes.

There are also tax implications to the Council from establishing the service as a trading company. The most important tax issue is that of VAT registration. As the majority of the bereavement service's income comes from carrying out cremations, which is termed an 'Exempt supply' the Council would be unable to recover VAT on about £375,000 of costs each year - at current rates about £75,000. In addition any capital funding would be outside VAT recovery - the recent mercury abatement project would have cost an additional £400,000. Given the need for capital works in the short to medium term for the service's car parks and buildings, the risks are significant.

It is understood that the cost of establishing a trading company could be significant, perhaps more than £100K. The resources required to complete the exercise including legal costs, officer time and consultancy costs really depend on the availability of the internal resource and the level of expertise available.

8.2.4 Disposing of the business – where the Council stops providing Bereavement Services.

This option has a number of disadvantages to the Council. Experience in other authorities suggests that disposing of the service would be likely to involve a lengthy tendering process and financial responsibility for substantial procurement-related costs. Where bereavement services have been acquired by external providers 'cherry picking' behaviour has resulted in parts of the cemeteries portfolio (e.g. unused chapels or high risk/unsustainable buildings) remaining with councils. The benefits of a one-off capital receipt to the Council from such an approach must be weighed against the risks that it would surrender control of the future direction and cost of the service, retain responsibility for less 'profitable' elements of service and lose a sustainable revenue source.

8.3 Options for further consideration

Two remaining options are worthy of more detailed consideration as a strategy for Bereavement Services, namely:

- a) No change

b) Moving to a trading account

8.3.1 No change – a commitment to continuing to improve the service within current service arrangements

This model involves managing the services unchanged, along the lines of the current restructure proposals.

This is the most prudent of the options under consideration. With the present structure it will be possible to continue to deliver marginal improvements to the council's budget year on year, and to satisfy most of the design principles for the service. However, under this model there is a risk that insufficient revenue is generated either to cover the major investment needs required to sustain and repair the service infrastructure, which are likely to be in excess of £1million over the next 5 years, or to provide sufficient financial 'headroom' to invest in managing and marketing the services more effectively. A condition survey is planned for all the service buildings, and an indicative investment plan is illustrated at Appendix 4.

8.3.2 Forming a trading account (ring-fenced account) that will deliver required levels of income to the General Fund, and allowing for any additional savings to be ring-fenced to invest in the service

This option meets all the service's design principles. Essentially this represents no material change in how the service operates and delivers its services. There are no immediate HR implications, no procurement or support services issues, and tax liabilities remain unchanged.

However, one significant change from the current arrangement is that any surpluses over and above the required contribution to the General Fund could be retained by the service. This would usually mean that surpluses can be built up over a period to pay for capital investments in the facilities. Any requirement for changes to annual savings targets and contributions to the Council's central funds could be accommodated as part of this arrangement.

Moving to a trading account basis will allow the service to behave more commercially, developing the council's commercial experience and potential, while stopping short of openly trading for profit and thereby minimising the risk of a legal challenge. A trading account can provide the basis to improve the council's income return, provide financial headroom to market the service and manage the risks from increasing exposure to the competitive environment. It can also provide for reinvestment, preparing the

way to consider establishing a fully commercial entity in the medium term, once the service's brand and the Council's commercial experience have both matured.

For Cambridge it would mean that for the time being control of capital spending would rest with the service rather than bids for capital funding from reserves or prudential borrowing. The more successful the service can become in adapting its commercial focus and generating additional income, the better it can meet the budget requirements, deliver its operational objectives, and reinvest into the service.

9. Conclusions and Recommendations

9.1 Following a substantial period of instability and change Cambridge Bereavement services faces another major challenge in ensuring that its market position is protected.

9.2 Cambridge's position in the local market is strong. Demand forecasts indicate that there is potential for additional revenue to be generated in the coming years, from growth in cremations and burials for which there is now operational capacity following investment in the infrastructure at the Crematorium and at Newmarket Road cemetery. The market analysis also indicates that additional income can be delivered within the current service arrangements through modest price increases, without affecting market share.

9.3 However, while there are opportunities for the service to grow, there is also a need to invest in its future. A plan is being prepared that identifies a programme of investment that is required to support the Bereavement Service's infrastructure and facilities, and to enhance the value of the business.

9.4 Opportunities exist to develop additional services such as Green burials, a flower shop and a café for customers and visitors to the crematorium that will also require investment in the service infrastructure.

9.5 The Council has a range of choices available if it wishes to change the Bereavement Service's business model. The current model of business operation may be unlikely to be able to both sustain its return to the General Fund and sufficiently support future investment needs. However, by moving the service onto a trading account basis, and ring-fencing any surpluses over and above the required return to the General Fund, it would be possible to fund the required investment without resorting to additional capital bids.

9.6 Operating as a trading account will allow the service to develop its offer, make better use of its capacity, establish the Cambridge brand, and build up experience and expertise of more commercial working, at a reduced risk of a challenge from its competitors. This approach is recommended as a realistic and pragmatic strategy.

9.7 Alternatively, the service could set up as a trading company, and compete more directly for business on a number of fronts, including the option to develop directly its capacity to deliver and plan funerals. The potential rewards from changing to this model are greater, and will broaden the potential of the council to operate on a more commercial basis. However, the current view is that the service needs to mature and gain experience in this market, make better use of current assets, and properly understand the risks involved, before considering a more radical change to its business model. Additionally there are considerable set –up costs and tax considerations for the Council from the operation of such an approach, and it is recommended that the Council's commercial skills are insufficient at this point to guarantee its success.

9.8 The current management team is committed to delivering the programme of works that will be required over the next 5 to10 years. This is evidenced by the recent mercury abatement and replacement of cremators programme, and substantial refurbishment works at the crematorium and in the cemeteries. This progress has been achieved despite significant staff changes and only rarely in recent times has the service been operating at full employee capacity.

9.9 The key decision is the strategy for developing the service. Financially the service has continued to improve its income levels despite only moderate fee increases and growing concerns about infrastructure works required. Nevertheless the service is required to increase its contribution to central revenues and at the same time continue to fund essential works.

9.10 This report looks at alternative ways of delivering the service. Some options are disregarded at this stage because they do not provide enough value against objectives and represent a relatively high risk.

9.11 Retaining the current in-house model is recommended at this stage to move the service forward. Following a staffing restructure a period of consolidation is necessary to enable improved working practices to develop. Current budget pressures can be alleviated with only a moderate increase in fees and manageable savings targets.

9.12 The next logical step would therefore appear to be to establish a pricing strategy, delivered through a trading account whereby surpluses can be retained for re-investment in its assets and facilities. This option is recommended for further detailed consideration, as a means to establish a sound commercial basis for the bereavement service to mature and grow, with a medium-term objective of developing a fully commercial company.

10. Implications

(a) Financial Implications

The preferred business model could deliver sustainable income streams that exceed current savings targets and support the funding of required investment in the service. Appendix 3 describes a proposed pricing strategy, and Appendix 4 sets out an outline investment programme to maintain and replace the service infrastructure.

(b) Staffing Implications

These proposals are based on the current approved staffing structure. Further development of the service in the medium-term will require a review of the management arrangements.

(c) Equal Opportunities Implications

The proposals in this report make provision for a pricing strategy that can take account of families that are struggling economically.

(d) Environmental Implications

The proposals in this report indicate a +L climate change impact from the potential to improve opportunities for green burials.

(e) Procurement

None

(f) Consultation and communication

Not available for consultation at this stage.

(g) Community Safety

None

11. Background papers

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

- a) List of charges 2014/15
- b) Bereavement Services Business Plan (2011)

12. Appendices

Appendix 1. What happens elsewhere (confidential)

Appendix 2. Key Facts/Market analysis performance table (confidential)

Appendix 3. Outline Pricing Strategy (confidential)

Appendix 4. Outline investment programme and Repairs & Renewals plan

Appendix 5. EQUIA

13. Inspection of papers

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

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Bereavement Services
Maintenance/Repairs and Asset
Replacement Programme

APPENDIX 4

2014/2015 2015/2016 2016/2017 2017/2018 2018/2019 2019/2020

Huntingdon Road Cemetery

Improve drainage (waterlogging of graves)

200,000 200,000

Crematorium

Drainage works to relieve flooding issues

100,000 200,000

Repairs & Maintenance to Buildings (Condition survey is currently being commissioned)

50,000 50,000 50,000

Café - change existing building or extend existing building

100,000

Generator - service continuity in the event of a power failure

50,000

parks (2014/15 - make safe potholes prior to main works)

Needs to be carried out in conjunction with the drainage works.

20,000 100,000 150,000

Newmarket Road Cemetery

Resurfacing of paths and car parks (2014/15 - make safe potholes prior to main works)

10,000 100,000

Specialist works to trees and boundary hedges

20,000

50,000 300,000 500,000 350,000 200,000 -

Assets at all sites - preparation of a detailed programme for the replacement of assets (medium/long term) currently under way

Balance in R&R Fund

(318,470) (241,070) (76,070) 286,230 495,780 552,520

Contributions

(135,000) (137,700) (140,450) (143,260) (146,130)

Commitments:

Epilogue Upgrade

11,000

Crematorium Data Link

7,500

Public Area Refurbishment (c/fwd)

8,900

As above

50,000 300,000 500,000 350,000 200,000 0

(241,070) (76,070) 286,230 495,780 552,520 406,390

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Cambridge City Council Equality Impact Assessment



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

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

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

Review of Bereavement Services Business Model (committee report)

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

To deliver a more sustainable business model for bereavement services

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

Residents

Visitors

Staff

A specific client group or groups (please state):

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

New

Revised

Existing

5. Responsible directorate and service

Directorate: Environment

Service: Specialist Services

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

No

Yes (please give details):

Finance

7. Potential impact

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

When answering this question, please think about:

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

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

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

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

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(c) Gender

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(d) Pregnancy and maternity

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(e) Transgender (including gender re-assignment)

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(f) Marriage and Civil Partnership

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(g) Race or Ethnicity

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(h) Religion or Belief

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

(i) Sexual Orientation

The profile of users of this service is broadly representative of the Cambridge population and consequently any benefits arising from this change will be reflected across all groups to a similar extent.

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

A pricing strategy will be developed and this will be structured to consider the impact of changes on prices on low income groups or those experiencing the impacts of poverty, and include a cheaper rate for burials and cremations.

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

9. Conclusions and Next Steps

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

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

10. Sign off

Name and job title of assessment lead officer: Paul Necus, Head of Specialist Services

Names and job titles of other assessment team members and people consulted:
Barbara Scruby, Deputy Manager, Carina O'Reilly, Executive Councillor for Community Services.

Date of completion: 23 June 2014

Date of next review of the assessment: 23 June 2015

Action Plan

Equality Impact Assessment title:

Date of completion:

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

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

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

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

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

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

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

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

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

Other factors that may lead to inequality	
Details of possible disadvantage or negative impact	Potential increased cost of cremations and burials
Action to be taken to address the disadvantage or negative impact	Consider the opportunity include a cheaper rate in the pricing strategy
Officer responsible for progressing the action	Paul Necus
Date action to be completed by	1 April 2015

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