



## STRATEGY AND RESOURCES SCRUTINY COMMITTEE

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

**Alternates:** Councillors Abbott, Holland and C. Smart

**Leader of the Council:** Councillor Herbert

**Executive Councillor for Finance and Resources:** Councillor Owers

*Despatched: Wednesday, 9 March 2016*

**Date:** Monday, 21 March 2016

**Time:** 5.00 pm

**Venue:** Committee Room 1 & 2, The Guildhall, Market Square, Cambridge, CB2 3QJ

**Contact:** Sarah Steed

**Direct Dial:** 01223 457013

### AGENDA

#### 1 **Apologies for Absence**

#### 2 **Declarations of Interest**

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

#### 3 **Minutes of the Previous Meeting** (*Pages 7 - 38*)

To confirm the minutes of the meetings held on 18 January and 8 February 2016.

## **4 Public Questions**

### **Items for Decision by the Executive Councillor, Without Debate**

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

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

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

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

<b>Decisions for the Executive Councillor for Finance and Resources</b>
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### **Items for Decision by the Executive Councillor for Finance and Resources, Without Debate**

## **5 Discretionary Housing Payment Update (*Pages 39 - 54*)**

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

## **6 Climate Change Strategy (*Pages 55 - 138*)**

<b>Decisions of the Leader</b>
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### **Item Withdrawn From Agenda**

## **7 Public Spaces Protection Order - Punt and Tour Touting**

At Strategy & Resources Committee in January the Leader of the Council approved in principle the proposal to make a Public Spaces Protection Order and authorised officers to carry out a public consultation on a proposed draft order. The draft order prohibited advertising or soliciting custom for a punt tour, walking tour, hire or use of punts, boats or similar craft within the designated Public Spaces. The results of the consultation

were to be presented to the Strategy & Resources committee in March for consideration by the Executive Councillor and for a decision as to whether to approve the order and implement it.

On the recommendation of officers the decision on whether to introduce a Public Spaces Protection Order – Tour and Punt Touting has been deferred as there has been a large response to the public consultation on this issue.

Officers have advised that more time is needed, than was previously expected, to analyse the results in order to give a fair and transparent consideration to all of the views expressed.

### **Items for Debate by the Committee and then Decision by the Leader of the Council**

- 8      Consultation on Draft Community Safety Partnership Priorities 2016-17** *(Pages 139 - 160)*
- 9      Annual Update About the Work of Our Strategic Partnerships** *(Pages 161 - 178)*
- 10     Cambridgeshire Mental Health Crisis Concordat** *(Pages 179 - 210)*
- 11     Shared Services** *(Pages 211 - 274)*

## 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.

All the meeting rooms (Committee Room 1, Committee 2 and the Council Chamber) are on the first floor, and are accessible via lifts or stairs.

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- 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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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 18 January 2016  
5.00 - 9.30 pm

**Present:** Councillors Robertson (Chair), Sinnott (Vice-Chair), Benstead, Bick, Cantrill, Hipkin, Holt, Sarris, M. Smart, Abbott

Leader of the Council: Councillor Lewis Herbert

Executive Councillor for Finance and Resources: Councillor George Owers

**Officers:**

Chief Executive: Antoinette Jackson

Director of Customer and Community Services: Liz Bisset

Director of Environment: Simon Payne

Director of Business Transformation: Ray Ward

Head of Corporate Strategy: Andrew Limb

Head of Revenue and Benefits: Alison Cole

Benefits Manager: Naomi Armstrong

Head of Finance: Caroline Ryba

Head of Property Services: Dave Prinsep

Head of Legal Services: Simon Pugh

Head of Specialist Services: Paul Necus

Strategy and Partnerships Manager: David Kidston

Safer Communities Section Manager: Lynda Kilkelly

Committee Manager: Sarah Steed

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**16/86/SR Apologies for Absence**

Apologies were received from Councillor Baigent and Councillor Abbott attended as the alternate.

**16/87/SR Declarations of Interest**

No declarations were made.

**16/88/SR Minutes of the Previous Meeting**

The minutes of the meeting of the 12 October 2015 were agreed and signed as a correct record.

### **16/89/SR Public Questions**

The Chair proposed that these be taken at the start of the relevant agenda item.

### **Re-Ordering of the Agenda.**

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

### **16/90/SR Record of Urgent Decisions taken by the Executive Councillor for Finance and Resources**

**5a** Record of Urgent Decisions taken by the Executive Councillor for Finance and Resources: 130 Cowley Road

The decision was noted.

### **16/91/SR Review Of Use Of The Regulation Of Investigatory Powers Act**

#### **Matter for decision**

The report presented a review of the City Council's use of the Regulation of Investigatory Powers Act 2000 (RIPA).

#### **Decision of the Leader**

- i. Reviewed the Council's use of RIPA as set out in paragraph 5.1 of the Officers report.
- ii. Noted and endorsed the steps described in paragraph 7.1 and Appendix 1 of the Officer's report which ensured that surveillance was only authorised in accordance with RIPA.

#### **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 Legal Services.

The Committee noted that the incorrect Executive Councillor had been referred to within paragraph 1.1 of the Officers report, the report should have referred to the Leader and Executive Councillor for Strategy and Transformation.

In response to Members' questions the Head of Legal Services confirmed that no changes were proposed to the policy and the City Council had not used investigatory powers regulated by RIPA since February 2010.

The Committee unanimously resolved to endorse the recommendations.

The Leader approved the recommendations.

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

Not applicable.

**16/92/SR Public Spaces Protection Order - Action to Control Touting.**

**Matter for decision**

The report detailed a review of evidence of anti-social behaviour by punt and tour touts in the City and considered the proposal in principle to make a Public Spaces Protection Order.

**Decision of the Leader**

- i. Approved in principle the proposal to make a Public Spaces Protection Order in the form set out in Appendix A
- ii. Authorised Officers to publicise the proposed Order and to carry out the necessary consultation required under the Anti-Social Behaviour Crime and Policing Act 2014.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Safer Communities Section Manager.

Ms Glasberg addressed the Committee and made the following points:

- i. She was a resident of Newnham and was interested in the beauty of the City.
- ii. There was a clear problem with the number of touters but questioned whether a Public Spaces Protection Order (PSPO) was the only answer.
- iii. If companies failed to obtain a licence to punt then this should be a matter for the Courts.
- iv. The proposed PSPO plan covered a large area which included important green spaces.
- v. Enforcement of a PSPO would require a lot of signage, which would need to be prominent. There was already a lot of street clutter and no review of signage had been undertaken.
- vi. The environmental impact assessment within the Officer's report stated that there would be a nil impact and this was incorrect as this was only based on carbon footprint.

The Leader made the following comments:

- i. The environmental impact assessment needed to include local as well as wider impacts.
- ii. A consultation exercise would be undertaken on the proposed PSPO.
- iii. The Order would address the issue of punt touts in the City Centre not the licensing of punts on the river. It was considered that intervention was necessary.
- iv. Held off proposals of a budgetary nature until the meeting tonight had taken place.
- v. If the PSPO was taken forward, signage would be required to inform people of the Order.
- vi. Existing signage was not clear for members of the public to access the river and this would be improved.

Mr Whyte addressed the Committee and made the following points:

- i. He was a member of the public who knew both sides and had lived in Cambridge all of his life.
- ii. The issue with punt touts was a seasonal issue.
- iii. Questioned if permits like those issued for buskers could be used, so for one strike get a warning and for a second strike lose the permit.

- iv. A balance needed to be reached, he did not want a total ban, this seemed heavy handed but control of the numbers of punt touts was acceptable.
- v. Punts run by Independent punt companies made up 6% of river usage.
- vi. Touting created student seasonal employment.

The Leader made the following comments:

- i. The points that had been made would be considered.
- ii. Issues regarding touting used to be on Bridge Street however the issue was now across the City centre.
- iii. It was a judgement whether the issue with touting was so serious that action needed to be taken.

Mr Kovacevick addressed the Committee and made the following points:

- i. Owned an Independent Punt Company.
- ii. Stated that his company may have to close down if the Council's plans came into fruition.
- iii. Questioned the maximum costs anticipated for enforcement and legal costs regarding challenges and signage.
- iv. Questioned who was accountable for the PSPO.
- v. Questioned why byelaws were not sufficient enforcement mechanisms.
- vi. Questioned whether the PSPO was the Council's only plan or if other further action was being considered.
- vii. Had applied for a licence since 2012 but had always been refused.
- viii. A PSPO was different to a byelaw, there was no evidence to support a PSPO.
- ix. Had tried to contact the Council to discuss the issue and questioned what efforts had been made to contact Independent Companies.

The Leader made the following points:

- i. As Leader the responsibility for the PSPO sat with him.
- ii. The issue with punt touts was changing the nature of the City centre.
- iii. A byelaw and PSPO were enforcement instruments which needed to be consulted on; people's views would be assessed and the proposals considered following a consultation.
- iv. There were other ways in which punt touts could operate, for example online.
- v. The river could be sign posted better from the City centre.

- vi. No one had tried to contact him regarding this issue. He was happy to meet Independent Operators.

Mr Searle addressed the Committee and made the following comments:

- i. Was a Kings Parade Operator.
- ii. Questioned if consideration had been given to licensing Kings Parade operators.
- iii. Asked what thought had been given to those who will become unemployed if the proposals were approved.
- iv. If people are not allowed to sell tickets it will put people out of business.

The Leader made the following comments:

- i. The main issue was about anti-social behaviour and he was not commenting about punting on the river.
- ii. The proposal may challenge how people conduct their business, however all comments, including alternative proposals put forward as part of the consultation would be considered.
- iii. As an example 50 punt touts were counted on one day.

Mr Sugden addressed the Committee and made the following comments:

- i. Was a Director of a Punt Operator based in Garret Hostel Lane.
- ii. Questioned the commercial interests of the Council.
- iii. Questioned whether the Council considered the act of punting unacceptable.
- iv. Stated if touting was banned in the City centre then all touting should be banned.
- v. Thanked the Leader for agreeing to meet with them.
- vi. Questioned what the definition of touting was and asked if touting in itself was considered to be anti-social.
- vii. Pushed for a collaborative way forward.

The Leader made the following comments:

- i. Commented that he was not proud of the City when tourists and the general public were accosted by punt touts.
- ii. Recognised that punting was of vital interest to the City.
- iii. The City Council owned La Mimosa punt station and had financial arrangements with Quayside. These interests were relatively minor.
- iv. 33 complaints were evidence of anti-social behaviour, the definition of touting would have to be carefully considered.



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

- i. Noted the revised PSPO plan which has been circulated in advance of the Committee meeting.
- ii. There was a long standing issue regarding touting behaviour.
- iii. Signage of the PSPO would be a major issue.
- iv. Questioned how the PSPO would address tout operators and intermediaries.
- v. Enforcement of the PSPO would be required and questioned where resources for this would come from.
- vi. Hoped stakeholders would be included in the consultation exercise.

In response to Members' questions the Head of Legal Services confirmed that the City Council did not have the power to introduce a licence system for punt touts.

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

- i. An open consultation would be conducted and any views on the issue would be welcome.
- ii. Committed to bring signage forward as part of a future report.
- iii. The City Council was not focussed on a particular operator, it was a wider issue.
- iv. The Police had confirmed their support to resolve the touting issue and enforcement would be undertaken jointly between the Police and the City Council.
- v. The consultation would be made available on the Council's website.

The Committee unanimously resolved to endorse the recommendations.

The Leader approved the recommendations.

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

Not applicable.

**16/93/SR Shared Finance Services****Matter for decision**

The report provided an update on the plans to create a shared finance service between Cambridge City Council and South Cambridgeshire District Council and sought further approval for further work.

**Decision of the Leader**

- i. Noted the success of the current interim arrangements to share the Head of Finance and other housing finance staff; and agreed to make these permanent to support the development of the shared service.
- ii. Supported further work to develop the finance shared service, as outlined in the report and noted that the final structure of the service would be determined after the implementation of the replacement financial management system.
- iii. Noted that a further report, which included a business case would be brought back to the Committee in due course.

**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 Finance.

The Committee noted that there were substantial savings to be made through shared services.

The Committee unanimously resolved to endorse the recommendations.

The Leader approved the recommendations.

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

Not applicable.

**16/94/SR Corporate Plan 2016-19****Matter for decision**

The report presented the Corporate Plan which set out the strategic objectives for Cambridge City Council for the years 2016-19. This replaced the seven separate portfolios which had been used in previous years.

**Decision of the Leader**

- i. Approved the Corporate Plan 2016-19 subject to the section referring to transport and the City Deal being amended to broadly cover environmental, emissions and public realm issues and that Officers should circulate this amended version to members of the committee.

**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 Corporate Strategy.

Ms Blythe addressed the Committee and made the following points:

- i. Questioned how the aspirations of the corporate plan could be developed so residents could actively support officers not only in protecting the green infrastructure and public realm but also identifying solutions to climate change.
- ii. Questioned whether a key performance indicator for City Deal schemes should include resident satisfaction.
- iii. The investing and improving transport section did not include environmental issues or public realm.
- iv. With reference to climate change, questioned whether there should be a key performance indicator which measured emissions which affects residents, children and schools.

The Leader made the following comments:

- i. Believed that one plan was better than separate portfolio plans so that the thread of the local plan and transport issues could run through the plan, the Joint Director of Planning would strengthen this role.
- ii. The City Deal would respond to City Deal queries.
- iii. The Council had a number of low emissions vehicles.
- iv. Air quality was a measurement of emissions and this was included within the Corporate Plan.
- v. The focus was not to end car journeys but during peak periods to reduce the number of cars and large vehicles coming into the ring road area.

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

- i. As the Corporate Plan was a 3 year programme questioned how much effort would be put into reviewing and checking it.
- ii. Questioned whether an additional performance indicator regarding transport, air quality and quality of life could be included.
- iii. Other Scrutiny Committees did not have the opportunity to scrutinise the plan and it should be debated at Council.

The Chief Executive advised that the Corporate Plan would be appended to the Budget Setting Report (BSR) for the Council meeting. The Head of Corporate Strategy advised the Committee that he had taken advice from the Head of Legal Services who had confirmed that the decision on the Corporate Plan was an Executive Decision

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

- i. It was envisaged that an annual report would be brought back to Committee and a significant review would be undertaken next year as the Council faced significant financial pressure.
- ii. Agreed that the section referring to transport and the City Deal within the Corporate Plan should be amended to broadly cover environmental, emissions and public realm and that Officers should circulate this amended version to members of the committee.

The Committee resolved by 8 votes to 0 to endorse the recommendations.

The Leader approved the recommendations.

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

Not applicable.

**16/95/SR Strategy and Transformation Portfolio Revenue and Capital Budgets****Matter for decision**

The report detailed the revenue and capital budget proposals for the Strategy and Transformation portfolio 2015/16 to 2019/20 and which were included in the Budget Setting Report.

**Decision of the Leader****Review of Charges**

- i. Noted that none required formal approval within this portfolio (so no Appendix A).

**Revenue**

- ii. Considered the revenue budget proposals shown in Appendix B.

**Capital**

- iii. Considered the capital budget proposals shown in Appendix C.
- iv. Adjusted the capital funding for 2c (iii above).

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Head of Finance.

The Committee resolved by 7 votes to 0 to endorse the recommendations.

The Leader approved the recommendations.

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

Not applicable.

**16/96/SR Finance & Resources Portfolio Revenue and Capital Budgets**

**Matter for decision**

The report detailed the revenue and capital budget proposals for the Finance and Resources portfolio 2015/16 to 2019/20 and which were included in the Budget Setting Report.

**Decision of the Executive Councillor for Finance and Resources****Review of Charges**

- i. Approved the proposed charges for the portfolio's service and facilities shown in Appendix A of the report.

**Revenue**

- ii. Considered the revenue budget proposals shown in Appendix B.

**Capital**

- iii. Considered the capital budget proposals shown in Appendix C.
- iv. Adjusted the capital funding for 2c (iii above).

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Head of Finance.

The Committee resolved by 7 votes to 0 to endorse the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/97/SR Carbon Management Plan 2016-2021****Matter for decision**

The report detailed the Council's new Carbon Management Plan which provided the blueprint for reducing energy and fuel consumption and carbon

emissions across the Council's estate and activities over the next five years (between 2016/17 and 2020/21).

### **Decision of the Executive Councillor for Finance and Resources**

- i. Approved the new Carbon Management Plan and tasked officers to deliver the carbon reduction projects set out in the plan subject to an amendment within the first sentence of paragraph 6.7 of the Carbon Management Plan so that it reads: We anticipate that overall the Council could reduce its carbon emissions by around 15% from 2014/15 levels with an aspirational target figure of 20% by the end of 2020/21.

### **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 Strategy and Partnerships Manager.

Mr Eva addressed the Committee and made the following points:

- i. Welcomed the Officer's report.
- ii. At the COP21 Paris Climate Change conference, the target for reducing average global temperature increases to 1.5°C was agreed, we were already at an increase of 1°C, therefore we either need to do twice as much to reduce temperature increases or take action twice as fast.
- iii. Cambridge aspired to be a zero carbon city by 2030.
- iv. The City Council should aim for a 10% reduction of emissions per annum.
- v. Unless drastic action was taken now then there would not be the same community/city in the future.

The Executive Councillor made the following comments:

- i. Referred to p71 and paragraphs 5.5 and 5.6 of the Officer's report which stated that the Council was not currently aware of further economically viable technologies which would allow the Council to reduce its emissions by more than 15%.
- ii. He did not want to promise to deliver a reduction in emissions which the Council would not be able to deliver.

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

- i. Welcomed the report and was glad to see that carbon management remained an on-going focus at the Council.
- ii. Having a target reduction was important, so that lessons could be learnt through achieving or not achieving the target.
- iii. The Officer's report stated that like for like equipment would be purchased however this could not always be the case as the same equipment may not be available.
- iv. Questioned how the carbon management process would work when the Council shared its services with other authorities.
- v. Debated whether the Council should aspire to achieve a 15% or 20% reduction in its emissions.

Councillor Cantrill proposed that the Council should reduce its carbon emissions by 20%.

On a show of hands this amendment was lost 3 votes to 6 votes.

An amendment within the first sentence of paragraph 6.7 of the Carbon Management Plan was proposed so that it reads (additional text underlined):

We anticipate that overall the Council could reduce its carbon emissions by around 15% from 2014/15 levels with an aspirational target figure of 20% by the end of 2020/21.

On a show of hands the amendment was endorsed unanimously.

The Committee resolved unanimously to endorse the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/98/SR Council Tax Reduction Scheme 2016/17**

**Matter for decision**



The report provided the Committee with details of the review of the Council's 2015-16 scheme and proposals for the continuation of the agreed current scheme rules for the financial year 2016-17.

### **Decision of the Executive Councillor for Finance and Resources**

- i. Agreed to continue to administer the Cambridge City Council – Council Tax Reduction Scheme 2013 (Persons who are not Pensioners) as approved by Council on 19 January 2015.
- ii. Agreed to invoke the Council's right under paragraph 42(2) of the scheme to set the applicable amounts in Schedule 1 in line with the annual uprating of applicable amounts, which would shortly be laid by Parliament as an amending statutory instrument to the Regulations;
- iii. Agreed to invoke the Council's right under paragraph 48(10) of the scheme to prescribe the amounts of non-dependant deductions annually and to increase the amounts set in sub-paragraphs (1) and (2) by 1.5% as shown in Appendix 1.
- iv. Agreed to retain the Family Premium in the schemes Applicable Amount and review for 2017-18;
- v. Agreed to retain the End of Calculation Deduction as set out in paragraph 49A of the scheme as "zero" per cent;
- vi. Agreed to continue with the current position regarding discounts for empty dwellings and second homes.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

Councillor Bick left the Committee meeting before the vote was taken on this item.

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

The Committee welcomed the strategy as it supported those who were disadvantaged and who were more likely to be adversely affected.

The Executive Councillor referred the Committee to paragraph 7.6 of the Officers report which highlighted that whilst the power to set the scheme rested

with the City Council, the financial impact was shared with precepting authorities.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/99/SR Universal Credit Delivery Partnership Agreement**

**Matter for decision**

The report considered the Delivery Partnership Agreement with the Department of Work & Pensions which was needed for the provision of services required as a consequence of the roll-out of Universal Credit.

**Decision of the Executive Councillor for Finance and Resources**

- i. Authorised the Chief Executive to enter into these arrangements provided she was satisfied that the full terms of the agreement were acceptable.

**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 Revenues and Benefits.

The Head of Revenues and Benefits confirmed that the Council's digital inclusion strategy targets support towards people who do not have access to a computer.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/100/SR Ethical Investment Report****Matter for decision**

The report summarised the issues around developing an ethical investment policy for inclusion in the Treasury Management Strategy and proposed wording for such a policy.

**Decision of the Executive Councillor for Finance and Resources**

- i. Approved the insertion of the following in the Council's 2015/16 Treasury Management Strategy

“Cambridge City Council notes the risks to both the planet and Cambridge from climate change and the need to show leadership in advocating a fossil-free future, including its investments. Where consistent with our fiduciary responsibilities the Council will avoid direct investment in institutions with material links to environmentally harmful activities including fossil fuels.

Cambridge city Council, in making investments through its treasury management function, full supports the ethos of socially responsible investments. We will actively seek to communicate this support to those institutions we invest in as well as those we are considering investing by:

- Encouraging those institutions to adopt and publicise policies on socially responsible investments.
- Requesting those institutions to apply those deposits in a socially responsible manner.

Counterparties will be advised of this statement”.

**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 Finance who made the following comments:

- i. The Council invested in building societies.
- ii. There was guidance that the Council had to comply with in relation to investments which included the security, liquidity and yield of the investment.
- iii. It would be difficult to measure ethical considerations.

The Committee discussed what a socially irresponsible investment might be and discussed, as an example, Shell in Nigeria.

In response to Members questions the Head of Finance confirmed the following:

- i. The Council did not invest in equity or corporate bonds.
- ii. Regarding the investments discussed by the Committee, for example Shell in Nigeria, there would be financial arguments for the Council not investing rather than ethical reasons.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/101/SR Annual Treasury Management Strategy Statement****Matter for decision**

The Council is required by regulations issued under the Local Government Act 2003, to produce an Annual Treasury Management Strategy Report. The officer's report complied with the CIPFA Code of Practice on Treasury Management (revised 2011). The Code required as a minimum, receipt by full council of an Annual Treasury Management Strategy Statement – including the Annual Investment Strategy and Minimum Revenue Provision Policy – for the year ahead, a half-year review report and an Annual Report (stewardship report) covering activities in the previous year.

**Decision of the Executive Councillor for Finance and Resources to recommend to Council:**

- i. The Annual Borrowing Statement at paragraph 4, the Council's Minimum Revenue Provision (MRP) Policy at paragraph 5 and the Council's Annual Investment Strategy as contained within paragraphs 8 & 9.
- ii. An amendment to the counterparty list to include Enhanced Cash Funds. A limit of £5m is recommended and has been updated within Appendix A as follows

Name	Recommended Limit (£)
Enhanced Cash Funds (Standard & Poor's: AAA/S1, Fitch: AAA/V1)	5m (in each fund)

- iii. Changes to the estimated Prudential & Treasury Indicators for 2015/16 to 2018/19 inclusive as set out in Appendix C.
- iv. That the following counterparty limits are required to come into effect on 1 April 2016 until further notice:-
  - Reduce HSBC's counterparty limit by £5m to £20m; and
  - Increase Barclays Bank plc counterparty limit by £5m to £25m.

**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 Finance and reference was made to the additional recommendation circulated prior to Committee in relation to the Council's Banking Contract which was awarded to Barclays Bank with effect from 1 April 2016. The incumbent providers are HSBC. The new banking contract was engrossed by the Head of Legal Services on 13<sup>th</sup> January 2016.

As a result an additional recommendation (additional text underlined) to the Council's counterparty limits was required as follows:

The Executive Councillor is asked to recommend to Council that the following counterparty limits are required to come into effect on 1 April 2016 until further notice:-

- Reduce HSBC's counterparty limit by £5m to £20m; and

- Increase Barclays Bank plc counterparty limit by £5m to £25m.

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

- i. Questioned whether the credit ratings of the companies who tendered for the banking contract were taken into consideration as part of the procurement process for the bank contract.
- ii. In relation to enhanced cash funds, questioned what the risk was relative to other instruments.

The Executive Councillor confirmed that the procurement process was there for a reason to ensure that inappropriate considerations were not taken into account as part of the evaluation process of the submitted bids.

The Head of Finance responded that the enhanced cash funds were variable asset value funds, the capital asset value was variable and designed for the public sector market. Officer's were conscious of the requirement for the funds to retain their value. The Council could not use investments for finance which would be needed in the short-term. Officer's were recommending the best rated funds.

The Committee unanimously resolved to endorse the recommendations which included the additional recommendation.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/102/SR Office Accommodation Strategy**

**Matter for Decision**

The Officer's report detailed an Office Accommodation Strategy.

**Decision of Executive Councillor for Finance and Resources.**

- i. Approved Officer's recommendations.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee resolved to exclude members of the public for this item 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 paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

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

No conflicts of interest were declared by the Executive Councillor.

**16/103/SR General Fund Development Programme****Matter for Decision**

The Officer's report detailed the General Fund Development Programme.

**Decision of Executive Councillor for Finance and Resources.**

- i. Approved Officer's recommendations.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee resolved to exclude members of the public for this item 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 paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

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

No conflicts of interest were declared by the Executive Councillor.

**16/104/SR Budget Setting Report 2016/17****Matter for decision**

The Budget-Setting Report (BSR) provided an overview of the review of the key assumptions. It included the detailed revenue bids and savings and set out the key parameters for the detailed recommendations and budget finalisation

to be considered at the meeting of The Executive on 21 January 2016. The Executive would make final budget recommendations to Council, for consideration at its meeting on 25 February 2016.

## **Decision of the Executive Councillor for Finance and Resources**

### **General Fund Revenue Budgets [Section 5, p28 refers]**

- i. Agreed any recommendations for submission to the Executive in respect of
  - Revenue Pressures shown in Appendix B(a) and Savings shown in Appendix b(b).
  - Bids to be funded from External or Earmarked Funds as shown in Appendix B(c).
  - Non Cash Limit items as shown in Appendix B(d).
- ii. Recommended to Council formally confirming delegation to the Chief Financial Officer (Head of Finance) of the calculation and determination of the Council Tax taxbase (including submission of the National Non-Domestic Rates Forecast Form, NNDR1, for each financial year) as set out in Appendix A(a).
- iii. Recommended to Council the level of Council Tax for 2016/17 as set out in Section 4 [page 25 refers].

*Note that the Cambridgeshire Police and Crime Panel will meet on the 3 February 2016 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 11 February 2016 and Cambridgeshire County Council will meet on 16 February 2016 to consider the amounts in precepts to be issued to the City Council for the year 2016/17.*

### **Other Revenue**

- iv. Recommended to Council delegation to the Head of Finance authority to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).
- v. Recommended to Council approval of the new remit for the “Invest for Income Earmarked Reserve” [page 22 refers].
- vi. Recommended to Council approval of the new remit for the “Office accommodation strategy fund” [page 25 refers]



**Capital [Section 7, page 33 refers]**

- vii. Recommended to Council the proposals outlined in Appendix D(a) for inclusion in the Capital Plan, or put on the Projects Under Development List, including any additional use of revenue resources required.
- viii. Recommended to Council the revised Capital Plan for the General Fund as set out in Appendix D(c), the Funding as set out in Section 7, page 37 and noted the Projects Under Development list set out in Appendix D(d).

**General Fund Reserves**

- ix. Noted the impact of revenue and capital budgets approvals and approved the resulting level of reserves to be used to support the budget proposals as set out in the table [Section 8, page 40 refers].

**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 Finance who highlighted a typographical error on p106 (Appendix F) of the Officer's report in relation to B3821 – Bid to keep Cambridge's streetlights on in partnership with the County Council, the bid offer should read £45,500 and not £45,550

The Committee resolved by 7 votes to 0 to endorse the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

**Conflicts of Interest Declared by the Executive Councillor for Finance and Resources (and any Dispensations Granted):**

Not applicable.

**16/105/SR Future of Park Street Car Park****Matter for decision**

The report addressed the specific requests for further work into the Park Street Car Park development made by the Leader in respect of tenure mix, preferred development option, opportunities to provide housing that is affordable and

whether to build the Affordable Housing itself or to sell it to a Registered Provider.

**Decision of the Leader**

- i. Noted the impact of different tenure mixes on financial return for the Council and that a final scheme for the redevelopment of the Park Street Car Park will be brought back to the Strategy and Resources Committee recommending a tenure mix, budget and development option.
- ii. Noted that the final scheme will have received prior scrutiny from the Council's Capital Programme Board and will be the subject of a Planning and Development Brief agreed with the Council's planning section.
- iii. Following this interim update, further recommendations and analysis will be brought forward in further reports, integrating proposals for
  - The development and funding model for Park Street, including projected costs, capital and revenue projections and budget.
  - The redevelopment content and the design for the new car park, housing, secure cycle parking and other elements
  - Detailed proposals for affordable housing and wider housing delivery, in line with decisions made to date.
  - The parking and transport mitigation strategy during the development period.
  - The delivery timetable and communication plan for the project including updates for the public dialogue with traders and organisations in the Bridge Street area before and during the project.

**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 and Head of Specialist Services.

The Chair proposed an additional recommendation (c) (additional text underlined)

Following this interim update, further recommendations and analysis will be brought forward in further reports, integrating proposals for

1. The development and funding model for Park Street, including projected costs, capital and revenue projections and budget.
2. The redevelopment content and the design for the new car park, housing, secure cycle parking and other elements
3. Detailed proposals for affordable housing and wider housing delivery, in line with decisions made to date.
4. The parking and transport mitigation strategy during the development period.
5. The delivery timetable and communication plan for the project including updates for the public dialogue with traders and organisations in the Bridge Street area before and during the project

On a show of hands the additional recommendation was unanimously agreed

The Committee unanimously resolved to endorse the recommendations.

The Leader approved the recommendations.

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

Not applicable.

The meeting ended at 9.30 pm

**CHAIR**

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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 8 February 2016  
5.00 - 6.15 pm

**Present:** Councillors Robertson (Chair), Sinnott (Vice-Chair), Baigent, Benstead, Bick, Hipkin, Holt, Sarris, M. Smart, C. Smart,

Leader of the Council: Councillor Lewis Herbert

Executive Councillor for Finance and Resources: Councillor George Owers

**Other Councillors present:**

Councillor Austin

Councillor O'Connell

Councillor Gillespie

**Officers:**

Chief Executive: Antoinette Jackson

Director of Customer and Community Services: Liz Bisset

Director of Environment: Simon Payne

Director of Business Transformation: Ray Ward

Head of Finance: Caroline Ryba

Committee Manager: Sarah Steed

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**16/106/SR Apologies for Absence**

Apologies were received from Councillor Cantrill and Councillor C Smart attended as alternate.

**16/107/SR Declarations of Interest**

No declarations of interest were made.

**16/108/SR Public Questions**

There were no public questions.

**16/109/SR Record of Urgent Decisions taken by the Executive Councillor for Finance and Resources****4a Record of Urgent Decision: Acquisition of Cambridge Road Retail Park, Haverhill Suffolk**

The decision was noted.

**16/110/SR Amendments to the Budget Setting Report February 2016****5a Executive Amendment****Matter for decision**

The report detailed amendments to the Budget-Setting Report 2016/17 that was recommended to Council by the Executive at its meeting on the 21 January 2016.

Unless otherwise stated, any reference in the recommendations to sections, pages and appendices relate to Version 1 of the Budget Setting Report (BSR) 2016/17.

**New or updated information**

- **Section 25 Report (Robustness of Estimates and Adequacy of Reserves):**

This report is made under the Local Government Act 2003, which requires that the Chief Financial Officer report to the authority, when making the statutory calculations required to determine its Council Tax or precept, on the robustness of the estimates made for the purposes of the calculations, and the adequacy of the proposed financial reserves [Section 10, page 61 refers].

**Information awaited:**

- **Final Local Government Finance Settlement:**

As yet, the proposals in the provisional 2016/17 settlement have not been confirmed. Further changes may be necessary once the relevant report has been laid before the House of Commons.

**Decision of the Executive Councillor for Finance and Resources**

The Executive Councillor approved the amendments:

**(a)Section 25 Report**

To insert the EXECUTIVE section 25 report into the BSR

**And authorised** the section 151 Officer to make necessary changes to the Budget Setting Report 2016/17, to be considered by Council at the meeting on the 25 February 2016, to reflect the impact of changes for the above.

Note that further changes are expected for Council, which will be notified and then incorporated into the BSR in respect of:

- Council Tax Base 2016/17 and Council Tax Setting 2016/17 [Appendices A(a) and A(b), pages 62 and 63 refer], following notifications from precepting authorities.
- Any other minor typographical amendments.

### **Reason for the Decision**

As set out in the Officer's report

### **Any alternative Options Considered and Rejected**

Not applicable

### **Scrutiny Considerations**

The Committee resolved by 6 votes to 0 to endorse the recommendations as set out in the Officer's report.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

### **16/111/SR Liberal Democrat Amendment**

The Leader of the Liberal Democrat Group introduced the item.

Members of the Committee questioned the Liberal Democrat Councillors about the Liberal Democrat amendments. The Liberal Democrat answers are set out below.

### **City Centre & Public Places**

B0001 Tree Planting programme [5 years]

- i. The £35,000 proposal would extend and enlarge the tree planting scheme which was already in place. The scheme would provide for a tree to be given to every year 4 primary school pupil in Cambridge.
- ii. The cost of the trees was estimated at £12 per tree and £12 for logistics/delivery costs.

- iii. It was estimated that there were likely to be 1000 school children at a cost of approximately £25 per child this would utilise £25,000 of the funding proposed.
- iv. Any remaining funding could be used by the Council to plant further trees and to replace trees that had reached the end of their life.

#### Delete S3836 Parks and Open Space – Event Income

- i. It was believed that the Council had not achieved the correct formula to enable an increased number of events to take place on the Council's public open space.
- ii. It was not being stated that events should be stopped but the Council should investigate the correct approach before any additional events were agreed.

### **Strategy and Transformation**

#### B0002 Referrals to the Chronically Excluded Adult Programme [4 years]

- i. This proposal sought to address street life anti-social behaviour, some of these individuals may be homeless but some may not.
- ii. Punishment had limited effectiveness for these individuals and was not particularly sustainable where they suffered addictions or mental health problems. It was hoped that this work could build upon the work already done by the County Council and would add to the skills of the City Council so that a resourceful solution could be found rather than a punitive one.

### **Communities**

#### B0004 Support to refugees [2 years]

- i. The City Council played a substantial lead role in this area, however it was considered that further expertise was required especially for refugees who did not fall within the Government Refugee programme.
- ii. It was anticipated that the role could work with the Citizens Advice Bureau and Ethnic Community Forum.
- iii. The reason that the post was proposed for a 2 year period was because this was a pilot scheme and it would need to be reviewed to see whether the post was fit for purpose. It was considered appropriate that this could be tested after 2 years.
- iv. The remuneration for the post was discussed with senior officers and provision was proposed to enable comparable payment with posts of similar responsibility in the Council's own Community Development Team. It was anticipated that £20,000 would be earmarked for the post and £5,000 towards travel and training of volunteers. If this 0.5 FTE



funding brought forward complementary funding or time commitment from other voluntary sector sources, it would be welcome.

- v. Officers had risen to the challenge to deliver the Government's Refugee Programme which was in addition to their day jobs. However the Council did not have the resources without the proposed post to co-ordinate voluntary assistance.

## **Planning Policy & Transport**

B0005 Incentivised acquisition of electrically powered Private Hire Vehicles.

- i. This proposal was proposed to apply to purely electric vehicles.
- ii. The assumption that renewals for licences would be at 25% for purely electrical vehicles was a starting point that would need to be reviewed.
- iii. Not all private hire business was long range. One of the leading Private Hire companies in Cambridge was looking to pioneer the use of electric vehicles. Rapid charging points were starting to emerge around the Country. This proposal was linked to the proposed capital programme C0001.

B0006 Affordable Housing viability analyst

- i. Given the desire to try and maximise affordable housing provision in planning applications it was considered that a specialist in house officer was required who could advise the Council.

II0001 Raise parking charges in City Council car parks to increase revenue by 2%

- i. It was a mistake not to increase car parking charges as the Council needed to encourage individuals to use alternative forms of transport to get into the City.
- ii. When charges were frozen for services there was usually a time in the future when the charges had to be greatly increased to make up for the period of time when the charges were frozen. Therefore it was better to slightly increase the charges now than to have a freeze and to have to greatly increase them in the future.
- iii. In terms of what increase to charges were proposed it could possibly be applied to 1-3 hour parking charges at an increase of £0.10 per hour. It was anticipated that Officers would have a programme that would assist in working the detailed proposals out and any proposals would need to be consulted on. Any consultation responses would then be considered in terms of times or car parks where an increase could be applied.

X0001 Additional Planning Enforcement Officer [5 years]

- i. The number of planning applications had increased therefore enforcement work needed to keep up.

#### C0001 Electric Vehicle Rapid Charging points

- i. The Head of Finance advised from a procedural point of view that the proposal did not have a business case and, would require the approval of the Executive Councillor for Planning Policy and Transport for the project's inclusion in the council's capital process. This process would include the preparation of an outline business case (Part A) followed by the preparation of a full business case (Part B) which would be reviewed by the Capital Programme Board. Then the project would be included on either the Project Under Development list or Capital Plan as appropriate.

### **Finance & Resources**

#### NCL0001 Street Lighting Earmarked Reserve [5 years]

- i. The offer to the County Council for LED lighting was proposed to be funded from the above target general fund reserve.
- ii. The proposal regarding LED lighting arose because the County Council needed to save money and this was thought to provide a sustainable proposal.
- iii. When the street lighting contract was originally negotiated there was no discussion about any street lights being turned off.
- iv. The city had 5833 street lights and the current cost to upgrade each was £300-400. But if they were upgraded at the time Balfour Beatty undertook their 5 year rolling maintenance checks, then the cost could be expected to be significantly reduced, such that £1.5m could be regarded as a reasonable estimate of total cost.
- v. If the City Council offered funding to the County Council for the LED project, then the County's own investment outlay would be commensurately reduced against its return.
- vi. It was anticipated that any assistance to the County Council would be interest free. The County Council's financial return had not been quantified as that exercise would not be carried out unless an offer was actually made.
- vii. The County Council remained the steward of off-street lighting however they would need some assistance to enable the conversion to LED lighting to take place.

The meeting ended at 6.15 pm

**CHAIR**



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

Report by: Alison Cole: Head of Revenues and Benefits

Relevant scrutiny committee: Strategy & Resources  
21/3/2016  
Scrutiny Committee

Wards affected: All

## **DISCRETIONARY HOUSING PAYMENT UPDATE**

### **Not a Key Decision**

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### **1. Executive summary**

This report is to provide an update on the funding and use of Discretionary Housing Payments (DHP) to support those affected by Welfare Reforms.

### **2. Recommendations**

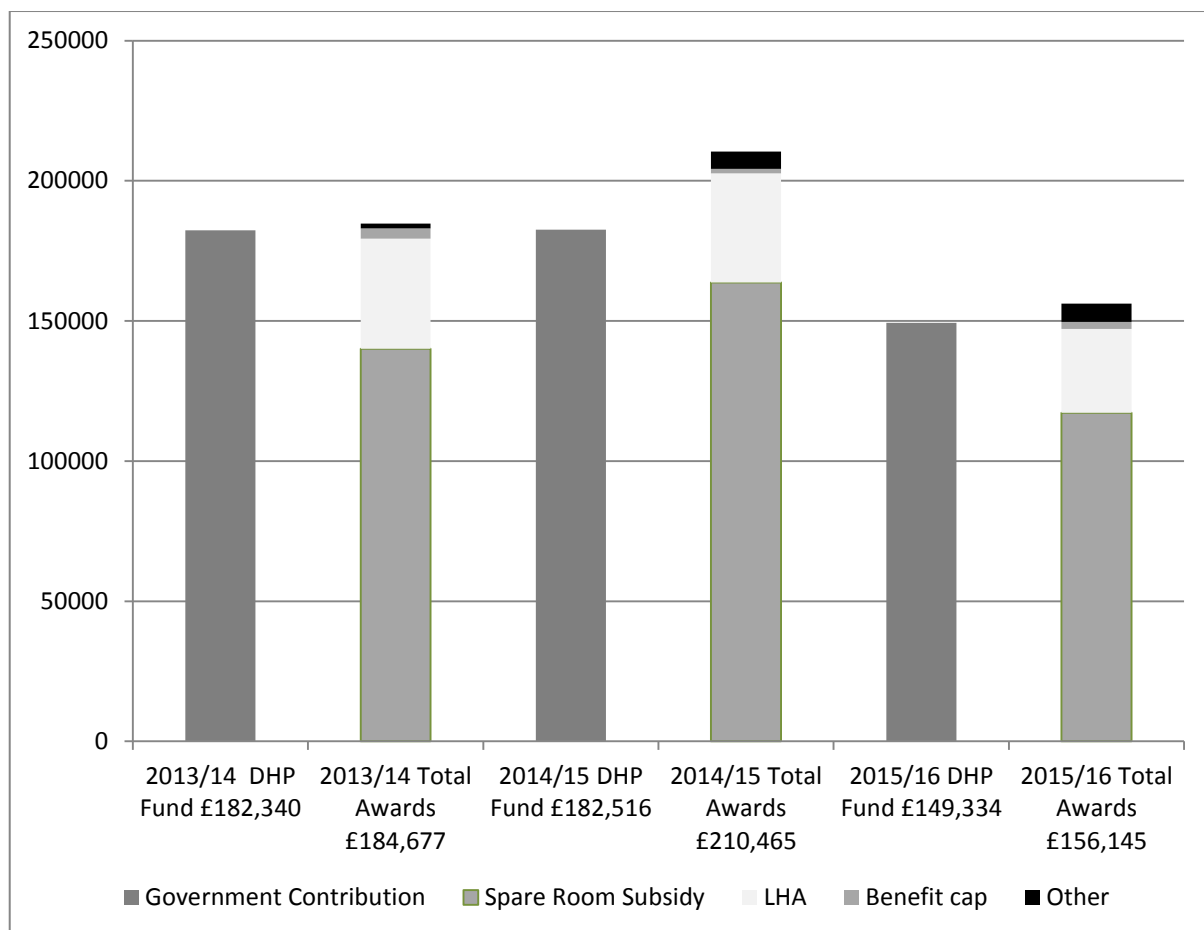
The Executive Councillor is recommended:

- To approve the carry forward to 2016/17 of the unspent additional contribution (see para 4(a) iii).

### **3. Background**

- 3.1 DHP is an extra payment to help people who claim housing benefit and are struggling to pay their rent.
- 3.2 Increasing the level of funding for DHPs was one of the ways in which the Department for Work and Pensions (DWP) sought to mitigate the impact of some of the reductions to Housing Benefit entitlement introduced as a result of Welfare Reforms.
- 3.3 These reductions included the under-occupation deduction for working-age claimants in social housing (also referred to as the 'Removal of the Spare Room Subsidy' or 'bedroom tax'), the household Benefit Cap and reforms to the Local Housing Allowance (for claimants in private rented housing).

- 3.4 Working with partners in City Homes and Housing Advice use of DHP has protected recipients from having increased rent arrears and has had the potential to prevent households from becoming homeless.
- 3.5 The value of and the reason for awards is monitored on a monthly and quarterly basis to ensure consistency of decision making whilst retaining the discretionary nature of the award scheme.
- 3.6 Regular meetings with City Homes, Housing Advice and other support agencies have taken place over the last year and will continue to take place to ensure that providers are aware of the existence of DHPs and the funding available.
- 3.7 As of 1 February 2016, Cambridge City Council has helped 318 households during 2015/16 via a DHP payment with the total awarded at £128,625 with an additional £15,105 due to be paid up to the end of the financial year for February and March payments. There are a small number of claims due to be determined and it is anticipated that total awards will exceed the Government contribution amount of £149,334.
- 3.8 The breakdown of DHP awards during 2015/16 is below (figures in brackets are for 2014/15):
- 3 claims affected by the Benefit Cap - £2,509 (£1,691)
  - 242 claims affected by the Spare Room Subsidy - £97,576 (£163,665)
  - 49 claims affected by Local Housing Allowance - £22,461 (£38,949)
  - 24 other reasons including 12 one-off awards - £6,079 (£6,160)
- 3.9 It is clear that there has been a marked reduction in the level of DHP awards to mitigate the Spare Room Subsidy reforms. Awards of DHP for Local Housing Allowance (LHA) recipients have also reduced from 2014/15, but is expected to rise during 2016/17, as LHA rates have been frozen for the next four years with rents in the city continuing to increase significantly.
- 3.10 LHA awards tend to be short term awards on average 4-8 months, whereas Spare Room Subsidy awards are more likely to be for 7-12 months duration.
- 3.11 The following table shows DHP expenditure compared to the Government contribution for 2013/14, 2014/15 and 2015/16 (2015/16 is the estimated year-end position).



3.12 Many Spare Room Subsidy awards are for the full financial year and where the property has been specifically adapted to meet the needs of a disabled household member, these will be given for up to two years before a light touch review is carried out.

3.13 Further Welfare Reforms will continue for the remainder of this Parliament. The main change for 2016/17 is the reduction of the Benefit Cap from £26,000 to £20,000. Early estimates indicate that this may impact up to 200 households (the current Benefit Cap affects 20 claims).

3.14 The date the reduced cap comes into force is not yet known but is anticipated to be in Autumn 2016. We will continue to work with partners to support households affected by this measure.

## 4. Implications

### (a) Financial Implications

- i DWP Circular S1/2016 issued in February 2016 gave details of the government contribution and overall expenditure limit for 2016/17. The government contribution for Cambridge City is £188,942 and the overall limit is £472,355.

- ii To help provide further support for DHP, in addition to the government contribution, the Housing Advice Service, via its Homelessness Prevention Grant (Department for Communities and Local Government funding), transferred funds in prior years towards the DHP's overall cash limit to help prevent homelessness via DHP payments.
- iii The additional contribution to DHP funding that is currently unspent is £198,340 and approval is sought to carry forward the final unspent allocation (as at 31 March 2016) to the 2016/17 financial year.
- iv This carry forward is requested as there is an anticipated increase in DHP spend for 2016/17 following further welfare reforms, such as the reduced Benefit Cap and a freeze to the LHA rate, which will impact during 2016/17 and 2017/18.
- v Whilst demand is difficult to predict, there are significantly more households affected by the new Benefit Cap, with greater financial impact, so demand for DHP is likely to be considerably greater in 2016/17 and 2017/18.
- vi Estimates forecast an additional £50,000 DHP expenditure for the six months of 2016/17 following the introduction of the reduced Benefit Cap (mid-year) and an additional £100,000 for 2017/18 financial year.
- vii To put DHP awards in context, Housing Benefit expenditure for 2016/17 is estimated at £37M for Cambridge.

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

None.

(c) **Equality and Poverty Implications**

- i Yes. DHP payments continue to be used effectively to mitigate the impact of Welfare Reforms by supporting the most vulnerable benefit recipients.
- ii Equality Impact Review has been undertaken and is attached.

(d) **Environmental Implications**

Nil.

(e) **Procurement**

None.

(f) **Consultation and communication**

None.

(g) **Community Safety**

No impact.

**5. Background papers**

None.

**6. Appendices**

None.

**7. Inspection of papers**

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

Author's Name:	Alison Cole: Head of Revenues and Benefits
Author's Phone Number:	01223 457701
Author's Email:	alison.cole@cambridge.gov.uk

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# Cambridge City Council Equality Impact Assessment



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

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

Discretionary Housing Payments

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

Discretionary Housing Payments (DHPs) were introduced in July 2001 as a mechanism for Local Authorities to provide further financial assistance with housing costs. Introduction of Welfare Reforms from April 2013 has increased the number of requests for DHP's.

Traditionally, Discretionary Housing Payments are not viewed as long term solutions but a short term financial assistance until a more permanent solution is found. Until the Welfare Reforms of 2013, the usual period of a DHP award was 3 months. From April 2013, awards relating to Spare Room Subsidy can be for the whole financial year or longer where the property has been especially adapted to meet the needs of a disabled household member.

The period of an award needs to be balanced to ensure there is sufficient funding to the end of the financial year for new applications during the year but also to provide financial security for those whose personal circumstances mean there is little they can do to change their situation, particularly the elderly, families and the physically or mentally disabled.

Requests for information are not intrusive and an holistic approach is taken to identify need and additional signposting for additional support is given. Such as applying for additional benefits, help in managing finances and accessing appropriate accommodation through Housing Options Team.

## 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):

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

Claimants to Housing Benefit or Universal Credit with housing costs element.

**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

Service: Revenues and Benefits

**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):

## 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)

Requests for DHP can come from claimants of any age. However, as the Welfare Reforms are mostly impacting on working age customers, this is the highest group.

**(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)

Disabled people have been impacted by the Removal of the Spare Room Subsidy and 27 DHP's have been made from April 2015 to January 2016 to support disabled customers stay in their homes until alternative accommodation can be found if appropriate.

Longer duration DHP's are made where the households lives in specially adapted accommodation. Typically these can be up to two years and will have a light touch review. Changes in legislation have meant an easement for overnight carers for the claimant and or partner but not for a disabled child. This situation may lead to an award being requested. Other changes since April 2013 are where due to a disability, it would be inappropriate for a child with a disability to share with a sibling.

Expenses due to disability are taken in account when deciding an award as these households often have higher expenses than non-disabled household's and need supporting as appropriate.

**(c) Gender**

There is little impact on gender although there higher numbers of single parent families where the claimant is female than male.

**(d) Pregnancy and maternity**

Households where a family member is pregnant may be impacted by the LHA and Spare Room Subsidy regulations until the baby is born. Expected date of confinement data is gathered so an informed decision on entitlement can be made.

**(e) Transgender** (including gender re-assignment)

No impact on an individual's transgender

**(f) Marriage and Civil Partnership**

No impact as all couples are treated the same.

**(g) Race or Ethnicity**

No specific impact on race or ethnicity, although some families may tend to have larger families depending on their ethnicity and may therefore be impacted by the Benefit Cap.

**(h) Religion or Belief**

No impact on an individual's religion or belief.

### **(i) Sexual Orientation**

NI impact on an individual's sexual orientation.

### **(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):**

Families may be impacted by the application of the Benefit Cap. Householders affected are directed to contact their Local Authority by Department for Work and Pensions. Currently there are few households impacted and 3 DHP's were made to families affected by the cap between April 2015 and January 2016. Additionally, 3 small awards were made to foster carers until the foster child arrived in the property.

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

DHP's are available for households that receive support with their housing costs. A claim does need to be made but it does not need to be made in writing. A small number of officers process applications and they are skilled in obtaining sufficient information to support an application without it being intrusive. Officers have had training on supporting customers with mental health issues.

Often, additional support is signposted or a referral to another Council department or external agency as appropriate to fully support these vulnerable households.

An appeal process is in place but no requests for an appeal have been made. This would indicate that the process in place and monitoring and reviewing processes are working.

### **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](mailto:suzanne.goff@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer:

Naomi Armstrong – Benefit Manager

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

N/A

Date of completion: February 2016

Date of next review of the assessment: February 2018

## 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	

<b>Equality Group</b>	<b>Pregnancy and Maternity</b>
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	

<b>Equality Group</b>	<b>Transgender</b>
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	

<b>Equality Group</b>	<b>Marriage and Civil Partnership</b>
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	

<b>Equality Group</b>	<b>Race or Ethnicity</b>
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	



<b>Equality Group</b>	<b>Religion or Belief</b>
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	

<b>Equality Group</b>	<b>Sexual Orientation</b>
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	

<b>Other factors that may lead to inequality</b>	
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

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

Report by: David Kidston. Strategy and Partnerships Manager

Relevant scrutiny committee: Strategy & Resources  
21/3/2016  
Scrutiny Committee

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

### **CLIMATE CHANGE STRATEGY 2016-2021**

#### **Key Decision**

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#### **1. Executive summary**

- 1.1 Cambridge City Council remains committed to supporting international efforts to mitigate climate change and to taking steps to support residents to respond to the effects of climate change. Much has been achieved through the Council's current Climate Change Strategy, which covers the period from April 2012 to March 2016.
- 1.2 This report presents a new Climate Change Strategy for the five year period from April 2016 to March 2021. It proposes five new, thematic objectives for the revised strategy, and a range of activity that will contribute to the delivery of these objectives.
- 1.3 The Executive Councillor for Finance and Resources approved a draft of the Climate Change Strategy for public consultation at Strategy and Resources Committee on 12 October 2015. Public consultation was carried out on the revised Climate Change Strategy between October 2015 and February 2016. The report summarises the key issues raised by consultees, and outlines the changes that have been made to the Climate Change Strategy in response.

#### **2. Recommendations**

The Executive Councillor is recommended to:

- a) Note the key issues raised through public consultation, as set out in Appendix A and B.
- b) Approve the Climate Change Strategy presented at Appendix C.

### **3. Background**

- 3.1 Tackling climate change remains a key policy priority for the Council. The Council's vision includes the following statement: "A city that takes robust action to tackle the local and global threat of Climate Change, both internally and in partnership with local organisations and residents, and to minimise its environmental impact by cutting carbon, waste and pollution".
- 3.2 The Council's Annual Statement for 2015/16 includes a commitment to "conduct a comprehensive review of our Climate Change Strategy", which covers the period from April 2012-March 2016, with the aim of becoming "a leader in tackling climate change".
- 3.3 The Executive Councillor for Finance and Resources approved a draft of a new Climate Change Strategy for public consultation at Strategy and Resources Committee on 12 October 2015. The new draft strategy set out the action that the Council proposed to take from April 2016 to March 2021 to support global efforts to mitigate climate change and to support local residents and businesses to adapt to the anticipated effects of climate change.
- 3.4 The revised Climate Change Strategy focusses on five thematic objectives. These objectives have been identified through:
  - analysing available evidence of the sectors which contribute most to carbon emissions in Cambridge;
  - considering the responsibilities for local authorities identified by the Committee on Climate Change, the Government's independent advisory body on climate change issues; and
  - identifying the areas of Council activity which will have most impact on climate change.
- 3.5 The five objectives proposed for the revised strategy are:
  - 1. Reducing emissions from the City Council estate and operations
  - 2. Reducing energy consumption and emissions from homes and businesses in Cambridge by promoting energy efficiency measures, sustainable construction, renewable energy sources and behaviour change
  - 3. Reducing emissions from transport by promoting sustainable transport and reducing car travel and traffic congestion

4. Reducing consumption of resources, increasing recycling and reducing waste
5. Supporting Council services, residents and businesses to adapt to the impacts of climate change

3.6 The new strategy identifies a total of 46 actions to deliver the above objectives. Some of these actions represent a continuation or evolution of existing areas of activity, such as:

- Supporting residents to access financial support for domestic energy efficiency improvements through the Action on Energy partnership.
- Working with partners in Cambridge Retrofit to mobilise private finance for investment in large-scale retrofit of buildings and estates in Cambridge and promote exemplar projects and good practice
- Constructing new council homes to high sustainability standards and, where possible within the national planning policy framework, using local planning policy to secure high sustainability standards in new residential and commercial developments in Cambridge.
- Continuing to engage in partnership working where appropriate, including County-wide and EU funded projects, to promote energy efficiency and low carbon energy.
- Continuing to promote recycling and increase opportunities for residents and businesses to recycle.
- Using local planning policy to promote sustainable transport options and investing in improvements to walking and cycling infrastructure including cycle lanes, junction improvements and new cycle parking.

3.7 There are also a number of new areas of activity and focus in the new strategy, which have been identified in response to: analysis of the sectors which currently contribute most to the city's carbon footprint; learning from current city council activity and good practice from other local authorities and organisations; and partnership or funding opportunities. These include:

- Implementing the City Council's Fuel and Water Poverty Action Plan (linked to the Anti-Poverty Strategy).
- Working with partners in the Cambridge Sustainable Food network to promote sustainable food sources and reduce food consumption and waste.
- Investing in improvements to public transport and cycling infrastructure through the City Deal to tackle congestion, reduce

journey times, reduce greenhouse gas emissions and improve air quality.

- Promoting low-emissions buses and taxis in partnership with the County Council, bus companies and taxi companies.
- A greater focus on supporting residents and businesses to respond to the anticipated effects of climate change, including flooding, water shortages and heat waves.

## **4. Consultation findings and response**

4.1 Public consultation was carried out on the revised Climate Change Strategy from October 2015 to February 2016. A number of different consultation methods were employed, including:

- A workshop on the 2 February 2016 attended by 30 people from local environmental groups, including Transition Cambridge, Cambridge Carbon Footprint, Cambridge Friends of the Earth, Cambridge Greenpeace, Cambridge Greens, Cambridge Pivotal, Cambridge Sustainable Food, and Fossil Free Cambridgeshire.
- Face-to face meetings with academics and other experts:
  - Sir David King (the Foreign Secretary's Special Representative for Climate Change and the former Chief Scientific Advisor to the Government);
  - Professor Doug Crawford-Brown (Professor Emeritus and former Director of the Cambridge Centre for Climate Change Mitigation Research, University of Cambridge);
  - Dr Aled Jones (Director of the Global Sustainability Unit, Anglia Ruskin University)
- Publishing the draft strategy and a questionnaire survey on the City Council website from 13 October 2015 to 12 January 2016. The survey was publicised via the City Council's Twitter account, and a media release. A total of 103 responses were received to the survey. As the table below shows, 87.4% of responses were from Cambridge residents. 3.9% of responses were from community or voluntary sector organisations, including Cambridge Carbon Footprint, Cambridge Sustainable Food and Cambridge Friends of the Earth.
- Discussion of the impact of climate change on equalities groups in Cambridge at meetings of the Equalities Panel on 7 December 2015 and the Joint Equalities Group (JEG) on 20 November. The key issues from these discussions informed the Equality Impact Assessment (EqIA) of the strategy.

**Table 1 – Respondents to the online consultation survey**

<b>Respondents</b>	<b>Percentage</b>
Cambridge residents	87.4%
Visitors to Cambridge	2.9%
Cambridge businesses	1.9%
Community or voluntary sector organisations	3.9%
Public sector organisations	1.0%
None of the above	2.9%

- 4.2 The findings from the consultation survey are summarised in Appendix A. Most of those who responded were supportive of the objectives and actions included in the new Climate Change Strategy. 86% of respondents agreed with the five objectives set out in the strategy. In relation to the proposed actions, most of respondents agreed that the actions would help achieve each of the five objectives. The level of support range from 80.2% of respondents who felt that the actions in the strategy would reduce emissions from transport in Cambridge (Objective 3), to 90.6% of respondents who felt that the actions in the strategy would support Council services, residents and businesses to adapt to the impacts of climate change (Objective 5).
- 4.3 The key issues raised by residents and stakeholders who participated in the above consultation activities are summarised in Appendix B. The council has provided a reply to each of these issues, to explain if each suggestion can be incorporated in the strategy, or if the council already has a means or an alternative way of doing what is being suggested. Where a suggestion cannot be taken forward, the council has explained why not.
- 4.4 The finalised version of the Climate Change Strategy attached at Appendix C has been updated to reflect those suggestions that can be incorporated. For ease of identification, amendments made to the text of the strategy have been underlined in the version at Appendix C.
- 4.5 One of the key changes made to the Climate Change Strategy in response to the consultation feedback is the inclusion of an aspiration to achieve zero carbon status for Cambridge by 2050. This would require per capita emissions in the city to reduce by 18.9% by the end of the strategy period from the baseline position in 2013. This aspiration is intended to contribute to international efforts to limit global temperature increases to 1.5°C, as agreed by international governments as part of the Paris agreement in November 2015.

4.6 This aspiration will be extremely challenging to achieve in the context of anticipated future population, housing and commercial growth in Cambridge. The Council also has limited influence over key sectors of the economy which have an influence on carbon emissions, including energy generation, aviation, shipping and agriculture. The ability of the Council to act is also affected by:

- recent changes to national planning policy on sustainable housing standards;
- the removal of national funding for domestic energy efficiency improvements through the Green Deal; and
- the significant reductions in subsidies for renewable energy provision will also limit.

4.7 The Council cannot therefore achieve this aspiration on its own. It will require the City Council, Cambridgeshire County Council, the Universities, local businesses, and voluntary and community groups to work together closely to exploit opportunities and resources, in order to maximise our collective impact.

4.8 The finalised strategy also includes a target (at action 1.1 on page 18 of the strategy) to reduce carbon emissions from the Council's estate and operations by 15% by 2021, with an aspiration to reduce our emissions by 20% through further projects that are still being developed. This target was agreed by the Executive Councillor for Finance and Resources as part of the new Carbon Management Plan at Strategy and Resources Committee on 18 January 2016.

4.9 Other key changes that have been made to the Strategy since it was last presented to Strategy and Resources Committee include:

- Addition of an executive summary to provide an overview of the strategy.
- Addition of a specific action to the action plan (2.13 on p30 of the Strategy) to develop a more coordinated and comprehensive communications programme to encourage behaviour change by residents and businesses and reduce their carbon footprint. Text has been added to the strategy at 4.37 outlining some of the communications actions that will be considered.
- Addition of updated information on the Green Deal and the Cambridgeshire Action on Energy Scheme (at 4.11 and 4.29 in the Strategy) and the Council's Fuel and Water Poverty Action Plan (at 4.12 in the Strategy).
- Addition of a specific action (2.14 on p30 of the Strategy) to the action plan to include a consequential improvements policy in the



draft Local Plan, which requires residents who are seeking planning permission to extend their homes to also make energy efficiency improvements to the rest of their home.

- Provision of further detail and updated information at 5.15 and 5.17 in the strategy on steps being taken by the Council to promote low emissions buses and taxis in Cambridge, including:
  - a £4.5m partnership funding bid to the Office for Low Emissions Vehicles (OLEV) to support the roll out of low emissions buses across all frequent bus services in Cambridge;
  - increasingly strict emissions targets for buses in Cambridge agreed through the Quality Bus partnership;
  - a bid to OLEV to support the introduction of low emissions taxis in the city, including significant investment in rapid charging infrastructure; and
  - consultation on changes to taxi policies to encourage a shift to low emissions vehicles.

## **4. Implications**

### **(a) Financial Implications**

The Council published a new Carbon Management Plan for 2016-2021 in January 2016, which is the primary vehicle for delivering Objective 1 of the strategy. The plan sets out 22 projects to reduce carbon emissions from the Council's estate and operations in 2016/17 and 2017/18. These projects will cost a total of £1.73m, with £520,000 of this coming from the Council's dedicated Climate Change Fund. The Carbon Management Plan will deliver estimated annual financial savings of £91,500, albeit potentially in the form of future cost-avoidance. It is expected that further carbon reduction projects will be identified over the period of the plan, which will incur additional costs.

The majority of actions contained in the Climate Change Strategy under Objectives 2 to 5 are already budgeted for. They will be funded through existing budgets for delivering key services, particularly for projects or actions that will deliver climate change benefits as part of wider planned developments or improvements to key services. These fall within the General Fund or the Housing Revenue Account (HRA) depending on the services involved.

A limited number of actions, such as action 2.1 on the Green Deal and action 3.3 on low emissions buses and taxis, are dependent to an extent on securing government and other external funding sources for climate change activity.

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

Lead officers have been identified for projects in the Climate Change Strategy who have the capacity to deliver the projects within the stated timescales. The Climate Change Officer will be responsible for strategic co-ordination of the overall delivery of the Climate Change Strategy, including the Carbon Management Plan. The Environmental Policy Group (EPG), which is chaired by the Director of Environment and attended by the relevant Heads of Service, will provide strategic direction for the delivery of the Climate Change Strategy and the Carbon Management Plan.

**(c) Equality and Poverty Implications**

An updated Equality Impact Assessment (EqIA) of the aims and objectives of the Climate Change Strategy has been produced, taking into account available evidence and views provided by the Equalities Panel and the Joint Equalities Group (JEG). The EqIA identified potential broader impacts of climate change on particular equalities groups, but has not identified any specific negative impacts associated with the objectives and actions in the Climate Change Strategy. The EqIA is published on the Council's website:

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

**(d) Environmental Implications**

The Climate Change Strategy and Action Plan and the Carbon Management Plan will have a high impact on the environment by setting out a planned approach to: reducing emissions from the City Council estate and operations; reducing energy consumption and emissions from homes and businesses in Cambridge; reducing emissions from transport ; reducing consumption of resources, increasing recycling and reducing waste; and supporting Council services, residents and businesses to adapt to the impacts of climate change

**(e) Procurement**

The Climate Change Strategy includes two actions relating to procurement: reviewing the quick procurement guide for staff on sustainable procurement, and auditing a sample of contracts to check that they comply with the Council's Environmental Procurement Policies

**(f) Consultation and communication**

Details of the public consultation on the Climate Change Strategy are provided at paragraphs 4.1 to 4.4 in this report.

## **(g) Community Safety**

The Strategy and Action Plan have minimal impact on Community Safety.

## **5. Background papers**

The Council's Greenhouse Gas Report for 2014/15 was used in preparation of this report. The report is available at:

<https://www.cambridge.gov.uk/climate-change>

## **6. Appendices**

Appendix A - Climate Change Strategy consultation survey responses

Appendix B – Key issues raised by consultees in the Climate Change Strategy consultation

Appendix C – Finalised Climate Change Strategy

## **7. Inspection of papers**

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

Author's Name:	David Kidston
Author's Phone Number:	01223 - 457043
Author's Email:	david.kidston@cambridge.gov.uk

## Appendix A – Climate Change Strategy consultation survey responses

The tables below summarise the responses received to the questions in the online consultation survey.

### Question 2: Do you agree with the objectives that we have chosen for the Climate Change Strategy?

Answer Options	Response Percent
Agree strongly	62.8%
Agree	23.3%
Neither agree nor disagree	7.0%
Disagree	4.7%
Disagree strongly	2.3%

86 respondents answered this question. 17 respondents did not answer this question. 34 respondents provided further comments in response to this question.

### Question 3 - Do you agree or disagree that the actions listed under Objective 1 in the Climate Change Strategy will reduce emissions from the City Council's estate and operations?

Answer Options	Response Percent
Strongly agree	48.7%
Agree	39.7%
Neither agree nor disagree	6.4%
Disagree	1.3%
Strongly disagree	3.8%

78 respondents answered this question. 25 respondents did not answer this question. 36 respondents provided further comments in response to this question.

### Question 4 - Do you agree or disagree that the actions listed under Objective 2 in the Climate Change Strategy will reduce energy consumption and emissions from homes and businesses in Cambridge?

Answer Options	Response Percent
Strongly agree	42.9%
Agree	42.9%
Neither agree nor disagree	6.5%
Disagree	2.6%
Strongly disagree	5.2%

77 respondents answered this question. 26 respondents did not answer this question. 35 respondents provided further comments in response to this question.

### Question 5: Do you agree or disagree that the actions listed under Objective 3 in the Climate Change Strategy will reduce emissions from transport in Cambridge?

Answer Options	Response Percent
Strongly agree	52.6%
Agree	27.6%
Neither agree nor disagree	5.3%
Disagree	7.9%
Strongly disagree	6.6%

76 respondents answered this question. 27 respondents did not answer this question. 43 respondents provided further comments in response to this question.

**Question 6: Do you agree or disagree that the actions listed under Objective 4 will help reduce consumption of resources, increase recycling and reduce waste?**

The table below summarise the responses received to the above question in the online consultation survey.

Answer Options	Response Percent
Strongly agree	41.1%
Agree	43.8%
Neither agree nor disagree	4.1%
Disagree	5.5%
Strongly disagree	5.5%

73 respondents answered this question. 30 respondents did not answer this question. 38 respondents provided further comments in response to this question.

**Question 7: Do you agree or disagree that the actions listed above will support Council services, residents and businesses to adapt to the impacts of climate change?**

Answer Options	Response Percent
Strongly agree	48.6%
Agree	41.9%
Neither agree nor disagree	1.4%
Disagree	4.1%
Strongly disagree	4.1%

74 respondents answered this question. 29 respondents did not answer this question. 29 respondents provided further comments in response to this question.

**Question 8: Do you think that there are any other steps that the Council should take, in addition to those set out in the Strategy, to help reduce carbon emissions in Cambridge?**

Answer Options	Response Percent
Yes	66.2%
No	7.0%
Don't know	26.8%

71 respondents answered this question. 32 respondents did not answer this question. Some respondents provided further comments in response to this question.

**Question 9 Do you think that there are any other steps that the Council should take, in addition to those set out in the Strategy, to help local residents, businesses and other organisations prepare for, and respond to, the effects of climate change?**

Answer Options	Response Percent
Yes	40.9%
No	16.7%
Don't know	42.4%

66 respondents answered this question. 37 respondents did not answer this question. Some respondents provided further comments in response to this (see Appendix B)

## Appendix B – Key issues raised by consultees in the Climate Change Strategy consultation

The tables below provides a summary of the key issues raised by:

- respondents to the online survey
- participants in a workshop for local environmental groups
- one-to-one meetings with academics from the University of Cambridge and Anglia Ruskin University, and the Foreign Secretary's Special Representative for Climate Change
- members of the Council's Equalities Panel and Joint Equalities Group

### Question 2 - Do you agree with the objectives that we have chosen for the Climate Change Strategy?

Issues raised by the consultees	Cambridge City Council response
Some consultees felt that the objectives covered the right broad areas and were based on a sound analysis of the major sources of carbon emissions and the areas where there is greatest scope for impact. One academic commented that overall the strategy and the range of activity being carried out by the Council "is impressive"	The Council welcomes these supportive comments
<p>Some consultees felt that there should be clearer criteria or targets for judging whether the individual objectives have been achieved, e.g.</p> <ul style="list-style-type: none"> <li>• reducing greenhouse gas emissions from the Council's estate and operations by x % (e.g. by 11% per annum)</li> <li>• reducing greenhouse gas emissions from (or caused by) homes and businesses by x%</li> <li>• percentage of new properties built to particular sustainability standards</li> <li>• percentage increase in the number of cycling journeys within the city</li> <li>• increasing domestic recycling rates to 70%</li> <li>• measurable targets for supporting residents and businesses to adapt to climate change</li> </ul> <p>This point was also made by a number of consultees in responses to subsequent questions about the individual objectives.</p>	<p>We have chosen not to set individual targets as part of the five objectives. Where possible, we have identified targets for individual actions included in the action plan below. These targets relate to the expected outputs from these activities.</p> <p>In the revised Climate Change Strategy, we have also set a clear target for reducing emissions from the Council's estate and operations by 15% by 2021, with an aspiration to reduce our emissions by 20% through further projects that are still being developed. This target was agreed by the Executive Council for Strategy and Resources as part of the new Carbon Management Plan at Strategy and Resources Committee on 18 January 2016.</p> <p>We have also set an overall aspiration to reduce emissions per person in Cambridge (see below for details).</p>
Some academics and other consultees felt that clearer targets and more radical action is needed in order to avert dangerous	In the revised Climate Change Strategy, we have set an aspiration to achieve zero carbon status for Cambridge by 2050. On an

Issues raised by the consultees	Cambridge City Council response
<p>climate change and meet international and national targets, including the COP21 commitment to “aim for a 1.5°C rise on pre-industrial temperatures”. The Strategy should set overall targets for reducing carbon or greenhouse gas emissions in Cambridge. Without an overall target, any reduction in greenhouse gas emissions could be seen as an achievement. Targets proposed included:</p> <ul style="list-style-type: none"> <li>• reducing greenhouse gas emissions per person by at least 10% each year compared to the previous year, giving an overall reduction of at least 41% after five years.</li> <li>• reducing the "embodied emissions" of the non-fuel goods and materials imported into Cambridge per person by at least 10% each year, giving at least 41% over five years.</li> <li>• achieving carbon neutrality in Cambridge by 2030 or 2040.</li> <li>• Becoming the UK's first zero carbon city.</li> </ul> <p>This point was also made by a number of consultees in responses to subsequent questions about the individual objectives</p>	<p>even trajectory, this would require per capita emissions to reduce by 18.9% by 2021, the end of the strategy period, from the baseline position in 2013. This aspiration is intended to contribute to international efforts to limit global temperature increases to 1.5°C, as agreed by international governments as part of the Paris agreement in November 2015.</p>
<p>One academic suggested that the only way to achieve zero carbon status for the city, is through integrated transport, housing and waste solutions. For example, building district heating schemes alongside new transport infrastructure.</p>	<p>While the Council supports this approach, it should be noted that not all areas of the city have suitable heat demands to make the use of district heating technically feasible.</p> <p>The draft Local Plan identifies a strategic district heating zone, closely linked to the city centre, in which developments would be required to connect to existing or planned district heating networks where available. This was informed by heat mapping undertaken as part of the Decarbonising Cambridge Study, which identified areas in the city considered suitable for district heating.</p> <p>As well as the city centre, the study also identified the Addenbrooke's Hospital site as being suitable for a heat network. The hospital does already have an energy network, which is being modernised and expanded as part of the new development at Addenbrooke's.</p>



Issues raised by the consultees	Cambridge City Council response
	<p>We have also previously used Area Action Plans to identify developments suitable for the use of district heating, for example the North West Cambridge Area Action Plan. This system is now being installed as part of Phase 1 of this project.</p> <p>Integrated transport projects to support the growth agenda are being investigated and delivered as part of the City Deal.</p>
<p>Some consultees recognised that the City Council has maintained its commitment to tackling climate change where other local authorities have not, despite extremely tight resource constraints.</p>	<p>The Council welcomes this acknowledgement</p>
<p>Some academics and other consultees felt that, although funding opportunities are more limited, the Council should show ambition and play a leadership role. Cambridge has an international reputation as a city and many countries look to Cambridge to set the agenda. Whilst it is difficult for the City Council to set out an ambitious strategy given the limits of national government funding and policy changes, the strategy should outline an ambitious vision and target for the City. The Council should engage directly with local businesses, universities, environmental groups and Cambridgeshire County Council and encourage them to co-operate and pool resources on initiatives that would reduce carbon emissions in Cambridge and help achieve this vision for the city.</p>	<p>In the revised strategy we have added text to the executive summary (see 1.8 to 1.9) and the section on monitoring impact (see 8.10 and 8.11) to address this issue.</p> <p>The council recognises that it will be challenging to achieve zero carbon status for Cambridge in light of recent changes to national planning policy and key funding streams. The Council cannot reduce emissions from Cambridge on its own, because policies for some major carbon-emitting sectors of the economy (e.g. the power sector, aviation and shipping) are set at a national and European level. The Council is also not directly responsible key areas of local policy and service provision which impact on climate change (e.g. transport). The Council will work with Cambridgeshire County Council, the Universities, local businesses, and voluntary and community groups to exploit available opportunities and resources and maximise our collective impact on greenhouse gas emissions from Cambridge.</p>
<p>Some academics and consultees felt that the objectives and associated actions should place greater emphasis on behaviour change required by residents and businesses. They suggested that the Council needs to engage in more regular, more effective and high profile communications on climate change issues, including:</p> <ul style="list-style-type: none"> <li>• A Cambridge-wide campaign on climate</li> </ul>	<p>We have amended Objectives 2 and 3 in the revised Climate Change Strategy to include a specific reference to behaviour change.</p> <p>The Council has engaged in a range of communications activity aimed at encouraging behaviour change, including articles in Cambridge Matters and producing the Greening Your Home document which provides detailed advice and information on saving energy in the home, saving water,</p>

Issues raised by the consultees	Cambridge City Council response
<p>change issues to unite residents and businesses behind the goal of a zero carbon Cambridge</p> <ul style="list-style-type: none"> <li>• Increasing publicity and communication linked to the climate change strategy.</li> <li>• Communicating the impact of the first Carbon Management Plan and celebrating projects which have reduced emissions from Council buildings in order to inspire others</li> <li>• Holding awareness raising events, such as 'Open Eco Offices' events.</li> <li>• Making the climate change strategy a more attractive and user friendly document, so that it can be used as a tool for engaging residents in climate change issues. Examples cited included Bristol and Leeds.</li> <li>• Making tenants and residents aware of steps they can take to reduce their carbon footprint, e.g. through promoting exemplar buildings.</li> <li>• Promoting the business case for action on carbon reduction to local businesses through partnerships such as Cambridge BID</li> <li>• Providing case studies of best practice in retrofitting buildings.</li> <li>• Running targeted campaigns on carbon reduction issues, e.g through student unions on housing standards and how to control energy usage.</li> <li>• Organising visits to Waterbeach waste management plant for staff and residents to raise awareness of scale of waste generated.</li> </ul>	<p>sustainable food, efficient use of resources, sustainable transport and greening your garden.</p> <p>The Climate Change Strategy also already includes some actions that are designed to achieve behaviour change, e.g. communications actions linked to the Council's Fuel and Water Poverty Action Plan (action 2.3) and action 4.8 (Continuing to carry out targeted recycling awareness campaigns, including national Zero Waste week and Love Food Hate Waste, and campaigns to encourage greater recycling by Houses in Multiple Occupation)</p> <p>However, we recognise that there is a need for a more coordinated and comprehensive communications plan designed to encourage behaviour change in residents and businesses in relation to all the objectives of the strategy. A specific action has been added to the action plan at 2.13 (Developing a coordinated and comprehensive communications programme to encourage behaviour change by residents and businesses and reduce their carbon footprint) and text has been added at 4.37 outlining some of the communications actions that will be considered</p>
<p>Some consultees felt there is a need to limit or stop growth in Cambridge, including population growth, housing development employment growth, and economic growth. Consultees argued that if growth continues, any carbon reductions achieved through the strategy will be outweighed by the impact of an increased population, development and commuting.</p>	<p>While the Council is committed to tackling the causes and consequences of climate change, it has to balance this with other policy priorities, including securing the prosperity of the city for residents.</p> <p>The Council recognises that a combination of expected population growth, housing development and employment growth in Cambridge could have an impact on total carbon emissions from the city, and will make achieving targets on per capita emissions in the city challenging. As the</p>

Issues raised by the consultees	Cambridge City Council response
	<p>revised strategy sets out, the population of Cambridge is expected to increase from 123,900 in 2011 to 154,200 in 2031<sup>1</sup>. The draft Cambridge Local Plan makes provision for 14,000 new homes and 12 hectares of commercial development over this period and forecasts 22,100 new jobs by 2031.</p> <p>However, through policies set out in the draft Local Plan, the Council it is seeking to ensure that the growth of the city is managed is as sustainably as possible and that new developments meet high sustainability standards. As a result, many of the major proposed developments in the city are likely to include innovative carbon reduction schemes, including district heating schemes, renewable energy provision and on-site energy centres which will reduce the impact of this development.</p>
Some consultees questioned whether increases in global temperatures were the result of carbon emissions, and therefore whether the objectives in the strategy would have the desired impact	In its review of available scientific evidence the UN's Intergovernmental Panel on Climate Change (IPCC) concluded that much of the observed increase in global temperatures has occurred since the 1970s, with each of the last three decades being successively warmer at the Earth's surface than any preceding decade since 1850. The IPCC concludes that "it is extremely likely that human influence has been the dominant cause of the observed warming since the mid-20th century." The approach adopted in the Council's Climate Change is therefore based on reducing carbon emissions associated with human activity.

**Question 3 - Do you agree or disagree that the actions listed under Objective 1 in the Climate Change Strategy will reduce emissions from the City Council's estate and operations?**

Issues raised by the consultees	Cambridge City Council response
A number of consultees felt that the measures identified under Objective 1 were worthwhile and would help reduce the Council's carbon footprint.	The Council welcomes these comments
Some consultees felt that the actions need to be more concrete and demonstrate	The majority of the actions included in the Climate Change Strategy represent clear

<sup>1</sup> Population projections taken from [Population Forecasts 2013 Districts and Wards.xls](http://www.cambridgeshireinsight.org.uk/population-and-demographics/population-forecasts) at <http://www.cambridgeshireinsight.org.uk/population-and-demographics/population-forecasts>

Issues raised by the consultees	Cambridge City Council response
more commitment to taking certain steps, e.g. 'implementing' rather than 'exploring' particular projects or measures.	commitments to take particular steps. In these cases the council is confident that the actions are feasible and it has the resources needed to be able to deliver them. However, some of the actions will require further investigation and development before it is clear whether they are feasible and represent an efficient use of resources.
Energy supply - Some consultees suggested that the Council should purchase energy from renewable energy sources, through either a green tariff with an electricity provider, Power Purchase Agreements with renewable energy companies, or exploring 'green gas'.	The Council's existing energy supplies are substantially sourced from Green Energy suppliers. It was agreed at Strategy and Resources Committee on 12 October 2015 that in future priority would be given to use of Green Energy Tariffs, subject to costs being broadly comparable with alternative sources
Electric vehicles – some consultees suggested that the Council should buy and lease only electrically powered vehicles, and insist that major contractors do the same.	We have purchased 8 electrically powered vehicles as part of the Council's new carbon management plan, and will consider buying further electrical vehicles if they meet service requirements. Where we do not buy electric vehicles we will purchase fuel-efficient fleet vehicles.
Lighting - some consultees suggested that the Council should install energy efficient, motion-sensing lights in all council buildings, and ensure that employees are encouraged to turn them off when not in use.	The Council has already installed LED lighting at Abbey Pools, the Grand Arcade Annex car park and the Corn Exchange, and is investing in LED lighting and motion sensors across a range of sites as part of the new Carbon Management Plan.
Renewable energy - some consultees suggested that the Council should install solar panels on Council buildings and Council housing, and construct solar farms on Council-owned property. Other consultees suggested that the Council should install electricity storage systems to capture renewable energy and use it to provide power to Council buildings in peak periods.	As outlined in the strategy, we have installed solar PV panels at Cherry Hinton Village Centre, Brandon Court sheltered housing scheme, and New Street Hostel, and a solar thermal system <sup>2</sup> to provide hot water at Abbey Pool. The reduction in FIT rates from January 2016 has made solar PV a less cost effective way for the Council to reduce carbon emissions, but we will continue to install PV panels where on-site electricity consumption makes them viable, such as at the Guildhall. We will also keep the situation under review, as it is possible that any further reductions in the cost of solar technology in future may make wider

<sup>2</sup> Solar thermal systems use photovoltaic (PV) panels to capture solar energy and provide a renewable source of hot water for the pool.

Issues raised by the consultees	Cambridge City Council response
	installations of PV panels more viable.
Some consultees suggested that the council should focus on Combined Heat and Power schemes.	The Council has installed Combined Heat and Power systems where they are effective, such as at Parkside Pools.
Electrically powered heat pumps – some consultees suggested that the Council should replace boilers with electrically powered heat pumps (ground source or air source).	The Council has reviewed a range of alternative energy sources as part of its first Carbon Management Plan, but found that ground source or air source heat pumps were not viable at any of its sites.
Sustainability exemplars – Some consultees suggested that the council should establish an exemplar retrofit property or make new developments on Council-owned land (e.g. Mill Road) sustainability exemplars.	The Council has used external funding to develop exemplar Council homes which are fitted with a range of innovative energy efficiency measures. There are examples where the Council has required high sustainability standards for development on its land, such as the affordable housing and the community centre being constructed at the Clay Farm site in Trumpington.
<p>Incentives and behavioural change for staff – some consultees suggested that the Council should provide incentives and take steps to encourage behaviour change amongst staff, including:</p> <ul style="list-style-type: none"> <li>• incentives for staff to travel by sustainable means and a no flying policy for Council staff travelling on Council business.</li> <li>• incentivising staff who pursue sustainability projects, either through reward as part of the appraisal process, or through publicising successful schemes (e.g. through Cambridge Matters).</li> <li>• Including training on permaculture and sustainability as part of all officers continuing professional development.</li> <li>• Installing heating controls that allow staff to control room temperatures.</li> <li>• provision of cycle facilities to encourage Council staff to cycle to work, e.g. secure and well-lit cycle parking, and lockers, showers and changing rooms for cyclists.</li> </ul>	<p>The Council has some incentives in place, such as cycle mileage expenses, and provides secure cycle storage, lockers and showers at many of its main buildings.</p> <p>We will be promoting behaviour change as part of an internal communications plan identified in the new Carbon Management Plan, and will be installing heating controls in buildings that do not have them and training staff to ensure that heating programs better match building usage.</p> <p>Salary increments for all staff are determined as part of annual performance reviews. As part of performance reviews, all staff are assessed against a number of criteria, including performance against the Council's competency framework. One of the core competencies for all staff is "managing resources and delivering results", which includes "minimising carbon use and waste". Staff training and development needs are identified as part of the performance review process, and will be determined by their existing skills and experience and the future requirements of their roles.</p>
Procurement – Some consultees suggested that the Council should review	The Council has a Quick Procurement Guide for Sustainable Procurement for staff

Issues raised by the consultees	Cambridge City Council response
<p>procurement policies to see if there is scope to be more ambitious and adopt higher standards. Others suggested that the Council should engage with the Council's supply chain and ensure that tender specifications reflect the Council's carbon reduction objectives.</p>	<p>and a more comprehensive guide to "Buying Green in Cambridge City Council". This guidance requires staff to actively consider the environmental aspects for every procurement, including all goods, works and services (as well as products). As far as is practical, sustainability considerations are written into the specification and evaluation criteria for all procurements where it is relevant to the subject matter of the procurement.</p>
<p>Financial investments – One consultee suggested that following the Council's decision to avoid direct investment in institutions with material links to environmentally harmful activities including fossil fuels (where consistent with its fiduciary responsibilities), the Council should ensure that the Cambridgeshire Pension Fund does not have any such investments.</p>	<p>The City Council is one of a number of Council's that are members of the Cambridgeshire Fund. In accordance with the Council motion in October 2015 on fossil fuel divestment, the Chief Executive of the City Council wrote to the Cambridgeshire Pension Fund to call on it to consider an ethical investment policy and divestment from fossil fuels.</p>
<p>One consultee suggested that the Council could consider alternative sources of finance to support schemes to improve the efficiency of their estate, e.g. partnership schemes such as the Energy Performance Contracting arrangements as set up by the County Council.</p>	<p>The Council has accessed the Energy Performance Contracting arrangements established by the GLA and Cambridgeshire County Council, and has appointed Bouygues to carry out LED lighting installations at the Grand Arcade and Graton East Car Park.</p>
<p>One consultee questioned whether the Council should pursue District Heating Schemes in the city centre in partnership with the University of Cambridge, because such schemes could cause damage to priceless historic buildings.</p>	<p>The Council would consider each District Heating Scheme proposal on a case by case basis, although it should be noted that enabling connection of historic buildings to district heating networks can be achieved without causing harm. The current scheme proposed is part of the ongoing renovation of the University of Cambridge's New Museums site, which is a 1970s 'Brutalist' building.</p>
<p>Some consultees questioned whether the proposed schemes had been fully costed, or whether a full cost-benefit analysis had been carried out.</p>	<p>The Council's new Carbon Management Plan provides estimated costs, financial payback periods and CO2 emissions reductions for all planned carbon reduction projects.</p>

**Question 4 - Do you agree or disagree that the actions listed under Objective 2 in the Climate Change Strategy will reduce energy consumption and emissions from homes and businesses in Cambridge?**

Issues raised by the consultees	Cambridge City Council response
Some consultees were supportive of the actions proposed under this objective and the emphasis in the strategy on promoting energy efficiency measures before renewable energy.	The Council welcomes these comments
Rather than “promoting” and “encouraging” high sustainability standards and renewable energy provision in new development, some consultees felt that the Council should require this through planning policy and conditions, despite the changes to national planning policy introduced by the Government.	Following the Government’s national Housing Standards Review, the Code for Sustainable Homes has been discontinued from March 2015, and the introduction of the national zero carbon homes policy has been postponed. As a result, we will no longer legally be able to use planning policy to require new homes to be built to sustainable construction standard. We will continue to work with developers to deliver sustainable housing developments and to promote other construction methodologies, including the new Home Quality Mark standard currently being developed by the Building Research Establishment (BRE) and the approach adopted by partners in the Good Homes Alliance.
<p>Some consultees felt that particular standards should be required, for both domestic and non-domestic properties, such as:</p> <ul style="list-style-type: none"> <li>• Code for Sustainable Homes Level 4;</li> <li>• BREEAM Outstanding, rather than BREEAM Excellent standards;</li> <li>• Passivhaus standards</li> <li>• AECB carbonlife</li> </ul> <p>Some consultees suggested that these standards should be included in the Council’s Sustainable Housing Specification.</p>	<p>As a result of the Government’s Housing Standards Review, local planning authorities are no longer able to set construction standards related to new housing. As a result, we are unable to require new housing development to be built to the Code for Sustainable Homes, which has now been discontinued, or any other construction standards.</p> <p>However, wording has been included in the draft local plan to show that the Council would be supportive of the use of construction standards such as Passivhaus, LEED and the BRE’s new Home Quality Mark. A range of standards for energy efficiency are also being considered as part of work to develop the Council’s Sustainable Housing Specification.</p> <p>In relation to non-residential development and the pursuit of BREEAM outstanding instead of BREEAM excellent, when setting standards for construction in non-residential development, all policies must be shown to be both technically feasible and financially viable to be in accordance with national planning policy. The draft local plan policy</p>

Issues raised by the consultees	Cambridge City Council response
	<p>seeks to require BREEAM certification for all scales of non-residential development, and BREEAM 'outstanding' would not be viable for all schemes. However, this does not rule out achievement of the 'outstanding' standard on a case by case basis and the Council will continue to work with developers to identify such opportunities.</p>
<p>Some consultees suggested that the strategy should aim for higher than an EPC 'C' rating, both for Council homes and private housing.</p>	<p>As outlined in the strategy, the Council has made a significant investment of £4.3m in energy efficiency improvements to Council homes. As a result, the Council housing stock has an average 'C' energy efficiency rating, with 80% of properties meeting or exceeding this standard. It will be more challenging and costly in future to bring the remaining 1450 properties up to a C standard, because they are harder to treat solid wall properties which require external insulation to significantly improve their energy efficiency. Over the next five years, the Council will continue to progressively install external insulation to these properties.</p> <p>The average EPC rating for private homes is currently lower than for Council homes. The Council will continue to provide support and secure funding opportunities for homeowners and private landlords where possible. We will also utilise new legislation, for example the minimum energy requirements for the private rented sector, to drive improvements across the housing stock.</p>
<p>Water meters - Some consultees suggested making water meter compulsory for all residents and businesses.</p>	<p>The Council does not have the powers needed to take forward some of the measures proposed by consultees. For example, the Council is actively promoting uptake of water meters, but cannot make them compulsory, as water metering is the responsibility of water companies.</p>
<p>Energy efficiency - Some consultees suggested providing grants to domestic property owners for insulation and other energy efficiency measures. Other consultees suggested encouraging the University of Cambridge to improve the energy efficiency of its buildings.</p>	<p>Action on Energy has secured Green Deal Communities funding to provide a range of insulation and heating grants while also working directly with the energy efficiency industry. The Council also has a particular focus of fuel poverty and the links with health.</p> <p>The Council works with the University of Cambridge to develop initiatives and support</p>



Issues raised by the consultees	Cambridge City Council response
	partnership work on energy efficiency, for example through schemes like Cambridge Retrofit.
<p>Renewable technology - Some consultees suggested:</p> <ul style="list-style-type: none"> <li>• providing support for the installation of solar panels on residential and commercial properties, either through direct financial support or promoting the support that is still available through FITs from Government</li> <li>• encouraging renewable energy provision through planning policy and making planning permission easier for renewable energy</li> <li>• promoting community owned renewable energy</li> <li>• promoting innovative technologies, such as battery storage systems to store energy generated from solar panels</li> <li>• working with landlords, Universities and language schools to improve energy efficiency in the private rented sector, e.g. publicising the legal requirement to improve EPC ratings or incentivising improvements in EPC ratings through Council Tax discounts, or providing financial support for energy efficiency measures and water meters</li> </ul>	<p>Some of the actions suggested by the consultees are already being pursued by the Council, such as:</p> <ul style="list-style-type: none"> <li>• Promoting remaining financial support available for solar panels and other renewable energy sources through advice on home energy.</li> <li>• The draft Local Plan contains a policy supporting additional renewable and low carbon energy generation, including community energy projects. It also requires new non-residential development to meet the BREEAM excellent standard, which require renewable and low carbon energy generation.</li> </ul>
<p>Some consultees suggested encouraging businesses to keep their doors closed.</p>	<p>The Council supports the 'Close the Door' campaign, which campaigns for local businesses to close their doors to reduce energy consumption</p>
<p>Some consultees identified a range of additional measures that they felt should be pursued under this objective, including:</p> <ul style="list-style-type: none"> <li>• Recruitment and retention of skilled building control staff to help implement the retrofit of buildings.</li> <li>• Providing classes for residents to learn about using sustainable technology fitted to their homes.</li> <li>• Promoting smart metering to residents</li> <li>• Promoting green mortgages</li> <li>• Discounting planning application fees for sustainable buildings or adaptations.</li> <li>• Street level scheme to promote</li> </ul>	<p>The Council will consider the other suggestions made by consultees as part of the implementation of the climate change strategy.</p>

Issues raised by the consultees	Cambridge City Council response
competition between residents on energy efficiency.	

**Question 5: Do you agree or disagree that the actions listed under Objective 3 in the Climate Change Strategy will reduce emissions from transport in Cambridge?**

Issues raised by the consultees	Cambridge City Council response
<p>Some consultees expressed support for the broad approach and particular actions, including:</p> <ul style="list-style-type: none"> <li>• Upgrading cycling provision.</li> <li>• Number 7 in questionnaire – what is this</li> </ul>	<p>The Council welcomes these comments</p>
<p>Some consultees felt that improvements are needed to bus services to encourage residents and visitors to travel by bus, including:</p> <ul style="list-style-type: none"> <li>• Increasing the number of electric buses or electric hybrid buses, moving to 100% low emissions buses at a faster rate than proposed in the strategy, and ensuring that electric buses are powered by 'green' electricity.</li> <li>• Orbital bus routes linking park and ride sites and the station.</li> <li>• Providing express bus service into hub on the outskirts of Cambridge</li> <li>• Improving the location of bus interchanges, including locating some on the outskirts of Cambridge.</li> <li>• More frequent bus services, including during evenings and night buses.</li> <li>• Increasing the number of park and ride sites, extending the hours of operation into the evenings and introducing free travel on park and ride buses at peak times.</li> <li>• More convenient ticketing and better information on route planning and timetables</li> <li>• Oyster card schemes to replace conventional bus tickets</li> </ul>	<p>Some of the proposals suggested by consultees are being considered by the relevant authorities, including:</p> <ul style="list-style-type: none"> <li>• As set out in the Strategy, the Council is working with Cambridgeshire County Council and local bus operators in the Quality Bus Partnership to promote a shift from diesel powered buses to low emissions buses in the city over the next 10 years. We expect the first buses to be in place by 2020, with the ambition for 100% low emission buses accessing a controlled zone by 2025.</li> <li>• A funding bid has been submitted to the Office for Low Emission Vehicles to support the earlier roll out of low emissions buses across all frequent bus services over the next five years.</li> <li>• The City Deal partnerships is currently consulting on a 'Western Orbital', to provide a new, fast and reliable link for buses between the west and south of Cambridge either along or near the M11</li> </ul> <p>A number of the other suggested changes (including frequency of bus services, park and ride provision, and ticketing systems) are the responsibility of Cambridgeshire County Council as the highways authority. We will forward these suggestions to the County Council for their consideration.</p>
<p>Some consultees suggested that improvements to promote increased cycling are needed:</p>	<p>The City Council, Cambridgeshire County Council and other partners has taken steps to address some of the suggestions made</p>

Issues raised by the consultees	Cambridge City Council response
<ul style="list-style-type: none"> <li>• Improvements to cycling routes, focussing on areas where provision is currently poor.</li> <li>• Widening cycle lanes.</li> <li>• Segregating cycle lanes from bus lanes and other vehicles</li> <li>• Additional, dedicated cycling spaces in multi-storey car parks.</li> <li>• Giving priority to cycling and walking routes in new developments</li> <li>• Improving traffic management in order to improve safety for cyclists, including co-ordinating traffic lights and cycle crossing</li> <li>• Traffic light signals which allow cyclists to move off ahead of cars.</li> <li>• Ensuring that buses allow bicycles on board to allow mix-modal journeys.</li> <li>• Introducing a cycle high scheme, similar to those in London and Paris.</li> <li>• Involving cyclists in the design of new provisions designed to cycling infrastructure</li> <li>• Supporting Cambridge Cycling Campaign's 'Making Space for cycling' campaign</li> </ul>	<p>by consultees, including:</p> <ul style="list-style-type: none"> <li>• Delivering a joint £500,000 programme of improvements to existing highways for cyclists, including widening of some paths and improvements to some junctions and roundabouts. The new Climate Change Strategy includes a commitment to continue with this work.</li> <li>• Some of the City Deal proposals include segregated sections for cycle lanes, particularly around bus stops</li> <li>• The Council has invested in 600 new cycle parking spaces in the city centre and the new Local Plan sets minimum standards for numbers and design of cycle parking spaces to be provided in all new developments</li> <li>• The Local Plan includes policies aimed at safeguarding existing cycling and walking routes, and identifying new cycle routes on land outside the public highway</li> </ul>
<p>Some consultees suggested that better, more integrated transport planning was needed, including integrated cycling and public transport provision</p>	<p>Cambridgeshire County Council's Transport Strategy for Cambridge and South Cambridgeshire prioritises the provision of integrated cycling and public transport provision as part of new developments. This document has been developed in parallel with the Council's draft Local Plan.</p>
<p>Some consultees suggested greater action was needed on taxi policy, including:</p> <ul style="list-style-type: none"> <li>• additional charges for larger or more polluting vehicles.</li> <li>• restricting the number of taxis that are able to access the city centre.</li> <li>• Requiring taxis to turn off their engines whilst waiting or idling</li> <li>• a faster transition to low emissions taxis.</li> </ul>	<p>The finalised Climate Change Strategy has been updated to reflect the latest position on low emissions taxis. During 2016 and 2017, we will tailor our Taxi Licensing Policy to incentivise low emission taxis. The Council will consult taxi organisations on a range of potential incentives, including some of those suggested by consultees.</p>
<p>Some consultees suggested that rather than "facilitating" electric charging points, the Council should take the lead on</p>	<p>The City Council has taken steps to promote electric charging points in the city, including:</p>

Issues raised by the consultees	Cambridge City Council response
<p>installing electric charging points around the city, either through direct expenditure or using S106 monies from new developments. Other consultees suggested that the Council should plan now for increased ownership of electric vehicles, provide free, dedicated parking for electric or hybrid vehicles, or establish a hydrogen refuelling station.</p>	<ul style="list-style-type: none"> <li>• Installing electric charging points in some council car parks.</li> <li>• Submitting a bid for up to £1m to support the roll out low emission taxis across Cambridge. This will include the roll out of rapid charging infrastructure for electric taxis, which is needed for them to be viable. The Council also has also included a capital project on its Projects Under Development (PUD) list, which if implemented, would provide a further £100,000 over four years for electric taxi charging infrastructure.</li> </ul>
<p>Some consultees suggested that as part of the City Deal, steps should be taken to reduce vehicle traffic coming into, and travelling around the city, before implementing measures to improve sustainable transport. Specific suggestions included:</p> <ul style="list-style-type: none"> <li>• Introducing congestion charging, similar to the London scheme, and reinvesting the income into alternative modes of transport.</li> <li>• Introducing 'traffic gating' schemes to control the flow of traffic into the city</li> <li>• Introducing an Ultra-Low Emissions Zone.</li> <li>• Investment in traffic management schemes, including co-ordinated traffic lights to improve traffic flow and 'smart traffic management' systems giving buses priority over cars.</li> <li>• Introducing a parking levy for commuters who park in the city centre.</li> <li>• Limiting access to the city centre to low emissions vehicles and vehicles carrying disabled passengers.</li> <li>• Preventing cross-city centre vehicle journeys.</li> <li>• Reducing or removing car parking provision in the city centre, or introducing parking restrictions.</li> <li>• Not approving new city centre developments with car parking provision.</li> <li>• Requiring HGVs to unload freight at distribution hubs located outside the centre and promoting low carbon deliveries in the city centre, such as</li> </ul>	<p>The Cambridge Access Study will consider the conditions and challenges on the transport network in and around Cambridge. The Study will recommend transformative improvements and interventions to considerably improve access, capacity, and movement to and within the city. It also aims to reduce congestion and delay, and general traffic levels in the city to below current levels.</p> <p>As part of the study, the Greater Cambridge City Deal issued a call for evidence from 29 October to 30 November 2015, which provided an opportunity for individuals or organisations to put forward their thoughts on how they believe the congestion issues in Cambridge can be solved. As well as seeking written submissions, four public sessions were held during November where different perspectives on the problem and potential solutions were discussed.</p> <p>All realistic suggestions made through the call for evidence will be explored as part of the Cambridge Access Study. A summary of ideas put forward through the call for evidence was reported to the City Deal Joint Assembly on 17 December 2015 and Executive Board on 15 January 2016. Suggestions made included congestion charging and 'traffic gating' schemes.</p>

Issues raised by the consultees	Cambridge City Council response
<p>cycle couriers.</p> <ul style="list-style-type: none"> <li>• Using restrictions on unloading or reducing deliveries by lorries on main routes into the city (e.g. Mill Road) during peak times, or work with Cambridge BID to manage deliveries better.</li> <li>• Introducing car free days</li> <li>• Banning large buses, such as the City Tour buses and tourist coaches from the city centre.</li> <li>• Allowing local residents to go through bollarded junctions to reduce journey distances and congestion.</li> </ul>	
<p>A number of consultees commented on the relationship between the growth of Cambridge and carbon emissions. Suggestions included:</p> <ul style="list-style-type: none"> <li>• Using planning powers to restrict new employment and housing growth in the city centre</li> <li>• Encouraging new business or housing growth away from Cambridge, rather than on the outskirts of the city, which does not have the infrastructure to cope with growth</li> <li>• Building new housing closer to Cambridge so that it is viable to cycle or use public transport, rather than expanding villages around Cambridge which encourages people to travel by car into the city</li> <li>• Building shopping hubs outside the centre to reduce numbers of people travelling into the city centre.</li> <li>• Preventing homes in new developments being bought for investment purposes and the left unoccupied, as this does means that new development and growth does not address housing demand</li> </ul>	<p>While the Council is committed to tackling the causes and consequences of climate change, it has to balance this with other policy priorities, including securing the long term prosperity of the city for residents.</p> <p>Through policies set out in the Local Plan, the Council is seeking to ensure that the growth of the city is managed as sustainably as possible. The Local Plan focusses on accommodating new housing provision in the existing urban extension sites at the edge of the city and other sites in the existing urban area. Significant housing development is also planned in some settlements in South Cambridgeshire to meet anticipated housing demand and population growth.</p> <p>The Local Plan includes policies to ensure that developments in the urban extensions are accessible to the city centre and major centres of employment by high quality public transport, cycling and walking.</p> <p>The City Deal is providing £100m of investment in new cycling and public transport provision on arterial routes to reduce existing congestion and help ensure that the city's transport infrastructure is better placed to cope with planned growth.</p>

**Question 6: Do you agree or disagree that the actions listed under Objective 4 will help reduce consumption of resources, increase recycling and reduce waste?**

Issues raised by the consultees	Cambridge City Council response
<p>Many respondents felt that the actions under this objective were important. Others felt that while the actions were worthwhile, they would not necessarily have the greatest impact on carbon emissions.</p> <p>Some respondents commented that many of the actions focus on reducing food consumption, but they do not address reducing consumption of manufactured goods, which account for a significant proportion of greenhouse gas emissions. They suggested that raising awareness of the need to reduce consumption and providing support for activities such as making, repairing, exchanging and reusing goods should be given more prominence in the strategy.</p> <p>Some respondents suggested that the Council has limited scope for reducing transport and consumption of manufactured goods, as this is a matter for national government through agricultural policy and import duties.</p>	<p>The Council recognises that while Cambridge Sustainable Food, with support from the Council, is working hard to promote sustainable food choices, residents will need to reduce consumption of other resources, including manufactured goods, in order to reduce emissions.</p> <p>The Council already promotes voluntary groups which support reuse of goods. It has provided publicity for Cambridge Re-use, Emmaus and other reuse charities, The new Climate Change Strategy includes an action (4.9) to continue to “promote voluntary and community groups, e.g. Cambridge Reuse, Emmaus and other recycling and reuse charities”. It has also provided funding through its Sustainable City Grants for the Cambridge Carbon Footprint “Carbon Conversations” programme, and has supported voluntary groups to promote ‘circular economy’ activities, including making, repairing, exchanging and reusing goods.</p> <p>As suggested by consultees, an additional action has been added to the strategy (4.10) to “reduce consumption of resources by working with community groups to engage and support people in choosing things carefully, making them last well and then re-homing or recycling them.”</p>
<p>Respondents proposed a range of actions to promote more sustainable food choices, including:</p> <ul style="list-style-type: none"> <li>• Information about sustainable food and displays of food growing</li> <li>• Promoting the benefits of eating less meat, because it has a greater carbon footprint than other foods, and it can bring health benefits.</li> <li>• Promoting local businesses that use local produce</li> <li>• Promoting sustainable food to businesses, including: working with supermarkets to encourage them to stock affordable, locally grown produce; and promoting “doggy bags” in restaurants to reduce food waste.</li> <li>• Supporting low income residents to</li> </ul>	<p>The Council is an active partner in Cambridge Sustainable Food (CSF), along with local voluntary groups, businesses and other organisations. The Council has provided financial support through its Sustainable City Grants programme and has contributed a number of actions to the CSF action plan.</p> <p>CSF aims to promote the availability of sustainable food in Cambridge and encourage residents to make sustainable food choices. As a result of the partnership’s work, Cambridge has recently been awarded Sustainable Food City status by the national Sustainable Food Cities Network.</p> <p>Some of the activities carried out by CSF have included:</p>

Issues raised by the consultees	Cambridge City Council response
<p>access sustainable, healthy food, including promoting growing skills in low income communities and giving food away with food from food banks.</p> <ul style="list-style-type: none"> <li>• Promoting food growing in new developments, including through green walls and roofs and community growing areas in new developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging over 1000 people in activities focussed on sustainable food and reducing food waste through 25 events delivered as part of a 2 week Pumpkin Festival in October 2015.</li> <li>• Providing a directory of sustainable food businesses on its website.</li> <li>• Launching and promoting a Sustainable Food Pledge for businesses.</li> <li>• Free family cookery workshops targeted at low income areas.</li> </ul>
<p>Some respondents acknowledged the constraints upon the Council, but suggested that it needed to be more ambitious in its aims and efforts to increase recycling rates in the city. Some respondents suggested the following specific changes to recycling and waste activity:</p> <ul style="list-style-type: none"> <li>• More frequent recycling and green waste collections, particularly during summer months, would encourage residents to recycle more.</li> <li>• Reducing the size of black bins or introduce incentives to reduce black bin waste.</li> <li>• Improving kerbside recycling facilities for blocks of flats.</li> <li>• Increasing the types of materials that can be recycled, such as clothing.</li> <li>• Make it clearer which items can and cannot be recycled.</li> <li>• Providing skips periodically for neighbourhoods to facilitate recycling of bulky waste.</li> <li>• Encouraging food businesses and other retailers to reduce food waste rather than increasing commercial food waste recycling.</li> <li>• Working with supermarkets and businesses to reduce unnecessary packaging and reduce incentives for customer to bulk-buy products</li> <li>• Reducing all unnecessary packaging in catering outlets under its control, and working with the Universities, colleges and businesses in the city to do the same</li> </ul>	<p>The Cambridge City and South Cambridgeshire Shared Waste Service will focus upon increasing the amount of waste diverted from landfill and ensure that waste is treated as a resource. The quantity and quality of recycling will be increased through service design and the design and implementation of targeted communications campaigns, some of which are set out in the revised strategy.</p> <p>The Shared Waste Service will continue to support the national Zero Waste week, national Love Food Hate Waste campaign and work with partners in the Cambridge Sustainable Food partnership to deliver a range of actions to reduce waste.</p>

**Question 7: Do you agree or disagree that the actions listed above will support Council services, residents and businesses to adapt to the impacts of climate change?**

Issues raised by the consultees	Cambridge City Council response
<p>Using planning powers to require adaptation measures in new developments, including water conservation and designing properties that are resilient to heat waves</p>	<p>As outlined in the Climate Change Strategy, the Government's Housing Standards Review (HSR) recommended limiting the extent to which local planning authorities in areas of water stress can set water consumption standards for new homes. It is likely, therefore, that we will only be able to set a standard of 110 litres per head per day through planning policy, which was the optional standard identified by the HSR. However, we will continue to work with developers to attain higher levels of water efficiency and sustainable construction, including in the delivery of new Council housing in the city, where work on a new Sustainable Housing specification will include requirements related to water efficiency.</p>
<p>Some respondents proposed further action to reduce flood risk in Cambridge associated with climate change and promote water conservation , including:</p> <ul style="list-style-type: none"> <li>• Not giving planning permissions to developers to build on flood plains or in locations that currently experience surface water issues (e.g. Darwin Green).</li> <li>• Not widening arterial roads.</li> <li>• Preventing people dumping garden waste in ditches.</li> <li>• Managing water runoff.</li> <li>• Promoting the benefits of replacing hard surfaces with SUDs, rain gardens, grey water recycling and water butts to residents, as such measures can be reflected in water bills.</li> <li>• Not allowing front gardens to be replaced with hard surfaces.</li> <li>• Not replacing paved surfaces on Council property with ash felt.</li> <li>• Maximising green spaces in new developments.</li> </ul>	<p>In accordance with national planning policy, planning permission for housing and other vulnerable developments is not permitted on land on the functional flood plain. With regards to the Darwin Green site, while there are currently surface water drainage issues associated with the site, a Surface Water Drainage Strategy for the site, approved as part of the outline planning permission, will ensure that this flood risk is mitigated. Indeed the drainage strategy for the site will lead to betterment in the area, reducing flood risk not just to the site itself but to neighbouring communities through the extensive use of sustainable drainage systems.</p> <p>The draft Local Plan includes a detailed policy requiring all scales of development to utilise sustainable drainage systems to manage surface water runoff. The policy includes requirements: for priority to be given to the use of nature services; that water is seen as a resource and is re-used where practicable; that a water sensitive approach is taken to the design of development; promotes a multifunctional approach to surface water management</p>



Issues raised by the consultees	Cambridge City Council response
	<p>features; all hard surfaces to be permeable where possible and for flat roofs to be green or brown roofs.</p> <p>A policy is also included related to the paving over of front gardens. While planning permission for paving over front gardens is not always required, where an application is required, then this will only be permitted if it can be demonstrated that there will be no adverse impact on surface water runoff and flood risk.</p>
<p>Some respondents suggested proposed further action to reduce water consumption and respond to water shortages associated with climate change, including:</p> <ul style="list-style-type: none"> <li>• Ensuring new buildings and retrofit work includes water buffers (such as green spaces and trees to allow temporary water storage during peak periods</li> <li>• Rolling out individual water consumption meters to all houses in Cambridge.</li> <li>• Working with Cambridge Water to promote water saving.</li> </ul>	<p>The Council does not have the powers needed to take forward some of the measures proposed by consultees. For example, the Council is actively promoting uptake of water meters, but cannot make them compulsory, as water metering is the responsibility of water companies.</p> <p>However, as part of work to deliver the Council's Anti-Poverty Strategy and Fuel and Water Poverty Action Plan, we have developed links with Cambridge Water and are promoting water saving and seeking to increase the uptake of free water efficiency products that are available through the company.</p>
<p>Several respondents emphasised the need to plant more trees and foliage in the city as part of the Council's Tree Strategy, in order to help reduce flood risk, and provide shade and cooling. Some respondents suggested that the Council needs to do more to retain and maintain existing trees.</p>	<p>In October 2015, the Council approved a new Tree Strategy, which will provide a strategic approach to the management of Council tree assets for the period 2016 to 2026. This will be achieved through a combination of policies on:</p> <ul style="list-style-type: none"> <li>• Tree protection</li> <li>• Sustainable and responsible management of the Council's own tree stock</li> <li>• Canopy cover enhancement, including increasing the Council's tree stock as part of an annual tree planting programme, and exploring community tree planting and sponsorship schemes in the public realm</li> </ul> <p>The full strategy is available on the Council website here:</p> <p><a href="http://democracy.cambridge.gov.uk/mgChooseDocPack.aspx?ID=2791">http://democracy.cambridge.gov.uk/mgChooseDocPack.aspx?ID=2791</a></p>

**Question 8: Do you think that there are any other steps that the Council should take, in addition to those set out in the Strategy, to help reduce carbon emissions in Cambridge?**

**Question 9 Do you think that there are any other steps that the Council should take, in addition to those set out in the Strategy, to help local residents, businesses and other organisations prepare for, and respond to, the effects of climate change?**

Many of the issues raised in response to the two questions above were also raised under previous questions. The table below summarises the additional issues raised in response to this question which were not covered elsewhere.

Issues raised by the consultees	Cambridge City Council response
<p>Some academics and other consultees suggested that the Council should engage and collaborate more with other cities in the UK and internationally to learn from their experience and action on climate change. Cities can be the focus of change. For example, a network of mayors of 1200 cities attended an event link to COP21 in Paris.</p>	<p>The Council has reshaped the role of its Climate Change Officer to increase the focus of this post on external engagement in climate change issues, including engaging with other local authorities to learn from their experience of what works. Council officers attend conferences and events delivered by the Carbon Trust, the Local Government Association's Climate Local network and other bodies to hear best practice from other councils.</p> <p>It should be noted that some local authorities that have been very active on climate change issues, such as Leeds City Council and Bristol City Council, are metropolitan authorities operating in the larger, core cities. As such these Councils have greater resources, powers and responsibilities than district Council's operating in two-tier systems such as Cambridge City Council.</p>
<p>Some consultees suggested that the Council should engage in more national lobbying activities on climate change issues, potentially through the Local Government Association (LGA)</p>	<p>The Council carries out a range of direct policy and influencing activities, including responding to relevant consultations and writing to Ministers on specific issues. For example, in accordance with the Council motion on fossil fuel divestment in October 2015, the Chief Executive wrote to the Secretary of State for climate change to call on the government to support fossil fuel divestment and highlight the impact of recent government policy changes on climate change issues.</p> <p>The Council is an active member of the LGA's Climate Local network, which carries out collective lobbying activity on behalf of all member councils on climate change issues. The Council is also a member of the Government's Local Adaptation Advisory Panel Steering Group, which will be providing advice on the update of the National Adaptation Programme.</p>

# **Climate Change Strategy**

## **2016-2021**

## 1.0 **Executive summary**

- 1.1 Our climate is changing. It has always changed in response to natural environmental processes, but it is now widely accepted that human activities are leading to climate change of a scale and pace that threatens our very way of life. Such a global challenge requires a global response, and the international framework for action is becoming stronger.
- 1.2 At the twenty first session of the Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC), national governments, including the British government, agreed to strengthen the global response to the threat of climate change. This included a historic commitment to “holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5 °C above pre-industrial levels<sup>1</sup>.” To achieve this, parties to the agreement agreed to reach net zero global emissions of greenhouse gases in the second half of this century.
- 1.2 Limiting global average temperature increases to 1.5 °C will require radical action by national governments, local organisations, businesses, communities and individuals across the world. The government has not yet outlined national targets for reducing UK emissions to a level which would contribute to limiting global temperature increases to 1.5 °C. However, it will require significantly more ambitious reductions than the current commitment in national legislation, which is to reduce greenhouse gas emissions by 80% on 1990 levels by 2050. This commitment is intended to help limit global temperature increases to close to 2°C by 2050.
- 1.3 Cambridge City Council has played a leading role in work to tackle climate change at the local level. The Council was a signatory to the Nottingham Declaration on Climate Change in 2006 and was amongst the first local authorities in England and Wales to sign the LGA’s Climate Local commitment in 2012. One of the ten corporate vision statements that guide the work of the Council is:
- ‘A city that takes robust action to tackle the local and global threat of Climate Change, both internally and in partnership with local organisations and residents, and to minimise its environmental impact by cutting carbon, waste and pollution’.
- 1.3 Through implementing its first and second Climate Change Strategies in 2008-2012 and 2012-2016, the City Council has already achieved a considerable amount, including:
- Delivering 47 carbon reduction projects across our estate and operations through our first Carbon Management Plan, ranging from a solar thermal system to heat water at Abbey Pools, to voltage optimisation technology at Grafton East Car Park and Mandela House. It is estimated that these projects have reduced our annual emissions by around 1,200 tCO<sub>2</sub>e (or around 13%).

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<sup>1</sup> UNFCCC, 2015, Paris Agreement, Article 2, p2

- Spending over £4.3 million on improving the energy efficiency of Council homes, including replacing 1543 older boilers with more energy efficient condensing boilers and insulating the loft and cavity walls of more than 600 properties.
- Improving the energy efficiency of privately-owned housing in the city, by delivering 1402 insulation measures through a combination of the national CERT scheme and the Council-funded Cambridge Home Insulation Scheme, and delivering over 2000 assessments, 950 sales and over 550 installations up until the end of February 2016 across Cambridgeshire through the Green Deal as part of the Action on Energy partnership.
- Using planning policy to ensure that many of the new homes constructed on the urban extension sites in Cambridge will be constructed to high sustainability standards. Many new homes will meet Level 4 of the national Code for Sustainable Homes, with the University of Cambridge North West Cambridge development being constructed to Code Level 5.
- Taking steps to promote travel by sustainable transport, through: dedicated policies in the new Cambridge Local Plan; investing in 600 new city centre cycle parking spaces, programs of highway improvements for cyclists and improvements to bus shelters across the city; and working with Cambridgeshire County Council and local bus operators to ensure that buses meet progressively higher emissions standards.

1.4 The Council recognises that there remains much to be done if the challenging international targets agreed in Paris are to be achieved. This new Climate Change Strategy establishes the framework for action by the City Council to address the causes and consequences of climate change over the next five years. It sets out five key objectives to guide Council activity:

1. Reducing emissions from the City Council estate and operations
2. Reducing energy consumption and emissions from homes and businesses in Cambridge by promoting energy efficiency measures, sustainable construction renewable energy sources, and behaviour change
3. Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change
4. Reducing consumption of resources, increasing recycling and reducing waste
5. Supporting Council services, residents and businesses to adapt to the impacts of climate change

1.5 In this strategy the council has committed to a total of 46 wide-ranging actions to help reduce greenhouse gas emissions in Cambridge. These actions have been identified based on: an analysis of the sectors which currently contribute most to the city's carbon footprint; learning from current city council activity and good practice from other local authorities and organisations; and partnership or funding opportunities. They include:

- Reducing our emissions by 15% by 2021 through delivering 22 carbon reduction projects in our new Carbon Management Plan and rationalising our office estate,

with an aspiration to reduce our emissions by 20% through further projects that are still being developed.

- Supporting residents to access financial support for domestic energy efficiency improvements through the Action on Energy partnership
- Working with partners in Cambridge Retrofit to mobilise private finance for investment in large-scale retrofit of buildings and estates in Cambridge and promote exemplar projects and good practice
- Constructing new council homes to high sustainability standards and, where possible within the national planning policy framework, using local planning policy to secure high sustainability standards in new residential and commercial developments in Cambridge.
- Continuing to promote recycling and increase opportunities for residents and businesses to recycle.
- Investing £100m in improvements to public transport and cycling infrastructure through the City Deal with the aim of tackling congestion, reducing journey times, reducing greenhouse gas emissions and improving air quality
- Promoting low-emissions buses and taxis in partnership with the County Council, bus companies and taxi companies.
- Supporting residents and businesses to respond to the anticipated effects of climate change, including flooding, water shortages and heat waves.

1.5 The scale and scope of the actions outlined in the strategy are necessarily informed by a number of key constraints on the Council's ability to take action on climate change, including :

- The wider financial constraints placed upon the City Council by reductions in local government funding and the associated savings targets that the council needs to meet in coming years
- Recent changes in Government policy and reductions in national funding streams for climate change-related activity, including:
  - The reduction in Feed in Tariffs, which have been paid by Government for energy supplied to the National Grid from renewable energy installations. From January 2016, the subsidies for solar PV systems have been reduced by up to 71%, which has made many new solar energy schemes less viable.
  - The withdrawal of Green Deal Finance in July 2015, which was the primary source of funding available to homeowners for energy-efficiency measures.
  - Changes to national planning policy. Following the Government's national Housing Standards Review, the Code for Sustainable Homes has been discontinued and the introduction of the national zero carbon homes policy has been postponed. As a result, we will no longer legally be able to use planning policy to require new homes to be built to sustainable construction standard, although we will continue to actively promote high

standards to developers, including through the Council's developing Sustainable Housing Specification.

- 1.6 However, the City Council remains committed to playing a leadership role in relation to local efforts to address climate change. In our first climate change strategy we set a target of reducing carbon dioxide 6.2 tonnes per person in Cambridge in 2005 to 0.7 tonnes per person in 2050/51 (an 89% cut). This target was designed to contribute to national and international efforts to limit climate change to 2°C by 2050. In light of the more ambitious international commitments in the Paris agreement to limit global temperature increases to 1.5°C and the need to achieve zero net global carbon emissions by the second half of this century to achieve this commitment, we have set an aspiration in this strategy to achieve zero carbon status for Cambridge by 2050.
- 1.7 As shown in Figure 1 on page 8, carbon dioxide emissions per head in Cambridge have reduced by 13.5% over an eight year period from 2005 and 2013 (from 6.7 tCO<sub>2</sub> per person in 2005 to 5.8 tCO<sub>2</sub> in 2013). To be on an even path towards zero carbon status by 2050, carbon dioxide emissions would need to reduce by 18.9% (or 1.1 tCO<sub>2</sub> per person) on 2013 levels by the end of the period of this strategy in 2021.
- 1.8 This aspiration will be extremely challenging to achieve in the context outlined at 1.5 above. With the more limited policy tools and resources available to it, the Council will not be able to achieve the required levels of emissions reductions on its own. Achieving this aspiration will require the City Council, Cambridgeshire County Council, the Universities, local businesses, and voluntary and community groups to work together closely in partnership.
- 1.9 The council calls upon these stakeholders to collaborate with us to exploit opportunities and resources, in order to maximise our collective impact on greenhouse gas emissions from Cambridge. Only through working together can we achieve the level of reduction in emissions needed to avert dangerous levels of climate change.

## 2.0 Context

### How has our climate changed?

- 2.1 Scientific evidence demonstrates that the earth's climate is changing, with average temperatures rising. The Intergovernmental Panel on Climate Change (IPCC) concludes in its Fifth Assessment Report that average surface temperatures have increased by 0.85 °C, over the period 1880 to 2012<sup>2</sup>. Much of this warming has occurred since the 1970s, with each of the last three decades being successively warmer at the Earth's surface than any preceding decade since 1850<sup>3</sup>. The IPCC concludes that "it is extremely likely that human influence has been the dominant cause of the observed warming since the mid-20th century."<sup>4</sup>
- 2.2 A combination of economic and population growth have driven global greenhouse gas emissions from human activity since the pre-industrial era, and they are now higher than ever. This has led to atmospheric concentrations of greenhouse gases such as carbon dioxide, methane and nitrous oxide which are unprecedented in at least the last 800,000 years.<sup>5</sup> These gases create the 'greenhouse effect', trapping the heat from the sun's light in our atmosphere and preventing it from escaping into space.
- 2.3 Climate change is having widespread impacts on human and natural systems<sup>6</sup>:
- Arctic sea-ice has decreased by between 3.5% to 4.1% or 0.6 million square kilometres (an area about the size of Madagascar) per decade between 1979 and 2012.
  - Glaciers all over the world are melting, and the Greenland and Antarctic ice sheets have been losing mass between 1992 and 2011, with the rate of shrinkage increasing in the last decade.
  - Global sea-levels have risen by 0.19 m between 1901 and 2010.
  - Changes in extreme weather events have been observed since 1950, including an increase in warm temperature extremes, an increase in extreme high sea levels, and an increase in the number of heavy rainfall and other precipitation events in a number of regions.
  - Changes in the seasons (such as the UK spring starting earlier, autumn starting later) are bringing changes in the behaviour of species, for example, butterflies appearing earlier in the year and birds shifting their migration patterns.

### How will our climate change in future?

- 2.4 Surface temperatures are projected to rise over the 21<sup>st</sup> Century regardless of what action we take, but it is vital that we take steps now to limit the extent of global warming and reduce the harmful impacts it could have. The most recent report by the IPCC concluded that if we take no action to reduce greenhouse gas emissions,

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<sup>2</sup> IPCC, 2013, Climate Change 2013: The Physical Science Basis, p3

<sup>3</sup> IPCC, 2013, Climate Change 2013: The Physical Science Basis, p3

<sup>4</sup> IPCC, Climate Change 2014: Synthesis Report: Summary for Policy Makers p4

<sup>5</sup> IPCC, Climate Change 2014: Synthesis Report: Summary for Policy Makers p4

<sup>6</sup> IPCC, Climate Change 2014: Synthesis Report: Summary for Policy Makers pp4-7



average global temperatures are likely to increase by between 2.6°C and 4.8°C by the end of the 21<sup>st</sup> Century (2081-2100) compared to 1986-2005.

- 2.5 A recent report by the World Bank concluded that the emission pledges made by national governments at the UN climate conventions in Copenhagen and Cancun in 2009 and 2010, if fully met, place the world on a trajectory for a global average warming of well over 3°C. If these pledges are fully implemented there is still about a 20 percent chance of exceeding 4°C in 2100, and if they are not met the likelihood would be considerably higher<sup>7</sup>.
- 2.6 If average global temperatures increase by 4°C, this could have devastating consequences, including<sup>8</sup>:
- inundation of coastal cities;
  - increasing risks for food production, potentially leading to global food shortages and higher malnutrition rates;
  - many dry regions becoming dryer, and wet regions wetter;
  - unprecedented heat waves in many regions;
  - substantially exacerbated water scarcity in many regions;
  - increased intensity of tropical cyclones; and
  - irreversible loss of biodiversity, including coral reef systems.
- 2.7 It could still be possible to limit temperature increases to less than 2°C by the 21<sup>st</sup> Century, but this would require radical action and “substantial and sustained reductions in greenhouse gas emissions”<sup>9</sup> every year for the remainder of this century. The Copenhagen accord recognises that action to limit temperature increases to less than 2°C should be undertaken “on the basis” of equity. This means that developed countries will initially need to cut emissions at a faster rate than in developing countries, because social and economic development and poverty eradication are the first and overriding priorities of developing countries.<sup>10</sup>
- 2.8 It is harder to accurately project how the climate in local areas such as Cambridge will change, but in 2009 the UK Climate Projections (UKCP09) programme provided projections of how the climate will change in the East of England and other regions, based on low, medium and high emissions scenarios. The data from this programme suggests that by 2080 the East of England will experience:
- Increases in average summer temperatures of 1.3 to 4.7 °C under a low emissions scenario, and 2.4 to 7.5°C under a high emissions scenario.
  - Increases in average winter temperatures of 1.4 to 4.0°C under a low emissions scenario, and 2.0 to 5.7 °C under a high emissions scenario.
  - Increases in average winter precipitation of 16% under a low emissions scenario and 26% under a high emissions scenario.
  - Reductions in average summer precipitation of 14% under a low emissions scenario and 27% under a high emissions scenario.

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<sup>7</sup> World Bank, 2012, Turn Down The Heat: Why a 4°C Warmer World Must be Avoided, p23

<sup>8</sup> World Bank, 2012, Turn Down The Heat: Why a 4°C Warmer World Must be Avoided

<sup>9</sup> IPCC, Climate Change 2014: Synthesis Report: Summary for Policy Makers p10

<sup>10</sup> UNFCCC, 2009, Copenhagen Accord, pp5-6

## What action is being taken at an international and national level to address on climate change?

- 2.9 Man-made climate change is a global challenge that requires a global response. This Strategy aims to help stimulate action by individuals, communities and organisations in Cambridge that will contribute to these international efforts.
- 2.10 The United Nations has played a central role in coordinating international efforts to slow the pace of climate change and manage the risks associated with it. The international framework for action is built upon the **UN Framework Convention on Climate Change (UNFCCC)**, which was adopted at the Rio Summit in 1992. The Convention placed the onus on industrialised nations, as the major source of emissions to date, and directed funding to developing countries to address climate change.
- 2.11 By 1995, national governments realised that emission reductions provisions in the Convention were inadequate. In 1997 the **Kyoto Protocol** was adopted, which legally binds developed countries to emission reduction targets. The Protocol's first commitment period started in 2008 and ended in 2012. The second commitment period began on 1 January 2013 and will end in 2020.
- 2.12 As the scientific consensus around the causes of climate change has grown, the international framework for action on climate change has become stronger. Following the **Copenhagen Accord** in 2009, countries submitted further pledges to reduce emissions and manage climate change risks. These pledges were made binding in the **Cancun Agreements** in 2010, which aimed to limit global temperature increases to less than 2 degrees. At the **UN Climate Change Conference in Durban** in 2011, national governments agreed to adopt a new universal legal agreement to deal with climate change beyond 2020 as soon as possible.
- 2.13 At the twenty first session of the Conference of the Parties (COP21) to the UNFCCC in Paris, national governments, including the British government, agreed to strengthen the global response to the threat of climate change. The Paris agreement included a historic commitment to "holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5 °C above pre-industrial levels<sup>11</sup>." To achieve this, parties to the agreement would need to reach net zero global emissions of greenhouse gases in the second half of this century.
- 2.13 In response to agreements at the international level, increased scientific consensus and greater public recognition of the need for action, the UK Government has introduced a significant amount of new national legislation, policies and initiatives. This refreshed Cambridge City Council strategy reflects and responds to the key legislation and policies that relate to local government.
- 2.14 The **Climate Change Act 2008** established a long-term framework for tackling climate change. It introduces a national target to reduce carbon emissions by at least 80% below 1990 levels by 2050, which represents an appropriate UK contribution

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<sup>11</sup> UNFCCC, 2015, Paris Agreement, Article 2, p2

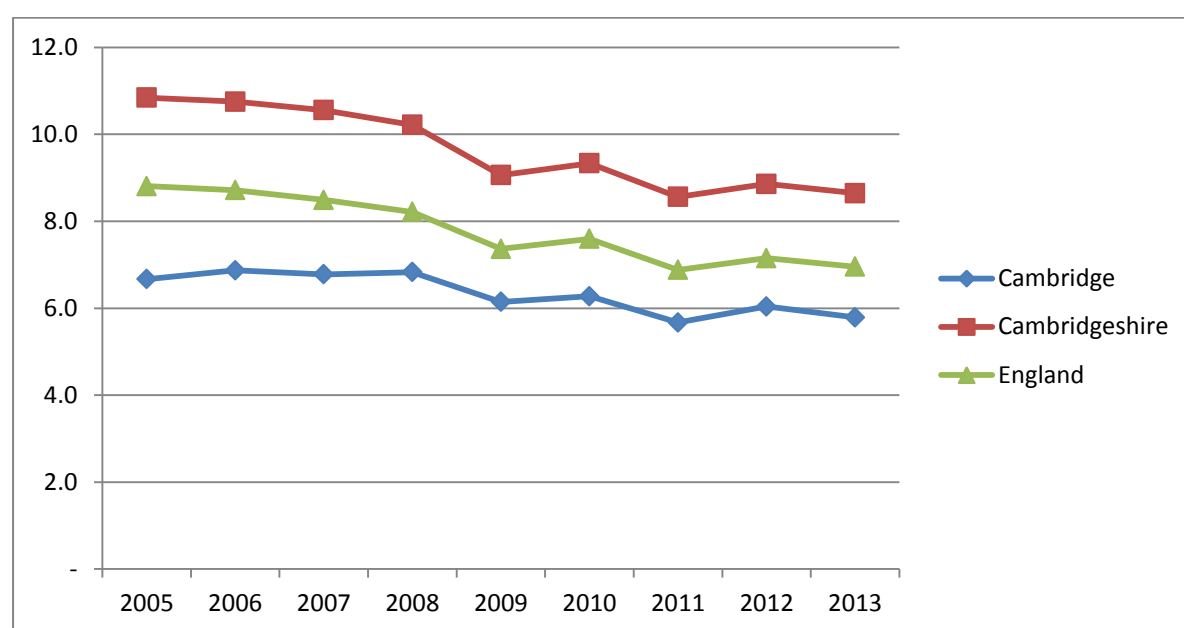
to global emission reductions consistent with limiting global temperature rise to as little as possible above 2°C. The Act introduces four carbon budgets, each covering a five year period, which set the level of emissions reductions needed between 2008 and 2027 in order to achieve these overall targets. The first three carbon budgets require an annual reduction of 2% on 2010 emissions levels up to 2020, and the fourth budget requires reductions of 5% per annum. The government has not yet outlined national targets for reducing UK emissions to a level which would contribute to the commitment in the Paris agreement to limiting global temperature increases to 1.5 °C. However, it will require significantly more ambitious reductions than the current commitment in Climate Change Act.

- 2.15 The **Carbon Plan**, published in 2011, sets out the Government's Plan for achieving the emissions targets set in the first four carbon budgets. It identifies the emissions reductions needed in five key areas of the economy (homes and buildings; transport; industry; electricity; and agriculture, land use, forestry and waste).
- 2.16 In recent years, a number of national initiatives have been introduced to help deliver the national emissions targets. For example, the Energy Act 2008 introduced measures to support renewable energy generation by households and the public and private sectors, such as **Feed In Tariffs** and the **Renewable Heat Incentive**. The Energy Act 2011 introduced measures to stimulate energy efficiency measures for homes and businesses, such as the **Green Deal** and **Energy Company Obligation**.
- 2.17 The Climate Change Act also introduced a number of measures to promote the management of climate change risks. The Act required the Government to produce a **UK Climate Change Risk Assessment (CCRA)**, which was published in 2012 and sets out the potential impacts of climate change at a national level. It also required the Government to produce the **National Adaptation Programme (NAP)**, which was published in 2013 and sets out proposals for how the Government, private sector and others should respond to the risks identified in the CCRA.

### **What can Cambridge City Council do locally to address climate change?**

- 2.18 Cambridge has made significant progress in reducing emissions from the city in recent years. As shown in the chart below, emissions per capita in Cambridge have declined steadily from 6.7 tCO<sub>2</sub> per person in 2005 to 5.8 tCO<sub>2</sub> in 2013. Emissions per capita were significantly lower in Cambridge in 2013 than in Cambridgeshire as a whole (8.6 tCO<sub>2</sub> per capita) and the national average (7.0 tCO<sub>2</sub> per capita). However, as the chart below shows, the rate that emissions reduced levelled off towards the end of this period, and there is much more to be done to reduce emissions in the city further.

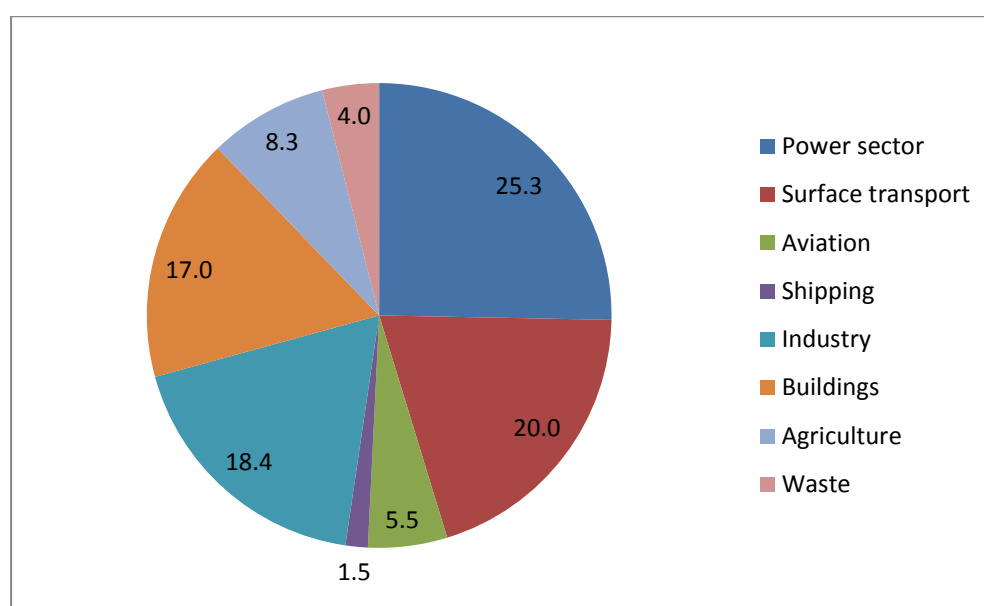
**Figure 1 - Estimated per capita emissions (tCO<sub>2</sub>) 2005-2013**



Source: DECC, 2015, Per capita local CO<sub>2</sub> emission estimates

- 2.19 The Council can help address climate change by providing local leadership on the issue. In August 2012, Cambridge City Council was among the first local authorities to sign the 'Climate Local' declaration and publish an associated action plan, demonstrating the Council's commitment to tackling climate change. Climate Local was developed by the Local Government Association as the successor to the Nottingham Declaration on Climate Change, which the Council also signed in 2006.
- 2.20 The Council can also help reduce emissions in Cambridge by working with the largest producers of emissions. The Committee on Climate Change, an independent advisory body to Government on climate change matters, has calculated that the largest national producers of greenhouse gases are the power sector (25.3%), surface transport, including road and rail transport (20.0%), industry (18.4%) and buildings (17.0%).

**Figure 2 – Total UK greenhouse gas emissions produced by sector in 2013 (%)**

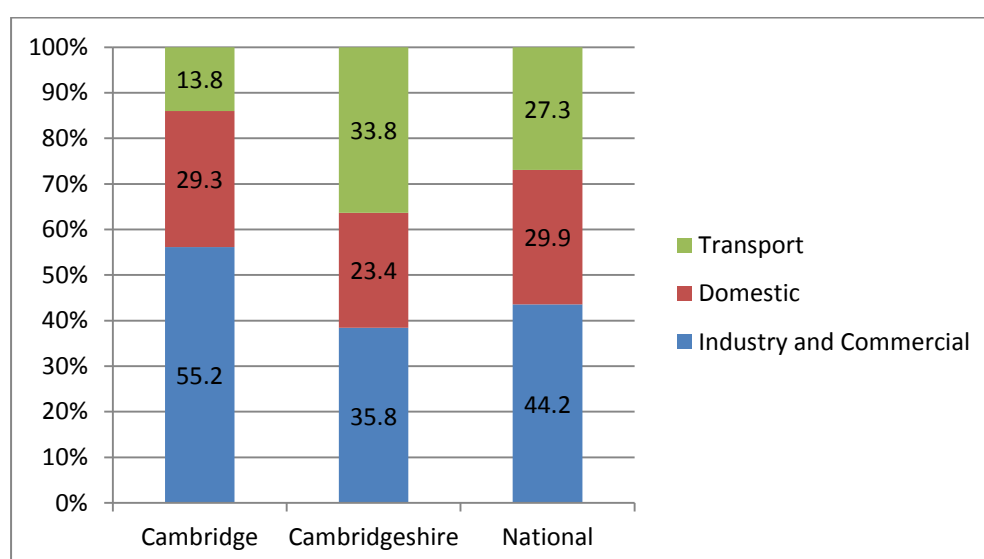


Source: Committee on Climate Change, 2015, UK emissions by sector in 2013

<https://www.theccc.org.uk/charts-data/ukemissions-by-sector/>

- 2.21 As shown in the chart below, industrial and commercial consumption of energy and fuel is responsible for over half (55.2%) of the estimated per capita carbon emissions in Cambridge, which is significantly higher than in Cambridgeshire (35.8%) and England as a whole. Domestic consumption of electricity gas, electricity and other fuels is responsible for 29.3% of per capita carbon emissions in Cambridge, which is similar to England as a whole. Transport accounts for a smaller proportion of per capita carbon emissions in Cambridge (13.8%) than in Cambridgeshire (33.8%) and England (27.3%) as a whole.

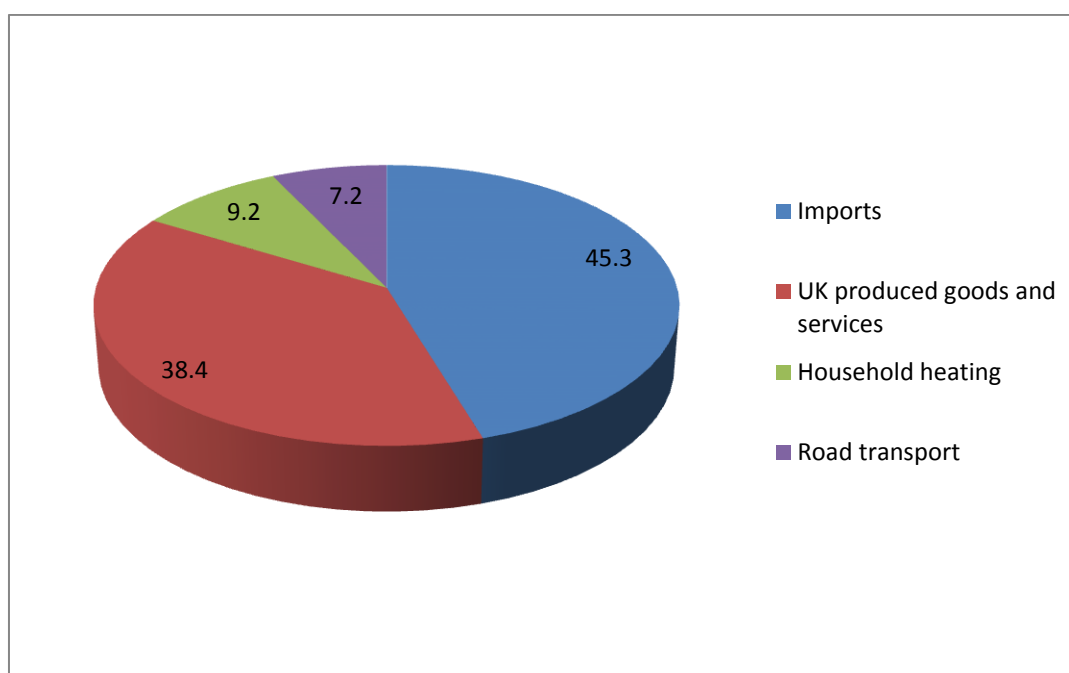
**Figure 3 – Per capita emissions produced by sector in 2013 (%)**



Source: DECC, 2015, Per capita local CO<sub>2</sub> emission estimates

- 2.22 The data presented in Figures 1, 2 and 3 above relates to carbon or greenhouse gas emissions produced in the United Kingdom, including emissions generated in producing goods for export to other countries. However, as the UK economy continues to move from a manufacturing base towards the service sector, an increasing proportion of the goods that we buy are produced overseas and imported to the UK. General conventions exist for estimating the carbon emissions embedded in imported goods, but the results cannot be viewed as being as robust as the estimates of carbon emissions generated domestically.
- 2.23 As the Figure 3 below shows, in 2012, DEFRA estimates that 45.3% of household greenhouse gas emissions in the UK were embedded in imports consumed directly by residents or used by UK businesses. Goods and services produced in the UK account for 38.4% of household greenhouse gas emissions, while heating homes (9.2%) and road transport directly associated with households were responsible for a much smaller proportion of household emissions. It is important, therefore, that local authorities focus on encouraging households to reduce consumption of goods, including both goods imported from overseas and those produced in the UK.

**Figure 4 – Household greenhouse gas emissions in the UK in 2012 (%)**



Source: DEFRA, March 2015, UK's carbon footprint 1997-2012 (next updated Dec 2015)

- 2.24 Based on the evidence outlined above, the Committee on Climate Change, an independent advisory body to the Government on climate change, identifies the following areas where local authorities have most scope to influence emissions<sup>12</sup>:

<sup>12</sup> Committee on Climate Change, 2012, How local authorities can reduce emissions and manage climate risk, <https://www.theccc.org.uk/publication/how-local-authorities-can-reduce-emissions-and-manage-climate-risks/>

- **Local authority estate** – reducing emissions from local authority buildings, estates and operations, as this makes a contribution to overall emissions reductions and demonstrates local leadership on climate changes issues.
- **Buildings** – through: programmes to improve the energy efficiency of residential and non-residential buildings; encouraging behaviour change amongst residents and businesses; and using planning and building control functions to secure high energy efficiency standards in new buildings.
- **Transport** - through: developing local sustainable transport plans; providing cycling infrastructure; providing better public transport and low-emissions vehicles; using parking charges to influence behaviour; supporting investment in electric vehicle charging infrastructure; and ensuring new residential and office developments are well served by sustainable transport.
- **Waste** – through: policies and campaigns to encourage waste prevention and recycling; implementing separate food waste and recycling collection systems; and facilitating recycling centres.
- **Adaptation** – by using planning policies to ensure that new development is located in low flood risk areas and that new buildings and infrastructure are resilient to heat stress; and managing natural resources to promote biodiversity and reduce the risk of flooding.

2.25 The Committee on Climate Change identifies a number of sectors where there is less scope for local authorities to influence emissions, including the power sector, aviation and shipping, as policies for the decarbonisation of these sectors are set at a national and European level. However, there is scope for local authorities to contribute to power sector decarbonisation and reduce energy consumption through planning approvals for renewable energy projects, involvement in low-carbon decentralised energy schemes (such as city centre district heating schemes) and information campaigns to encourage reductions in energy use.

### **Cambridge City Council climate change objectives**

- 2.26 With this evidence in mind, the Council has identified the following objectives for this Climate Change Strategy, focussing on the areas where local authorities have most scope to influence carbon emissions:
1. Reducing emissions from the City Council estate and operations
  2. Reducing energy consumption and emissions from homes and businesses in Cambridge and tackling fuel poverty, by promoting energy efficiency measures, sustainable construction, renewable energy sources and behaviour change
  3. Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion and encouraging behaviour change
  4. Reducing consumption of resources, increasing recycling and reducing waste
  5. Supporting Council services, residents and businesses to adapt to the impacts of climate change

## **Objective 1. Reducing emissions from the City Council estate and operations**

- 3.1 The Committee on Climate Change identifies reducing emissions from local authority buildings, estates and operations as a key responsibility for local authorities, as this makes a contribution to overall emissions reductions and demonstrates local leadership on climate changes issues. Cambridge City Council has made significant efforts to reduce emissions from its estate and operations over the past five years and we will continue these efforts over the next five years.

### **Progress to date**

- 3.2 In June 2012, the Council published a Carbon Management Plan for 2011-2016, which set out how it planned to reduce carbon emissions from its estate and operations. The Plan targeted the areas of the Council's activity which contribute most to our carbon emissions (e.g. swimming pools and leisure centres, car parks, vehicle fleet, offices and sheltered and temporary housing).
- 3.3 We have delivered a total of 35 carbon reduction projects across our estate and operations to between 2011/12 and in 2014/15. The projects delivered to date are:
- Energy efficiency improvements at Council-owned swimming pools and leisure centres, including Abbey Pool, Cherry Hinton Village Centre, Jesus Green Lido and Kings Hedges Learner Pool and Parkside Pools. The measures installed have included: pool covers; Building Energy Management Systems<sup>13</sup>; Variable Speed Drives<sup>14</sup>; heat pumps; and refurbishment of an existing Combined Heat and Power (CHP) unit<sup>15</sup>.
  - Renewable energy systems, including solar photovoltaic (PV) panels<sup>16</sup> to provide electricity at Cherry Hinton Village Centre, Brandon Court sheltered housing scheme, and New Street Hostel, and a solar thermal system<sup>17</sup> to provide hot water at Abbey Pool.
  - Replacing existing lighting at Abbey Pools, the Grand Arcade Annex car park and the Corn Exchange with more energy efficient LED lighting.

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<sup>13</sup> Building Energy Management Systems (BEMS) control and monitor a building's mechanical and electrical equipment, such as ventilation, lighting, power systems, fire systems, and security systems.

<sup>14</sup> Variable Speed Drives (VSD) regulate the speed and rotational force of electric motors at the pools in response to changing levels of demand for energy from water and air pumps at the pools.

<sup>15</sup> CHP captures and utilises the heat that is a by-product of the electricity generation process. By generating heat and power simultaneously, CHP can reduce carbon emissions compared to the separate means of conventional generation via a boiler and power station.

<sup>16</sup> Solar photovoltaic (PV) panels capture the sun's energy and convert it into electricity, which is used to run electrical appliances and lighting.

<sup>17</sup> Solar thermal systems use photovoltaic (PV) panels to capture solar energy and provide a renewable source of hot water for the pool.



- More efficient boilers and improvements to start controls and pipework at Llandaff Chambers and Mill Road Depot, and heating controls in the foyer at the Corn Exchange to ensure the heating is only on when and where it needs to be.
- A heat recovery system at the Crematorium.
- Voltage optimisation<sup>18</sup> technology at Abbey Pools, Grafton East Car Park and Mandela House.
- Awareness raising campaigns at all swimming pools to promote a cultural of environmental responsibility amongst staff and customers, with the aim of reducing energy and water use.

- 3.4 It is estimated that the 35 carbon reduction projects delivered to date have achieved on-going carbon savings of around 1,150 tCO<sub>2</sub>e per year. This figure is only an estimate, because prior to 2012, the Council does not have accurate data on our energy usage, so we are not able to reliably calculate our total carbon emissions for this period. This was because we were previously reliant on the data provided by our energy suppliers, which was based on a combination of irregular meter readings and estimated energy usage data.
- 3.5 During 2012/13, we took steps to ensure that in future we have accurate data for all City Council sites included in the baseline for the Carbon Management Plan. The Council has invested in the installation of Automatic Meter Readers (AMRs), which automatically and remotely read meters, at all major sites that did not previously have them. We also now take visual meter readings at all sites twice a year. As a result of these measures, we now have reliable energy usage data for 2013/14 and 2014/15, and are able to reliably identify our total carbon emissions for these years.
- 3.6 Our data shows that our total energy usage increased by 0.8% in this period, from 7,974 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) in 2013/14 to 8,041 tCO<sub>2</sub>e in 2014/15. While energy use reduced at the majority of our sites between 2013/14 and 2014/15, our emissions increased slightly over this period due to a number of factors outside our control, including:
- Increased electricity use at the Grand Arcade annex car park, because there was an increase in the number of users in this period.
  - Increased electricity usage at some of the Council's sheltered housing accommodation. The Council does not have control over the energy used by occupants.
  - Increased energy usage at the crematorium, due to an increase in the number of cremations
  - Increased energy usage of Brown's Field community centre, resulting from increased usage of the centre and longer opening hours.
- 3.7 Furthermore, although the Council implemented 7 projects carbon reduction projects during 2014/15, the majority of these projects were implemented towards the end of the 2014/15 financial year, so any reduction in emissions resulting from these projects will not be seen until 2015/16.

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<sup>18</sup> Voltage optimisation technology reduces the voltages received by appliances and lights running on electricity, in order to reduce energy use

- 3.8 By investing in energy and fuel saving projects, the Council has been able to achieve significant financial savings. The total cost of all 35 carbon reduction projects delivered in the first four years of the plan (between 2011/12 and 2014/15) is £1,448,397. Collectively these projects have achieved ongoing annual savings of £203,000 in the Council's energy and fuel costs, meaning that on average they will 'pay back' the original investment in just over 7 years. Many projects will continue to deliver savings beyond this point.
- 3.9 A further 10 projects were delivered during the final year of the current Carbon Management Plan in 2015/16. It is estimated that they will reduce our carbon emissions by a further 310 tCO<sub>2</sub>e per year. These projects cost a total of £383,000 and deliver ongoing annual savings of £67,000 per year. The projects are:
- Installing solar PV panels at the crematorium.
  - Installing LED lighting at Grand Arcade Main Car Park.
  - Installing lighting sensors at Whitefriars sheltered housing scheme.
  - Upgrading the boilers at the community centres to condensing boilers.
  - Replacing the boiler at Abbey Pools.
  - Replacing the boiler at Cherry Hinton Village Centre.
  - Replacing 12 fleet vehicles with alternative with stop-start technology.
  - Introducing a drive incentive scheme to encourage more efficient driving of fleet vehicles.
  - Staff awareness raising campaign at our administrative buildings.
  - Staff awareness raising campaign at the community centres.

### **Future action**

- 3.10 In January 2016 the Council published a new Carbon Management Plan to provide the blueprint for reducing our emissions across our estate and activities between 2016/17 and 2020/21. The Council will invest over £1.7 million in 22 projects during the first two years of the plan, ranging from replacing 8 diesel vans with electric vehicles, to installing energy efficient LED lighting throughout the Grand Arcade Car Park and Grafton East Car Park. Investment will be targeted at the buildings and services which contribute most to the council's carbon emissions, including swimming pools, offices, vehicle fleet, car parks, community centres, sheltered housing, community centres and commercial properties. Further projects are currently being developed for implementation in the final three years of the Carbon Management Plan.
- 3.11 The Council has set a target for reducing carbon emissions from the Council's estate and operations by 15% by 2021 through the Carbon Management Plan. It has also agreed an aspiration to reduce our emissions by 20% by 2021, which could be achieved through the projects that are still under development.
- 3.12 As part of the Carbon Management Plan, we plan to install solar PV system at sites where the on-site electricity demand is high such as the Guildhall. We will also be exploring the viability of installing solar PV systems at further sites, including Parkside Pools. As part of this work, we will consider whether any such schemes are

viable following the Government's decision in January 2016 to significantly reduce the rate of Feed in Tariffs (FITs) for renewable energy provision. The Government has paid Feed in Tariffs to individuals, businesses and organisations for any electricity supplied to the National Grid from solar PV panels, wind turbines and hydro-electric power installations. FIT rates for solar PV installations have been reduced by between 59% and 70%, depending on the size of the array of panels.

- 3.13 We will also work with partners to develop joint partnership projects to reduce greenhouse gas emissions from our estate. For example, the Council is currently working with the University of Cambridge and Cambridge Live to explore the financial viability and potential for a new district heating scheme connecting the New Museums site and the Guildhall and Corn Exchange. Under this scheme, excess heat produced by the onsite electricity generators at the New Museums site could potentially be used to partially heat the Guildhall.
- 3.14 We will also take climate change considerations into account when making decisions about commercial properties in Cambridge that are owned by the Council and let to commercial tenants. The Council's Property Investment Report in January 2015 specified a minimum standard of Environmental Performance rating of C or better for all future commercial property acquisitions. The Council subsequently acquired the Orchard Park Local Centre, where the retail units achieved good environmental performance as evidenced by the Environmental Performance Certificates for each unit. The commercial units being constructed as part of the wider development of Council land at Clay Farm will be retained by the Council and will achieve very good environmental performance.
- 3.15 We will also take opportunities to improve the environmental performance of our commercial properties as the opportunity arises. For example, we have significantly improved the environmental performance of Barnwell House in recent years by replacing windows and boilers.
- 3.16 As part of the Council's developing Office Accommodation Strategy, we will reduce energy usage and carbon emissions through rationalising our office accommodation and consolidating staff in existing premises or relocating them to new accommodation or partners' premises. The Council has already vacated offices at Lion House, and intends to vacate offices at Hobson House and Mill Road depot during time period of the Climate Change Strategy.

## Actions to deliver Objective 1 - Reducing emissions from the City Council estate and operations

Activity	Service	Performance measures/outcomes	Completion date
1.1 Delivering new Carbon Management Plan for 2016-2021, which sets out 22 new projects to reduce energy and fuel consumption and carbon emissions from the City Council's estate and operations.	Corporate Strategy  Estates and Facilities	<u>Target of a 15% reduction in Greenhouse Gas emissions from the Council's estate and operations by 2021, measured against the 2014/15 emissions baseline</u>  <u>Aspiration for a 20% reduction in Greenhouse Gas emissions from the Council's estate and operations by 2021, measured against the 2014/15 emissions baseline</u>	March 2021
1.2 Ensuring that the City Council's Office Accommodation Strategy takes into consideration opportunities to reduce emissions from City Council office buildings. The Strategy will set out plans for consolidating and improving the Council's office accommodation in response to changing service needs and arrangements.	Property Services  Corporate Strategy	Hobson House and Mill Road Depot vacated, and staff relocated to retained premises, new operational premises, or the premises of our partner organisations	Buildings vacated in 2016 (Hobson House) and 2017 (Mill Road depot)
1.3 Taking opportunities to improve the energy efficiency of commercial properties owned by the Council as they arise, and ensuring that where the Council invests in new properties, these have high energy efficiency ratings	Property Services	All commercial properties acquired by the Council to have an EPC rating of C or higher	Ongoing from March 2016
1.4 Exploring the potential for introducing Environmental Management Systems in key services and sites (e.g. Streets and Open Spaces)	Streets and Open Spaces	Business benefit of Environmental Management Systems assessed as part of wider work on business transformation  EMS introduced in Streets and Open Spaces service, subject to availability of external advice	March 2017  March 2018

Activity	Service	Performance measures/outcomes	Completion date
1.5 Implementing the Council's Employee Travel Plan, including promoting and incentivising alternative methods of transport for Council business, e.g. through provision of pool bikes, cycle mileage allowance, travel warrants for train travel, and access to car club vehicles	Human Resources	18 pool bikes provided 4,619 business miles travelled by bicycle per annum 626 travel warrants issued for train travel per annum 45 members of staff are signed up for lift share scheme	Ongoing to 2021
1.6 Reviewing the quick procurement guide for staff on sustainable procurement, and auditing a sample of contracts to check that they comply with the Council's Environmental Procurement Policies	Procurement  Internal Audit	New quick procurement guide on sustainable procurement produced  Audit of sample of contracts completed and actions identified and implemented by services	October 2015  March 2017
1.7 Working with partners such as the University of Cambridge to develop partnership projects to reduce greenhouse gas emissions from our estates, such as exploring the potential for District Heating Schemes	Director of Environment  Planning	Business case explored for developing a district heating scheme linking the University of Cambridge's New Museums site, the Corn Exchange and the Guildhall as part of Phase 3 of the New Museums Site redevelopment  Reduction in energy consumption and carbon emissions in the Guildhall due to heat provided by district heating scheme, subject to viable business case and implementation of the scheme	December 2017  Ongoing to March 2021 and beyond
1.8 Working with partner Councils in shared service arrangements and new delivery bodies (e.g. Cambridge Live, the Tourism Destination Management Organisation) to ensure climate change and environmental sustainability considerations are addressed	Director of Business Transformation	Climate change and environmental sustainability considerations are addressed in shared service arrangements and new delivery bodies	Ongoing to March 2021

**Objective 2. Reducing energy consumption and emissions from homes and businesses in Cambridge and tackling fuel poverty, by promoting energy efficiency measures, sustainable construction, renewable energy sources and behaviour change**

- 4.1 As shown in Figure 3 above, emissions produced by industrial and commercial emissions (55.2%) and domestic emission (29.3%) account for the majority of carbon emissions produced in Cambridge. As figure 2 above shows, 17% of greenhouse gas emissions in the UK are produced by buildings.
- 4.2 As identified by the Committee on Climate Change, local authorities have a key role to play in supporting residents and businesses to reduce their energy consumption by providing support for energy efficiency measures in existing homes, and using planning policy to ensure that new properties are as energy efficient as possible.

**Progress to date**

- 4.3 The City Council has assisted residents to reduce their carbon emissions through a range of measures to improve the energy efficiency of existing homes in the city.

Energy efficiency in existing council homes

- 4.4 The City Council owns and manages nearly 7200 homes in the city, and has invested significantly in improving the energy efficiency of these properties. Between 2012/13 and 2014/15 the Council spent over £4.3 million on improving the energy efficiency of Council homes. Over this period we have:
- replaced 1543 older boilers with more energy efficient condensing boilers;
  - insulated the loft and cavity walls of more than 600 properties;
  - installed external wall insulation to 62 properties; and
  - installed energy efficiency measures as part of wider housing maintenance work.
- 4.5 These energy efficiency measures helped the Council to meet its target of improving the overall Standard Assessment Procedure (SAP) energy rating for Council homes by at least one point per year. We are currently achieving an average score of 71, which is a 'C' rating (using SAP 2009 methodology).

Energy efficiency in existing private housing

- 4.6 We have also taken steps to improve the energy efficiency of privately-owned housing in the city. In 2012/13 the Council implemented the Heatseekers thermal-imaging project, which identified properties in the City which would benefit from improved insulation. The Council assisted the installation of 673 insulation measures in private properties using funding from the national CERT scheme. These measures have an estimated reduction in carbon emissions of 445 tonnes per year. The Council provided additional support to

residents beyond the CERT scheme through the Cambridge Home Insulation Scheme. This provided grant funding towards the cost of 729 loft and cavity wall insulation measures in 567 properties by October 2013. It is estimated that these measures will generate an estimated annual saving of 446 tonnes of CO2.

- 4.7 In 2013 the Government introduced the Green Deal as a new framework for energy efficiency improvements. Green Deal Finance provided loans to property owners to cover the cost of installing green technology, with the loan paid back through energy bills over a period of time. Green Deal Finance was stopped in July 2015 with the future of the Green Deal scheme unknown. Government has committed to a review of energy policies with a potential replacement for Green Deal being suggested.
- 4.8 In 2013, the Government also introduced the Energy Companies Obligation (ECO), which required energy companies to provide support to vulnerable people, those on low incomes and residents in hard-to-treat housing. ECO will continue to provide support up until 31<sup>st</sup> March 2017.
- 4.9 The Council worked with the five other Cambridgeshire local authorities and a commercial provider in the 'Action on Energy' partnership to promote the Green Deal to residents in Cambridge. Since November 2013, the partnership has provided Green Deal and self-financed energy efficiency measures for privately-owned homes across Cambridgeshire.
- 4.10 In April 2014, Action on Energy was awarded £7.8m from the Government's Green Deal Communities Fund to promote uptake of the Green Deal. The targets for the project included support for homeowners to insulate 1000 hard-to-treat solid wall properties, and support for private landlords to make improvements to 800 properties. A limited amount of funding was also been provided for show homes in target streets, subsidised Green Deal assessments, and training for local SMEs.
- 4.11 Initially take-up of the scheme was slow, with quality and capacity issues with delivery partners and challenges securing interest from the private rented sector. However the ambitious delivery was recognised by the Department for Energy and Climate Change and a series of extensions agreed to provide funding until 30 June 2016, with installations to be complete by July 2016. Despite the initial delays, Action on Energy has been one of the most successful partnerships nationally, delivering over 2000 assessments, 950 sales and over 550 installations across Cambridgeshire up until the end of February 2016.
- 4.12 The Council is also delivering focussed activity on fuel and water poverty as part of its wider Anti-Poverty Strategy. Since the commencement of this work in March 2015, it has: assisted 400 Cambridge residents to join the Cambridgeshire County Council Collective Energy Switch scheme; implemented a water meter trial project to 10 properties, where results show a reduction in water usage and costs of between 50-60%; and established networks across Local Authority departments, the public health sector and

voluntary and community organisations to prioritise awareness of fuel and water poverty. This activity provides assistance and solutions that can make homes warmer and maximise household incomes, but can also help reduce carbon emissions.

#### Awareness raising activities

- 4.13 The Council has carried out a range of activities to raise the awareness of residents of energy-related issues. The Council initially delivered a range of neighbourhood energy efficiency events, but in recent years we have supported community and voluntary groups such as Cambridge Carbon Footprint and Transition Cambridge to engage with residents through projects and events such as Open Eco Homes, Trumpington Warm Homes and Home Energy Fairs. Since Action on Energy was launched at the end of 2013, we have focussed our own activities on promoting the funding available through the Green Deal, using a successful street to street marketing approach.
- 4.14 We have used regular articles in Cambridge Matters, local magazines and other publications to raise awareness, and in 2014 the Council published a comprehensive guide for residents on sustainable homes and living. The 'Greening Your Home' guide provides detailed information on saving energy in the home, but also includes sections on saving water, sustainable food, efficient use of resources, sustainable transport and greening your garden. The guide is available on the Council's website and has been distributed to community centres, libraries, residents associations and community and voluntary organisations.

#### Energy efficiency in commercial and public sector buildings

- 4.15 In 2007 the Council launched the Cambridge Climate Change Charter, is a voluntary pledge to address climate change. 34 businesses and public sector organisations signed the pledge, and a further 130 people, including many small and medium enterprises, took part in a series of workshops between 2009 and 2011, which provided advice on how to improve their environmental performance.
- 4.16 In 2013/2014 we worked with Resource Efficiency East to deliver a series of workshops on energy efficiency issues to tourism businesses from the Visit Cambridge partnerships. In 2015/16 we commissioned Peterborough Environment City Trust to work with up to 15 SMEs in Cambridge to reduce their carbon footprint, through carrying out energy audits, developing action plans and providing access to training. If this project is successful we will look to commission further activity of this nature.
- 4.17 The Council has played an active role in the Cambridge Retrofit partnership, which aims to demonstrate the business case for large scale 'retrofits' (energy efficiency improvements and low carbon technology installations) to private and public sector estates. A number of exemplar projects are currently being delivered, with Royal Bank of Scotland (RBS) and the University of



Cambridge taking forward retrofits at a number Cambridge buildings. A network of stakeholders (including many suppliers and installers) has been formed over the past 2 years, and it is anticipated that as projects are developed, the local supply chain of companies specialising in energy efficiency and low carbon technologies will grow.

- 4.18 In order to increase the number of exemplar retrofit projects in the city, in September 2015 the Council and the University of Cambridge submitted a joint bid to the Greater Cambridge Greater Peterborough (GCGP) Local Enterprise Partnership (LEP) for European Structural and Investment Funds (ESIF). If the bid is successful, the funding will support up to 15 businesses in Cambridge to deliver 'deep retrofits' to their property estates. The aim would be to achieve higher levels of carbon reduction (50% or more) than these businesses would be able to achieve without additional support.

#### Energy efficiency and sustainable construction in new developments

- 4.19 The City Council has assisted residents and businesses to reduce their carbon emissions by seeking high sustainability standards in new developments in the city. Work is ongoing to develop a new Cambridge Local Plan, which will set out the planning framework to guide the future development of Cambridge to 2031. It is anticipated that the Local Plan will be approved later in 2017. The draft Local Plan includes a range of policies to minimise the impact of future development in the city on climate change.
- 4.20 The draft Local Plan includes a policy requiring high standards of sustainable building design, construction and operation for all non-residential development, including business and commercial premises. A minimum of BREEAM<sup>19</sup> 'very good' certification for all non-residential development is required from 2014, rising to BREEAM 'excellent' from 2016.
- 4.21 A policy requiring a minimum of Code for Sustainable Homes Level 4 for all new residential development was included in the draft Local Plan. However, as a result of the Government's national Housing Standards Review, the Code for Sustainable Homes has been discontinued from March 2015. The Government have also recently announced the postponement of the introduction of national zero carbon homes policy, which was due to come into force in 2016. As a result, we will no longer be able to use planning policy to require new homes to be built to the Code for Sustainable Homes standards, or any other sustainable construction standard.
- 4.22 Appropriate modifications to the Local Plan to take account of the Housing Standards Review will now be proposed. We are looking to retain policies which require new developments to demonstrate how they have: met the principles of sustainable design and construction: met specific water efficiency standards: and integrated climate change adaptation measures into their design. We will also continue to work with developers to deliver sustainable

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<sup>19</sup> BREEAM is an internationally recognised assessment method for sustainable building design, construction and operation

housing developments and to promote other construction methodologies, including the new Home Quality Mark standard currently being developed by the Building Research Establishment (BRE).

- 4.23 Despite the changes introduced following the Housing Standards Review, all new Affordable Housing developments completed in Cambridge in 2014/15 were constructed to Level 4 of the Code for Sustainable Homes. The national legacy arrangements put in place following the Housing Standards Review also mean that the Council can still require developments where planning permission was granted before 27 March 2015 to be certified against the Code for Sustainable Homes delivered to meet Code Level 4. This mean that many of the new homes being constructed on the urban extension sites in Cambridge will be constructed to Code Level 4 and the University of Cambridge's North West Cambridge site being constructed to Code Level 5.
- 4.24 The City Council will continue to monitor new affordable housing completions against the standard in the future. Work is also underway to develop a new Sustainable Housing Standard for new social housing being delivered by the Council and our partners, using the requirements associated with Level 4 of the Code as a baseline standard.

#### Renewable and low carbon energy generation

- 4.25 The current Cambridge Local Plan includes a policy requiring all major developments to include at least 10% renewable energy provision. The draft Local Plan proposed a move away from this approach, with a greater focus on the hierarchical approach to reducing carbon emissions, which requires developers to prioritise investment in carbon reduction measures according to the level of likely impact. The level of carbon reduction proposed in the Local Plan was set at a level that would still require the use of renewable and low carbon energy generation.
- 4.26 However, in light of the Housing Standards Review, local planning authorities are no longer able to set standards for carbon reduction in new residential development. There is some uncertainty surrounding this element of the Housing Standards Review, given the Government's recent decision to postpone the introduction of national zero carbon policy. As such we are seeking clarity as to whether we can still pursue a policy to require specific levels of carbon reduction from new residential development.
- 4.27 For new non-residential development however, the requirement to meet the BREEAM excellent standard from 2016 will require renewable and low carbon energy generation. In addition, the draft Local Plan also contains a policy supporting additional renewable and low carbon energy generation, including community energy projects.
- 4.28 In 2012 the Council entered into a formal partnership with other local authorities in Cambridgeshire and Peterborough to gain access to technical assistance through the EU Mobilising Local Energy Initiative (MLEI) programme. The main activities to date have included a £5m programme to

retrofit Cambridgeshire schools with energy efficiency measures and generating low carbon energy on the public sector estate, including progressing a £10m solar farm on Cambridgeshire County Council-owned farmland in Soham. Through membership of the partnership the City Council has gained access to approved contractors who are assessing the business case for further energy efficiency measures at City Council properties to inform our new Carbon Management Plan.

- 4.29 The Cambridgeshire and Peterborough partnership is currently developing a bid for funding from the European Regional Development Fund (ERDF) to set up an Energy Services Company and a low carbon investment fund to deliver further projects.

#### **Future action**

- 4.30 We will take a range of action over the next five years to reduce energy consumption from homes and businesses in Cambridge and tackle fuel poverty (see the table below for details).
- 4.31 Action on Energy will continue to deliver energy efficiency improvements to private homes through the Green Deal Communities scheme until its completion in March 2017. Beyond Green Deal Communities, Action on Energy will continue as a route for working with other local authorities and other sector partners to secure funding and to provide energy solutions to private residents. Action on Energy is dependent on the outcome of changes to national energy policies, but it will continue to seek alternative funding, and focus on utilising the private rented energy regulations and fuel poverty assistance. The draft Local Plan also contains a consequential improvements policy, which requires residents who are seeking planning permission to extend their homes to also make energy efficiency improvements to the rest of their home.
- 4.32 We will also continue to improve the energy efficiency of Council homes. As outlined above, as a result of significant investment in recent years, the Council housing stock has an average 'C' energy efficiency rating, with 80% of properties meeting or exceeding this standard. It will be more challenging and costly in future to bring the remaining 1450 properties up to a C standard, because they are harder to treat solid wall properties which require external insulation to significantly improve their energy efficiency. Over the next five years, the Council will continue to progressively install external insulation to these properties.
- 4.33 We have also explored the possibility of large-scale installation of solar PV panels on Council homes and commercial properties. This would have provided a free source of renewable energy for tenants, whilst generating income for the Council through Feed in Tariffs (FITs). Under the provisions of the Energy Act 2008, the Government has made FIT payments to individuals, businesses and organisations for energy supplied to the National Grid from solar PV panels, wind turbines and hydro-electric power installations. However, in January 2016 the Government published proposals to reduce FIT

rates for solar PV installations by between 59% and 70%, depending on the size of the array of panels. This has made many new solar energy schemes financially unviable, including the schemes being developed by the Council. We will keep these schemes under review, in case the FIT rates change in future or the cost of solar panels continues to reduce.

- 4.34 We will also take steps to tackle fuel and water poverty in the city. The proportion of households in Cambridge estimated to be in Fuel Poverty in 2013 was 12.1%<sup>20</sup> which was worse than the national average (10.4%). There were 5,788 (12.1%) households in the City living in fuel poverty, with households in the private rented sector more likely to experience fuel poverty than those living in other tenures<sup>21</sup>. We will support residents in fuel poverty to reduce their fuel costs through the energy efficiency programmes outlined above, but we will also deliver a range of targeted actions outlined of the Council's Fuel and Water Poverty Action Plan, which is linked to the Council's wider Anti-Poverty Strategy. The draft Local Plan also includes a policy to ensure that all new development meets specific water efficiency requirements.
- 4.35 We will continue to promote energy efficiency and renewable energy provision in new developments in Cambridge. As outlined above, we will seek high sustainability standards in new developments in Cambridge by implementing the policies set out in the Local Plan, continuing to work with developers to deliver sustainable housing developments, and promoting sustainable construction methodologies, including the new homes standard currently being developed by the Building Research Establishment (BRE).
- 4.36 The Council has also recently become the first local authority Developer Member of the Good Homes Alliance, which is a group of housing developers, building professionals and other industry supporters who are committed to promoting and delivering sustainable homes. We will use the learning from members of the group to help develop the Sustainable Housing specification for the construction of new Council homes. In addition, the Council has recently become a member of the UK Green Building Council, an organisation that campaigns for a sustainable built environment.
- 4.37 We will also continue to work with development partners to ensure that new developments on City Council-owned land meet sustainable construction standards. For example, housing development on the Clay Farm site in Trumpington will be delivered to above Level 5 of the Code for Sustainable Homes, and the new joint community centre at Clay Farm will be constructed to at least BREEAM excellent standards.
- 4.38 We recognise that achieving the objectives of this strategy and significantly reducing carbon emissions in Cambridge also require significant behaviour change by residents and businesses in the city. The Paris agreement

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<sup>20</sup> According to the Department of Energy and Climate Change's (DECC) 2013 subregional, low income - high cost fuel poverty statistics.

<sup>21</sup> Cambridgeshire Insight, 2014, Cambridgeshire Atlas  
<http://www.cambridgeshireinsight.org.uk/housing/existing-homes/fuel-poverty>

recognises: “that sustainable lifestyles and sustainable patterns of consumption and production.... play an important role in addressing climate change”.

4.39 We will build on our communications to date (see 4.11 and 4.12 above for more information) on climate change issues and learn from the experience of other local authorities to develop a more coordinated and comprehensive communications plan aimed at promoting practical steps for residents and businesses to reduce their carbon footprint and encouraging significant behaviour change. This could include:

- Working with Cambridge Retrofit to produce case studies of effective interventions by the Council and other partners.
- Producing a more attractive version of this climate change strategy, so that it can be used as a tool for engaging residents in climate change issues
- Poster campaigns, leaflets and regular articles in Council publications such as Cambridge Matters and the Council’s tenant’s magazine to raise awareness of the changes that the Council has made to its estate and highlight the steps that residents and businesses can take to reduce their carbon footprint.
- Campaigns linked to key international environmental days and celebrations.
- Encouraging the local media to include news items and features on climate change issues.
- Supporting local community and voluntary groups to deliver engagement and awareness raising events.

**Actions to deliver Objective 2 - Reducing energy consumption and emissions from homes and businesses in Cambridge and tackling fuel poverty, by promoting energy efficiency measures, sustainable construction, renewable energy sources and behaviour change**

Activity	Service	Performance measures	Completion date
2.1 Supporting residents to improve the energy efficiency of their property through the Action on Energy scheme.	Refuse and Environment	Number of completed installs of domestic energy efficiency measures facilitated through Action on Energy	Contract review November 2016
2.2 Progressively improving the energy efficiency of harder-to-treat City Council homes, with the aim of bringing them up to at least a C-rating.	Estates and Facilities	Number of hard-to-treat City Council properties where energy efficiency ratings have been improved  Number of City Council properties with an energy efficiency rating of C or above	Ongoing to 2021  Ongoing to 2021
2.3 Implementing the City Council's Fuel and Water Poverty Action Plan (linked to the Anti-Poverty Strategy), including: <ul style="list-style-type: none"> <li>Piloting water meters in a selection of 1 or 2 bedroom council owned properties</li> <li>Developing a water conservation information leaflet for inclusion in welcome packs for tenants moving into council-owned properties and at City Homes offices</li> <li>Drop in sessions to distribute water and energy saving measures and provide information on energy efficiency measures to residents</li> <li>Targeted promotion to private landlords on the benefits of installing energy and water savings measures.</li> </ul>	Refuse and Environment	Number of residents in low income target areas taking up either energy or water saving measures  Number of residents in low income target areas taking up water meters or moving to an assessed rate	March 2017
2.4 Working with partners in Cambridge Retrofit to mobilise public and private finance for investment in large-scale retrofit of buildings and estates in Cambridge and promote exemplar projects and good practice	Refuse and Environment	Value of public and private finance invested in large scale retrofit of buildings in Cambridge  Number of exemplar retrofit schemes	Ongoing to 2021

Activity	Service	Performance measures	Completion date
		delivered in Cambridge	
2.5 Commissioning voluntary and community groups to provide advice to businesses on reducing energy consumption and emissions as part of wider advice on sustainability	Corporate Strategy	Up to 15 businesses taking up advice on reducing their energy consumption and wider sustainability issues	March 2017
2.6 Requiring participating landlords in the Landlord Accreditation Scheme to bring their properties up to a D rating	Refuse and Environment	Number of participating Landlords in the Landlord Accreditation Scheme who have brought their properties up to a D rating	Ongoing to March 2021
2.7 Requiring new non-domestic properties to be constructed to BREEAM Excellent sustainability standards, through policies in the new Local Plan	Planning	Percentage of new non-domestic properties to constructed to BREEAM Excellent sustainability standards in Cambridge	Ongoing from adoption of the new Local Plan in 2016
2.8 Working with developers to deliver sustainable housing developments in Cambridge and promoting sustainable construction methodologies, including the new Home Quality Mark standard currently being developed by the Building Research Establishment (BRE) and the Council's own Sustainable Housing Specification once developed.	Planning	Numbers of new homes delivered by private developers which meet the BRE's Home Quality Mark, the Council's Sustainable Housing Specification, or other sustainable construction methodologies	Ongoing to March 2021
2.9 Working in partnership with social landlords, developers and architects through the Good Homes Alliance to share knowledge and learning on sustainable construction and promote the application of these principles in new developments in Cambridge	Planning	Successful engagement with partners in the Good Homes Alliance, including to inform development of Sustainable Housing Specification	March 2016
2.10 Constructing all new City Council homes and housing delivered with partners to a new Sustainable Housing Specification, incorporating the Good Homes Alliance standards, which seek to ensure homes which promote good health and wellbeing for residents, have proven performance and are low carbon	Strategic Housing and Planning	City Council Sustainable Housing Specification developed  Sustainable Housing specification applied to new Council homes and promoted to private developers in the city	March 2016  April 2016 onwards
2.11 Promoting low carbon and renewable energy provision in	Planning	Number of low carbon and renewable energy installations by type requiring planning	Ongoing from adoption of the

Activity	Service	Performance measures	Completion date
new developments through Local Plan policies		permission Total installed capacity of low carbon and renewable energy technologies by type	new Local Plan in 2016
2.12 Engaging in partnership working where appropriate, including County-wide and EU funded projects, to promote energy efficiency and low carbon energy.	Planning Corporate Strategy	Whether we have engaged effectively in partnership working; and project-specific measures to be identified as projects are developed.	March 2021
2.13 Developing a coordinated and comprehensive communications programme to encourage behaviour change by residents and businesses and reduce their carbon footprint	Corporate Strategy	Awareness of climate change issues and changes in behaviour amongst residents and businesses and	March 2017
2.14 Introduce consequential improvements policy as part of the Local Plan	Planning	Numbers of applications to which the policy is applied and types of measures installed	Ongoing from adoption of the new Local Plan in 2017



**Objective 3. Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion and encouraging behaviour change**

- 5.1 As shown in Figure 2 above, surface transport accounts for 20% of all greenhouse gas emissions in the UK, with aviation accounting for a further 5.5% of emissions. Car travel is responsible for the majority of surface transport emissions, with vans, HGVs, buses and trains making up a much smaller proportion.
- 5.2 As shown in Figure 3 above, when looking at carbon emissions alone, transport is responsible for 27.3% of emissions in the UK, but only 13.8% of emissions in Cambridge. This could be in part due to relatively high usage of sustainable modes of transport amongst Cambridge residents. For example, a significant proportion of the City's population already cycle regularly, with the 2011 Census data confirming that 31.9% of residents in the city cycle to work, the highest proportion in the UK.
- 5.3 Cambridge is a small, compact city, which suffers from congestion on most major radial roads at peak times. Increased economic, population and housing growth in the area over the next few years will place additional pressure on these roads. It is therefore imperative that the City Council continues to work with partners to promote a reduction in single car trips and a shift to more sustainable forms of transport, including walking, cycling and public transport.
- 5.4 As outlined above, the Committee on Climate Change recommends that local authorities should reduce emissions from transport by:
- developing local sustainable transport plans;
  - providing cycling infrastructure;
  - providing better public transport and low-emissions buses and vehicles;
  - using parking charges to influence behaviour;
  - supporting investment in electric vehicle charging infrastructure; and
  - ensuring new residential and office developments are well served by sustainable transport.
- 5.5 As outlined below, the City Council has delivered a number of projects over the past five years to help residents make more sustainable transport choices. These have ranged from installing new cycle racks and improving bus shelters, to using planning policy to promote sustainable transport options. The City Council recognises, however, that it cannot reduce emissions from transport in the city on its own. Transport is an area where the City Council has less direct influence because it is not primarily responsible for providing services in this area. The County Council is responsible for highways and transport matters in the city, while private companies provide public transport services such as buses and taxis.
- 5.6 However, the Council recognises that much more can be achieved on sustainable transport issues in future through working in partnership with other

local organisations from the public, voluntary and private sectors. As outlined in more detail below, the City Council has worked closely with the County Council on a range of policies and projects, from influencing the Transport Strategy for Cambridge and South Cambridgeshire, to jointly-funded projects to improve highways for cyclists and deliver on-street spaces for car clubs.

### **Progress to date**

- 5.7 One of the key mechanisms to influence transport emissions available to the Council is planning policy. The draft Local Plan includes a strategic objective to ensure that all new development is “located to help minimise the distance people need to travel, and be designed to make it easy for everyone to move around the city and access jobs and services by sustainable modes of transport”. This objective is supported by a number of policies in the plan, including:
- Ensuring that major developments on the edge of the city and in the urban extensions are accessible to the city centre and major centres of employment by high quality public transport, cycling and walking;
  - Prioritising networks of public transport, pedestrian and cycle movement so these are the best and safest means of moving around Cambridge. Areas where these modes are difficult or dangerous will be improved and, where possible, have further capacity provided;
  - Safeguarding land for new public transport infrastructure, such as bus lanes, interchange facilities and junction improvements;
  - Safeguarding existing cycling and walking routes, identifying new cycle routes on land outside the public highway, for example the Chisholm Trail, and requiring developers to fund high-quality cycle paths;
  - Setting minimum standards for numbers and design of cycle parking spaces to be provided in all new developments;
  - Ensuring that new roads are designed to give high priority to the needs of pedestrians and cyclists and provide safe and appropriate access to the adjoining road, pedestrian and cycle networks.
- 5.8 The City Council has worked closely with partners, particularly with Cambridgeshire County Council in their role as Highways Authority, to help promote access to sustainable modes of travel and reduce transport-related emissions. For example, the City Council has helped to shape the Transport Strategy for Cambridge and South Cambridgeshire, which was adopted by Cambridgeshire County Council in March 2014. The strategy provides a detailed policy framework and programme of schemes to address current problems for the area. The aim of the strategy is for more journeys in Cambridge and South Cambridgeshire to be made by bus, train, bike and on foot so that traffic levels are not increased as the local economy and population continues to grow.
- 5.9 A number of partnership projects have also been progressed with Cambridgeshire County Council over the past five years which will help promote a shift to more sustainable modes of transport in Cambridge. These included:

- Installing new cycle racks in 2014/15 to provide an additional 600 cycle parking spaces in the city centre.
- Delivering a joint £500,000 programme of improvements to existing highways for cyclists between 2012/13 and 2014/15. This included: the Downham's Lane adoption and improvement scheme, which connects Milton Road and Kings Hedges; changes to the Perne Road/Radegund Road roundabout to reduce vehicle speeds and increase cycle safety; and the widening of the avenue path on Jesus Green. Public consultation has also recently closed on proposed improvements to the Green Dragon pedestrian and cycle bridge, which crosses the River Cam between Stourbridge Common and Chesterton.
- Awarding over £50,000 in cycling and walking promotion grants to local community and voluntary groups between 2012/13 and 2014/15. Projects included: software development for monitoring cycle usage in the city; bikes and cycle training for young carers; cargo bikes for a social enterprise run by a homeless support charity; and cycle storage facilities for the YHA.
- Ensuring that buses operating in Cambridge meet higher emissions standards. The City and County Councils worked closely with local bus operators through the Quality Bus Partnership to agree emissions standards for new buses for 2010-2015. Through introducing new engine technologies in bus fleets, these standards have been met for particulate matter and are very close to being met for nitrous oxides.
- Delivering a £267,000 programme of improvements to bus shelters across the city during 2012/13, including the installation of shelters at 12 new sites and the replacement of 60% of existing shelters.
- Completing work with the County Council to deliver new on-street spaces for car clubs in Cambridge.
- Contributing annual funding to the Travel for Cambridgeshire partnership, which works with employers to develop workplace travel and implement measures to reduce drive alone commuting and business travel. In 2014/15 the partnership worked with 119 employment sites in Cambridge which employ a total of 37,955 commuters.

### **Future action**

- 5.10 We will take a range of action over the next five years to reduce emissions from transport in Cambridge by promoting sustainable transport and reducing car travel and traffic congestion (see the table below for details).
- 5.11 We will work with partners to secure major improvements to public transport and cycling infrastructure, which will increase opportunities for residents and visitors to travel by sustainable modes of transport and provide less incentive to travel by car.
- 5.12 One of the key mechanisms for achieving this over the next five years is the Greater Cambridge City Deal. The Council has signed a City Deal agreement with the Government and local partners, including Cambridgeshire County

Council, South Cambridgeshire District Council and the University of Cambridge, which will provide £100m extra funding for transport infrastructure in the Greater Cambridge area between 2015 and 2020. The Executive Board has prioritised investment in the following schemes from the Transport Strategy for Cambridge and South Cambridgeshire during this period:

- Milton Road bus priority
- Maddingley Road bus priority
- Histon Road bus priority
- A428 to M11 segregated bus route/A428 corridor Park & Ride
- City Centre capacity improvements/cross-city cycle improvements
- A1307 corridor to include bus priority/A1307 additional Park & Ride
- The £8.4 million Chisholm Trail off-road walking and cycling route, which will link the North and South of Cambridge

5.13 We will also ensure that new housing and commercial developments in Cambridge are accessible by sustainable modes of transport by implementing the new Local Plan policies outlined above. We will safeguard existing cycling and walking routes and land for public transport facilities through the Local Plan, and will use planning policy to secure high quality cycle lanes, cycle parking and on-street spaces for car clubs as part of major new developments. For example, additional car club spaces have been secured through planning permissions for major new developments at the Clay Farm site in Trumpington and the North West Cambridge development.

5.14 We will work in partnership to significantly reduce emissions from buses in Cambridge over the period of this strategy. The City Council, County Council and local bus operators have agreed emissions standards for buses for 2015-2025 through the Quality Bus Partnership. Under this agreement, direct bus emissions of Nitrogen Oxides (NOx) within the Core Scheme Area are required to reduce by 5% each year. The agreement also requires the age and emissions standards of buses entering an Extended Core Area (based on the Euro standard) to improve progressively, as set out in the table below

<b><u>Euro Standard in Journey-Kilometres in the Core Area</u></b>	<b><u>Implementation Date</u></b>
<ul style="list-style-type: none"> <li>• <u>90% km Euro 4 or better</u></li> <li>• <u>100% km Euro 3 or better</u></li> <li>• <u>No vehicles registered before 2000</u></li> </ul>	<u>December 2015</u>
<ul style="list-style-type: none"> <li>• <u>75% km Euro 6 or better</u></li> <li>• <u>No vehicles registered before 2010</u></li> </ul>	<u>December 2020</u>
<ul style="list-style-type: none"> <li>• <u>100% km Euro 6 or better</u></li> <li>• <u>No vehicles registered before 2014</u></li> </ul>	<u>December 2025</u>

- 5.15 We will work with Cambridgeshire County Council and local bus operators in the Quality Bus Partnership to promote a shift from diesel powered buses to low emissions buses in the city over the next 10 years. A range of technologies will be explored, including Euro 6 Buses, hybrid vehicles, fully electric vehicles, and retrofitted flywheel technology, which delivers significant fuel savings by capturing the energy used in braking and uses this to power vehicles. We expect the first buses to be in place by 2020, with the ambition for 100% low emission buses accessing a controlled zone by 2025.
- 5.16 In October 2015 Stagecoach, Cambridgeshire County Council and the City Council have submitted an ambitious joint bid for £4.5m to the Office for Low Emissions Vehicles (OLEV) to support the earlier roll-out of low emissions buses in Cambridge. If the bid is successful, Cambridge would be one of the first cities in the UK to roll out low emissions hybrid buses across all frequent services. Over a five year period, 80 new buses fitted with flywheel technology would be introduced to replace the existing fleet on all Citi bus routes and Park and Ride routes. Flywheel technology will deliver a 30% reduction in carbon emissions and 25% reduction in all polluting emissions from buses. The most efficient buses (mainly Euro 5 and Euro 6 buses) from the existing fleet would then be reassigned to the remaining less frequent bus routes serving the city.
- 5.17 We will also take steps to promote a shift to low emissions vehicles for all taxis in Cambridge by 2025. During 2016 and 2017, we will tailor our Taxi Licensing Policy to incentivise low emission taxis. The Council will consider a range of incentives in consultation with taxi organisations in the city. Initial consultation with taxi organisations in Cambridge as part of wider feasibility study suggests that many taxi drivers are supportive of a transition to low emissions taxis, due to a combination of environmental benefits and lower running and maintenance costs.
- 5.18 As part of the first phase of a new funding programme by OLEV, the City Council secured funding for a feasibility study into the potential to roll out low emission taxis across Cambridge. In the second phase of the programme, Cambridge and 7 other local authorities have been invited to bid for a share of £20 million of funding to implement projects. The Cambridge bid is for up to £1m to provide additional subsidies to taxi drivers to make the purchase of low emissions vehicles cost effective, and to roll out rapid charging infrastructure for electric taxis, which is needed for them to be viable. The Council has also included a capital project on its Projects Under Development (PUD) list, which if implemented, would provide a further £100,000 over four years for taxi charging infrastructure.

### Actions to support Objective 3 - Reducing emissions from transport by promoting sustainable transport and reducing car travel and traffic congestion

Activity	Service	Performance measures	Completion date
3.1 Investing in improvements to public transport and cycling infrastructure through the City Deal to tackle congestion, reduce journey times, reduce greenhouse gas emissions and improve air quality	Corporate Strategy	Key schemes progressed, including: <ul style="list-style-type: none"> <li>• Milton Road bus priority</li> <li>• Madingley Road bus priority</li> <li>• Histon Road bus priority</li> <li>• A428 to M11 segregated bus route/A428 corridor Park &amp; Ride</li> <li>• City Centre capacity improvements/cross-city cycle improvements</li> <li>• A1307 corridor bus priority/ additional Park &amp; Ride</li> <li>• Chisholm Trail off-road walking and cycling route</li> </ul>	2020
3.2 Ensuring through planning policy that new developments are located in Cambridge or in locations served by high quality public transport connections, as well as making provision for cyclists and pedestrians	Planning	Monitoring of policy usage as part of the development management process.	Ongoing from adoption of the new Local Plan in 2017
3.3 Promoting low-emissions buses and taxis in partnership with the County Council, bus companies and taxi companies (including current funding bids to the Office for Low Emissions Vehicles)	Refuse and Environment	First low emission buses in place  100% of buses accessing controlled zone are low emissions buses  100% of vehicles in the private taxi fleet are low emission vehicles	December 2020  March 2025  March 2025
3.4 Delivering a programme of public realm improvements through a three-year Environmental Improvement Programme (EIP), including upgrading cycling facilities, improving cycle	Streets and Open Spaces	Number of cycling facilities improved in Cambridge	March 2019

Activity	Service	Performance measures	Completion date
routes, remodelling street corners and junctions, and changing yellow lines on streets		Number of cycle routes improved in Cambridge Number of improvements to street corners and junctions <i>N.B. all measures subject to continued availability of funding for EIP</i>	
3.5 Work with partners to facilitate provision of electric charging hubs for all types of vehicles in Cambridge, including bikes.	Refuse and Environment	Number of electric charging hubs provided in Cambridge	Ongoing to March 2021
3.6 Securing additional car club spaces through planning policy and planning permissions for major developments	Planning	Number of additional car club spaces delivered at major developments in Cambridge	Ongoing to March 2021
3.7 Providing core funding for the Travel for Work Partnership's work to develop travel plans for employers in the City and encourage employees to travel to work using sustainable modes of transport, until the Partnership becomes financially self-sustaining	Corporate Strategy	Number of employment sites that the Travel for Work Partnership has worked with to develop employee sustainable travel plans  Number of commuters working at employers with sustainable travel plans supported by TfW	March 2017

#### **Objective 4. Reducing consumption of resources, increasing recycling and reducing waste**

- 6.1 As shown in Figure 2 above, waste accounted for 3% of all greenhouse gas emissions produced directly in the UK in 2013. However, as highlighted above, when the emissions embedded in goods produce overseas are taken into account, DEFRA estimates that 83.7% of greenhouse gas emissions from households in the UK result from the consumption of goods, produced either in the UK or imported from overseas.
- 6.2 The Commission on Climate Change recommends that in relation to reducing waste and consumption, local authorities should focus: implementing separate food waste and recycling collection systems; policies and campaigns to encourage waste prevention and recycling; and facilitating recycling centres (which is a County Council responsibility).
- 6.3 The key challenge for the City Council in Cambridge is encouraging and increasing participation in recycling. In 2014 we collected more than 21,000 tonnes of recycling from blue and green household bins and recycling points across the city. The recycling rate in Cambridge increased from 43.3% in 2011/12 to 44.1% in 2013/14, before dipping slightly to 43.8% in 2014/15. It is challenging to increase recycling rates in Cambridge further, because the city attracts a large number of visitors and has a high population turnover, making it difficult to embed key messages and change behaviour.
- 6.4 The recycling rate in Cambridge in 2013/14 (44.1%) was lower than in neighbouring local authority districts, such as East Cambridgeshire (45.3%), South Cambridgeshire (57.0%) and Huntingdonshire (57.5%). However, rates in Cambridge are similar to those in comparator authorities under the former Best Value performance regime. Comparable urban local authorities, such as Oxford (44.3%), Ipswich (41.2%) and Lincoln (42.2%), tended to have similar recycling rates in 2013/14 to Cambridge.

#### **Action to date**

- 6.5 The Council has assisted residents and businesses to reduce their carbon emissions through providing recycling and waste collection services. Over the past five years we have made a range of improvements to these services, including:
- Increasing the range of materials that can be collected and recycled from homes by adding plastic pots, tubs and trays to kerbside collections in 2012 and plastic bags and film in 2014.
  - Providing commingled recycling for many flats.
  - Providing mixed dry recycling banks at all 25 recycling points across the city, enabling a greater range of materials to be collected, and increasing the number of banks for recycling small electrical items and textiles.
  - Providing new food waste collection services and mixed recycling services (including food tins, drinks cans and aerosols; paper and cardboard; plastic bottles, pots, tubs and trays; glass bottles and jars; cartons; and



plastic bags, clean film and wrapping) to businesses. The mixed recycling service led to an increase in recycling of commercial waste collected by the Council from 21% in 2011/12 to 29% in 2013/14. Many schools have also been provided with commingled recycling.

6.6 We have also carried out a range of successful campaigns to encourage residents to reduce consumption and waste production, to reuse goods and to recycle waste. For example:

- Targeted recycling and waste reduction awareness campaigns, including promoting national Zero Waste week and Love Food Hate Waste, and campaigns to encourage greater recycling by Houses in Multiple Occupation
- Local volunteers from the Council's Recycling Champions scheme have carried out door-knocking exercises in blocks of flats to raise awareness of recycling, and have attended local events to provide information and communicate with residents about any barriers they may have to recycling.
- We have promoted textile recycling and food waste recycling to residents, including giving away kitchen caddy giveaways.
- We have promoted the Council's bulky waste collection service and local voluntary and community groups which recycle furniture, white goods, paint and other household items.
- We have promoted the Council's new food waste collection service and commingled recycling services to businesses.
- We have installed in-cab technology on most waste collection vehicles, which will enable the Council to identify areas where recycling rates are lower and target future campaign work at these areas of the city.

6.7 We have also worked with local partners to encourage residents to reduce consumption of goods and support locally produced goods. For example, in 2014/15 we worked with partners in the Cambridge Sustainable Food (CSF) partnership, including voluntary and community groups (e.g. Cambridge Carbon Footprint, Transition Cambridge, Foodcycle, Cambridge Cropshare, and Cambridge Past Present and Future), the University of Cambridge, Anglia Ruskin University and local businesses to reduce food consumption and waste and promote sustainably produced food.

6.8 As a result of work by the CSF partnership, the city of Cambridge has recently been awarded Sustainable Food City status by the national Sustainable Food Cities Network. Some of the activities carried out by CSF to date have included:

- Engaging over 1000 people in activities focussed on sustainable food and reducing food waste through 25 events delivered as part of a 2 week Pumpkin Festival in October 2015 sources
- Providing a directory of sustainable food businesses on its website.
- Launching and promoting a Sustainable Food Pledge for businesses.
- Delivering free family cookery workshops targeted at low income areas.

## **Future action**

- 6.9 Following recent increases in the range of materials collected as part of our kerbside recycling scheme, we are currently collecting all the types of materials that can be recycled under current technology. We have recently let a joint contract with a commercial provider for the next 6 years to sort recycling waste collected from blue bins, and we will ensure that the contractor keeps the facility up to date with the latest technology needed to recycle new materials.
- 6.10 To address the challenge of embedding recycling messages in a city with a high level of population turnover, we will continue to carry out awareness raising campaigns, such as Love Food Hate Waste and Recycling for Cambridge. We will also carry out targeted campaigns to increase the amount of food waste and recycling collected from businesses, and from property-types where recycling rates tend to be lower, such as flats and houses in multiple occupation (HMOs). We will also explore opportunities to increase recycling at 'bring banks' through increasing the range of materials and the number of sites across the city.
- 6.11 We will continue to work with partners in the Cambridge Sustainable Food partnership to deliver a range of actions to reduce waste and promote sustainable and locally produced food. The partnership has developed a detailed action plan which contains a number of actions that will be led by the Council, including:
- developing a programme of cooking skills projects for residents around the city, with a focus on cooking healthy, sustainable meals;
  - promoting healthy and sustainable produce to food businesses as part of environmental health activities; and
  - promoting take-up of allotments and community gardens and encouraging residents to grow their own produce.

## Actions to deliver Objective 4 - Reducing consumption of resources, increasing recycling and reducing waste

Activity	Service	Performance measures	Completion date
4.1 Working with partners in the Cambridge Sustainable Food network to achieve Sustainable Food City status for Cambridge and delivering key actions in Sustainable Food Action Plan	Corporate Strategy	Sustainable Food City status achieved for Cambridge  Council-led actions in the Sustainable Food Action Plan delivered	April 2016  Ongoing to March 2021
4.2 Maintain the current level of occupancy rates at existing allotments and support take-up of new community gardens and allotments in growth sites to encourage residents to grow their own food	Streets and Open Spaces	Existing allotments continue to be fully occupied  Numbers of new community gardens and allotments taken up in growth sites	March 2021  March 2021
4.3 Including guidance in the forthcoming update to the Sustainable Design and Construction Supplementary Planning Document (SPD) to encourage developers to incorporate food growing into existing and new developments through the creation of roof gardens and/or growing spaces in residential housing and commercial developments.	Planning	Sustainable Design and Construction Supplementary Planning Document adopted  Number of developments including an element of on-site food growing provision.	Following adoption of Local Plan in 2016/17  Ongoing from adoption of the SPD
4.4 Developing and delivering a programme of local cooking skills sessions across Cambridge to encourage healthy eating and reduce reliance on processed and packaged food	Community, Arts and Recreation	Number of cooking skills sessions delivered, numbers of attendees benefitting from advice on sustainable cooking, and changes in eating behavior assessed through continuing contact with the individual and their family.	March 2017
4.5 Promoting healthy and sustainable produce to food businesses through the Healthier Catering Commitment for Cambridgeshire (HCCC) project, including food businesses providing eat-out food to lower income areas of Cambridge	Refuse and Environment	Number of businesses taking part in scheme and visible changes to menus or recipes	Ongoing to March 2021

Activity	Service	Performance measures	Completion date
4.6 Increasing food waste collections from commercial properties	Refuse and Environment	Increased the monthly tonnage of commercial food waste recycled to 40 tonnes  Reduced the monthly tonnage of commercial food waste sent to landfill	March 2017
4.7 Exploring opportunities to increase opportunities to recycle at 'bring banks' through increasing the range of materials that can be recycled and the number of sites	Refuse and Environment	Opportunities for increased range of materials or new bring bank sites explored	Ongoing to March 2021
4.8 Continuing to carry out targeted recycling and waste reduction awareness campaigns, including promoting national Zero Waste week and Love Food Hate Waste, and campaigns to encourage greater recycling by Houses in Multiple Occupation	Refuse and Environment	Run 4 Love Food Hate Waste (LFHW) events dovetailing into Cambridge Sustainable Food initiative  Visited 50 HMOs to carry out face to face engagement to increase recycling.	March 2017  March 2017
4.9 Helping to promote voluntary and community groups, e.g. Cambridge Reuse, Emmaus and other recycling and reuse charities	Refuse and Environment  Corporate Strategy	Number of articles in Council publications and press release issued which promote local voluntary and community groups involved in recycling and reuse activities	March 2017
4.10 Reducing consumption of resources by working with community groups to engage and support people in choosing things carefully, making them last well and then re-homing or recycling them.	Corporate Strategy	Evidence of behaviour change amongst residents supported by community groups	Ongoing to March 2021

## **Objective 5. Supporting Council services, residents and businesses to adapt to the impacts of climate change**

- 7.1 Our climate is changing and the impacts from it are likely to affect most of us in some way during our lifetimes. It is therefore vital that we work with local partners and communities in Cambridge to ensure that we are prepared for likely changes and are able to adapt to them as far as possible.
- 7.2 In 2012 the Government carried out the Climate Change Risk Assessment (CCRA) for the UK, which identified more than 100 significant risks. In 2013, it published a report on the National Adaptation Programme (NAP), which sets out the role of key sectors in responding to these risks. The report identifies a number of roles for councils to increase the resilience of local places and communities, including:
- Planning for the long term by reflecting climate risks and sustainable development in Local Plans
  - Building resilience to climate change risks into decisions on buildings, roads, businesses, parks and other public spaces
  - Building resilience into key services such as social care, emergency planning and public health
  - Increasing local authority resilience to extreme weather by building climate change risks into corporate risk registers
  - Making the best use of land, assets, investment and maintenance spending to manage risk better
  - Supporting retrofitting, green-build and the design and management of green spaces
  - Encouraging local businesses to be climate ready
- 7.3 The NAP recognises that the impacts of extreme weather and climate change will vary from location to location, so in many cases the risks will need to be managed locally. In response to the CCRA, DEFRA commissioned Regional Climate Change Partnerships to produce a summary of regional climate change risks. The summary for the East of England region<sup>22</sup> identifies three key risks:
- flooding;
  - water shortages and droughts; and
  - increased summer temperatures and heatwaves;
- 7.4 Increases in the amount of rainfall in the winter are predicted to increase the area of severe flood risk in Cambridge from the River Cam. Intense rainfall in short periods could lead to flash flooding, with recent experience of flooding in other regions suggesting that rainfall exceeding the local drainage capacity can be as great a risk as rivers bursting their banks.
- 7.5 The key impacts of any flooding would be:

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<sup>22</sup> Climate UK, A Summary of Climate Change Risks for East England: to coincide with the publication of the UK Climate Change Risk Assessment (CCRA), 2012

- Public health and safety risks for residents
- Long-term physical and mental health impacts for residents
- Damage to buildings and infrastructure
- Disruption of the local economy through lost work days, disruption of transport and supplies and insurance and repair costs
- Habitat changes and restoration costs

7.6 Our water supply is determined by the level of rainfall that feeds our rivers and recharges groundwater levels. The UKCP09 data outlined above suggests that in future the East of England will experience greater seasonal extremes in rainfall, with wetter winters and drier summers. Coupled with higher summer temperatures, which increase evaporation rates and water use by vegetation, the level of available water resources could decrease even more. The risk of water shortages and droughts can therefore be expected to increase as the climate changes. This would have varying impacts on water users, including:

- The need for water rationing
- Hosepipe bans
- Disruption of water-reliant businesses
- Closure of water-reliant recreational activities
- Reduced water quality standards
- Species and habitat stress and
- Deterioration of river and wetland ecology

7.7 Increased summer temperatures could lead to summer heat waves and the exceptionally hot years experienced in 2003 and 2006 could become the norm by the 2050s<sup>23</sup>. This would have significant impacts on people, the economy and the environment. The CCRA<sup>24</sup> and the Government's Heatwave Plan<sup>25</sup> identify the following potential risks from increased summer temperatures:

- Increased incidence of heat-related illnesses including heat stroke, exhaustion, and cramps, and an increased risk of heat-related deaths.
- An increased health risk from water, vector and food borne diseases
- An increased risk in the number of skin cancer cases and deaths
- A loss of productivity for businesses due to overheating. Based on the medium or high UKCP09 emissions scenarios, the East of England and the South East are likely to face the highest loss of staff days due to heat<sup>26</sup>
- Increased energy consumption from cooling and refrigeration

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<sup>23</sup> Climate UK, 2012, A Summary of Climate Change Risks for East England: to coincide with the publication of the UK Climate Change Risk Assessment (CCRA),

<sup>24</sup> DEFRA, January 2012, UK Climate Change Risk Assessment: Government Report

<sup>25</sup> Department of Health, Heatwave Plan for England, 2007

<sup>26</sup> Climate UK, 2012, A Summary of Climate Change Risks for East England: to coincide with the publication of the UK Climate Change Risk Assessment (CCRA)

- Subsidence and heat-related damage or disruption to buildings, energy and transport networks
- Increased risk of wildfires
- Threat of extinction to some species, and the migration of some species, including the invasion of non-native species, pests and diseases for which we may not be prepared

7.8 However, it is important that we do not focus solely on the geographical risks to different communities from climate change. Recent research by the Joseph Rowntree Foundation<sup>27</sup> found that poverty can increase the vulnerability of individuals and communities to climate impacts. The extent to which individuals are able to cope with the impacts of climate change is influenced by the interaction between personal factors (e.g. health, age), social factors (e.g. income, neighbourhood cohesion, isolation), and environmental factors (e.g. building quality, green space).

7.9 It is important therefore for local authorities to consider the vulnerability of individuals and communities to climate change risks, and to focus on building the long-term resilience of vulnerable people and communities to climate change risks, rather than short-term disaster responses.

### **Progress to date**

7.10 As part of the local government chapter of the NAP, a Local Adaptation Advisory Panel (LAAP) has been set up, the aim of which is to provide advice to central government to help enhance the capacity for local leadership in relation to climate change adaptation. Since January 2014, we have been a member of the LAAP steering group, and have helped provide advice to government in relation to proposals to update the NAP. A key piece of work that has recently been completed by LAAP members and the LGA has been the development of a Business Case for Climate Adaptation<sup>28</sup>, which includes the Council's approach to the promotion of sustainable drainage systems (SuDS) as a case study of best practice.

7.11 We have worked closely with partners in the Cambridgeshire Flood Risk management partnership to manage climate change-related flood risks. Through this partnership, we have contributed to the development of Cambridgeshire County Council's Local Flood Risk Management Strategy, which sets out how partners will:

- Managing the likelihood and impact of flooding
- Helping Cambridgeshire's citizens to understand and manage their own risk
- Ensuring new development in Cambridgeshire does not increase flood risk
- Improving flood prediction, warning and post flood recovery.

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<sup>27</sup> Joseph Rowntree Foundation, 2014, Climate Change and Social Justice: an Evidence Review

<sup>28</sup> Climate Ready Councils. 2015, The business case for managing the impacts of severe weather and a changing climate

- 7.12 The NAP and the National Planning Policy Framework 2012 (NPPF) highlight the importance of local planning authorities using planning policy to help manage climate change risks, including flood risk and water supply and demand considerations. We have worked with Cambridgeshire County Council to develop a county wide Flood and Water Supplementary Planning Document to provide guidance to developers, and a policy on flood risk management has been included in the draft new Local Plan for Cambridge.
- 7.13 Promoting SuDS is a key element of the policy on flood risk management in the draft Cambridge Local Plan. SuDS help reduce the risk of flooding in developed areas by replicating natural drainage systems to slow the rate that water drains and reduce the amount of runoff entering into sewers. Examples of SuDS include green and brown roofs, permeable paving and wetland areas within large open spaces. National planning policy already places an emphasis on the use of SuDS in new developments, and the policy in the draft Local Plan requires developments of all scales in Cambridge to include SuDS.
- 7.14 We have progressively established SuDS in open spaces that we are responsible for. We are ensuring through the planning process that non-adopted open spaces in major new developments on the fringes of Cambridge are permeable, and progress is also being made on major developments across the rest of the city. The Council's award winning Sustainable Drainage Design and Adoption Guide has been widely recognised as a case study in best practice in promoting the use of SuDS and is now being used by a number of other local authorities across the country.
- 7.15 The draft Local Plan also includes a broader policy on requiring climate change adaptation measures to be integrated into the design of new developments. The precise measures to be implemented will vary from development to development, taking account of the context of each specific proposal, but some example measures have been included in the Local Plan, with further detail due to be included in the updated Sustainable Design and Construction Supplementary Planning Document.
- 7.16 To manage the impact of new development on water supply in Cambridge and to reduce the risk of water shortages in future, the draft Local Plan included a policy requiring water consumption in new homes to be no more than 80 litres per head per day. However, the Government's Housing Standards Review (HSR) recommended limiting the extent to which local planning authorities in areas of water stress can set water consumption standards for new homes. It is likely, therefore, that we will only be able to set a standard of 110 litres per head per day through planning policy, which was the optional standard identified by the HSR. However, we will continue to work with developers to attain higher levels of water efficiency and sustainable construction, including in the delivery of new Council housing in the city, where work on a new Sustainable Housing specification will include requirements related to water efficiency.



7.17 We have carried out a range of other work to help manage climate change risks, including:

- Production of a city wide Surface Water Management Plan, which has identified the areas at greatest risk of surface water flooding. This has led to the implementation of specific retrofit projects working with partners including Cambridgeshire County Council, the Environment Agency and Anglian Water. Specific projects include property level protection measures in Coleridge/Cherry Hinton (e.g. flood doors). Funding is also being sought for projects at Riverside, Kelvin Close and Brunswick Walk.
- Carrying out public consultation on issues and options for the Council's forthcoming arboricultural strategy, which will include a focus on increasing the numbers of trees in Cambridge.
- Working with volunteers and wildlife organisations to protect, enhance and restore a network of 12 Local Nature Reserves in the city to provide sustainable habitats for a range of wildlife.
- Working with partners in the Cambridgeshire Resilience Forum to develop, review and implement emergency response plans, including: a Flood Plan; a Heatwave Plan; a Severe Weather Plan; and City Emergency Plan.
- Developing community capacity and resilience through providing a total of £125,000 funding to local community and voluntary groups through our Sustainable City Grants for a range of projects focussing on both climate change mitigation and adaptation.

### **Future action**

7.19 While it is important that the City Council contributes to international and national efforts to mitigate climate change and restrict global temperature increases, we recognise that irreversible changes to our climate have already taken place and there will be further impacts regardless of the action we take now to limit climate change.

7.20 As outlined above, we have already taken action to manage some of the predicted risks facing Cambridge, but in the light of evidence from the CCRA and the NAP, together with a growing body of good practice from other local areas, we recognise that there is a need for the Council to focus more on climate change adaptation in the coming years. In particular, it is essential that we support residents and communities who are most vulnerable and least able to take steps to manage risks themselves.

7.21 The table below sets out some of the steps we will be taking in future to manage local risks, but we will also be doing further work to develop our approach. In July 2015 we submitted a bid to the Environment Agency's Climate Ready service for targeted support in relation to climate change adaptation. While this bid was not successful, the work that informed the bid can now be used to develop an evidence base for climate change to enable us to have a better understanding of the climate risks facing the city and the adaptation actions that will have the greatest benefit across the city.

## Actions to deliver Objective 5 - Supporting Council services, residents and businesses to adapt to the impacts of climate change

Activity	Service	Performance measures	Completion date
<p>5.1 Including policies in the Local Plan which will support residents to adapt to the impact of Climate Change, including policies on:</p> <ul style="list-style-type: none"> <li>• Designing buildings which are simple to keep cool and do not overheat in hotter weather;</li> <li>• Requiring applications to include Sustainable Drainage Systems (SuDS) and ensuring that development is not at risk from flooding and that it does not increase the risk of flooding elsewhere; and</li> <li>• Requiring new domestic properties to meet high water efficiency standards (no more than 110 litres of water to be consumed per day) along with standards for non-domestic properties</li> </ul>	Planning	<p>Local Plan adopted, including policies on heat management, SuDs and water efficiency in new buildings and developments</p> <p>Policies on heat management, SuDs and water efficiency in new buildings and developments implemented</p>	<p>2016</p> <p>Ongoing from 2016 onwards</p>
5.2 Exploring opportunities to install Sustainable Drainage Systems (SuDs) on Council property and open spaces as part of any new developments	Streets and Open Spaces	Percentage of SuDs installed on Council property and open spaces as part of any new developments – target 100%	Ongoing to March 2021
5.3 Working with Cambridgeshire County Council and other partners in the Cambridgeshire Flood Risk Management Partnership to manage climate change-related flood risks	Streets and Open Spaces	Attendance at Cambridgeshire Flood Risk Management Partnership quarterly meetings. Target 100%	Ongoing to March 2021
5.4 Contributing to Cambridgeshire-wide planning advice on minimising flood risk and incorporating this into local planning policy through the new Local Plan	Streets and Open Spaces and Planning	Cambridgeshire-wide planning advice on minimising flood risk written. Local Plan submitted for examination, including policies on minimising flood risk	December 2016
5.5 Providing advice for residents on how to reduce health risks during heat waves and minimise risks of surface water flooding, including via the Council's website and the Cambridge Matters	Planning	Information for residents on how to reduce health risks during heat waves and minimise risks of surface water flooding	Ongoing to March 2021, with timing

Activity	Service	Performance measures	Completion date
residents magazine. Promotion of advice to be linked to specific climate events (e.g.heat wave guidance to be published in spring ahead of possible heatwave events).		published in Cambridge Matters and regularly updated on the Council's website	linked to specific climate events
5.6 Implementing the City Council's new tree strategy, which sets out the Council's policies for managing and increasing the city's tree stock	Streets and Open Spaces	New tree strategy completed Tree strategy reviewed, including assessment of numbers of trees in Cambridge Increase tree canopy cover across the city centre by 2%	October 2015 March 2021 March 2030
5.7 Ensuring that planting in open spaces owned or managed by the City Council is drought resistant and requires less watering	Streets and Open Spaces	Percentage of planting in open spaces owned or managed by the City Council that is drought resistant and requires less watering	March 2021
5.8 Working with members of the Cambridgeshire Resilience Forum to ensure that plans are in place to respond to climate change risks (including issuing alerts in the event of severe weather, increased temperatures and flooding) and that these are regularly tested and reviewed	Emergency Planning, Human Resources	Plans are in place to respond to severe weather, heatwaves and flooding emergencies and are regularly reviewed and tested	Ongoing to March 2021
5.9 Management of watercourses to enhance their flow and storage capacity and deliver wider biodiversity benefits	Streets and Open Spaces	Annual maintenance undertaken – target 100% Projects undertaken to increase flow, storage capacity and biodiversity benefits – target 2 per year	March 2021 March 2021
5.10 Develop an evidence base for climate change adaptation to enable us to have a better understanding of the climate risks facing the city and the adaptation actions that will have the greatest benefit across the city.	Corporate Strategy, Planning and Streets and Open Spaces	Evidence base on climate change adaptation developed and further actions identified to manage climate change risks	March 2017

## 8.0 Measuring and monitoring impact

- 8.1 It will be important to measure the contribution of this strategy to mitigating climate change and managing its impacts in Cambridge. We will assess whether the action we have taken and the investment we have made has made a difference.
- 8.2 Where possible, we have identified or proposed potential targets for individual actions included in the action plan below. These targets relate to the expected outputs from these activities. For example, for action 1.5 on the Council's Employee Travel Plan, we have identified a target of '4,619 business miles travelled by bicycle per annum'. Similarly for action 3.3 on low emissions taxis we have set a target of '100% of vehicles in the private taxi fleet are low emission vehicles' by 2025.
- 8.3 Where projects are still in the early stages of development, or it is more difficult to identify tangible outputs due to the nature of the project, we have identified clear project milestones that will be achieved by the completion date. For example, one of the key milestones for action 5.4, which focuses on producing planning advice on flood risk, is: 'Cambridgeshire-wide planning advice on minimising flood risk written' by December 2016.
- 8.4 In our new Carbon Management Plan, we have set a target of reducing carbon emissions from the Council's operations and estate by 15% by 2021<sup>29</sup>, with an aspiration to reduce our emissions by 20% by this date. This target will be measured against our carbon emissions in the baseline year of 2014/15. We will report progress towards this target annually as part of our Greenhouse Gas Report to Government, which we will publish on the Council's website each year.
- 8.5 In our first climate change strategy published in 2008 we set a target of reducing carbon dioxide from 6.2 tonnes per person in Cambridge in 2005 to 0.7 tonnes per person in 2050/51 (an 89% cut). This target was designed to contribute to national and international efforts to limit climate change to 2°C by 2050.
- 8.6 In light of the more ambitious international commitments in the Paris Agreement to limit global temperature increases to 1.5°C and the need achieve zero net global carbon emissions by the second half of this century in order to meet this commitment, we have set an aspiration in this strategy to achieve zero carbon status for Cambridge by 2050.
- 8.7 As shown in Figure 1 on page 8, carbon dioxide emissions per person in Cambridge have reduced by 13.5% over an eight year period from 2005 to 2013 (from 6.7 tCO<sub>2</sub> per person in 2005 to 5.8 tCO<sub>2</sub> in 2013). To be on an even path towards zero carbon status by 2050, carbon dioxide emissions

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<sup>29</sup> See action 1.1 on page 16 and paragraphs 3.10 to 3.12 on page 18 for more information on the development of the Carbon Management Plan

would need to reduce by 18.9% (or 1.1 tCO<sub>2</sub> per person) on 2013 levels by the end of the period of this strategy in 2021.

- 8.8 As outlined at 2.23 above, the Council can help support residents and businesses in Cambridge to reduce their carbon footprint through a range of activities, ranging from improving the energy efficiency of homes to promoting recycling and reduction of waste. The actions set out in this strategy are intended to have an impact on these key areas.
- 8.9 However, as explained at 2.24 above, the City Council will not be able to achieve the required level of emissions reduction on its own, because policies for some major carbon-emitting sectors of the economy (e.g. the power sector, aviation and shipping) are set at a national and European level. It is widely accepted that the commitment in the Paris Agreement to limit global temperature increases to 1.5°C would require decarbonisation of energy supplies at a national level. As outlined at 5.5, the City Council is also not directly responsible for key areas of local policy and service provision which impact on climate change (e.g. transport), although we work closely in partnership with other agencies on these issues.
- 8.10 The aspiration to achieve zero carbon status for Cambridge by 2050 will also be extremely challenging to achieve in the context of changes to national planning policy on sustainable housing standards, the removal of national funding for domestic energy efficiency improvements through the Green Deal, and the significant reductions in national subsidies for renewable energy provision.
- 8.11 Reducing carbon emissions by this amount will also be challenging in the context of the expected future growth of Cambridge. The population of Cambridge is expected to increase from 123,900 in 2011 to 154,200 in 2031<sup>30</sup>. The draft Cambridge Local Plan makes provision for 14,000 new homes and 12 hectares of commercial development over this period and forecasts 22,100 new jobs by 2031. While some of the major proposed developments are likely to include innovative carbon reduction schemes, including district heating schemes, renewable energy provision and on-site energy centres, it is likely that this development and growth will bring associated carbon emissions.
- 8.12 Achieving the aspiration for zero carbon status by 2050 will require the City Council, Cambridgeshire County Council, the Universities, local businesses, and voluntary and community groups to work together closely in partnership. The council calls upon these stakeholders to collaborate with us to exploit opportunities and resources, in order to maximise our collective impact on greenhouse gas emissions from Cambridge. Only through working together can we achieve the level of reduction in emissions needed to avert dangerous levels of climate change.

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<sup>30</sup> Population projections taken from Population Forecasts 2013 Districts and Wards.xls at <http://www.cambridgeshireinsight.org.uk/population-and-demographics/population-forecasts>

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

Report by: Director of Customer and Community Services

Relevant scrutiny committee: Strategy & Resources  
21/03/2016  
Scrutiny Committee

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

## **CAMBRIDGE COMMUNITY SAFETY PLAN 2014-2017 (YEAR THREE)**

### **Not a Key Decision**

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#### **1. Executive summary**

A draft of [Cambridge Community Safety Plan 2014-17 \(Year Three\)](#) is presented for consideration and comment.

The Plan was developed following consideration of a [Strategic Assessment 2015](#).

An Interim Annual Review of the achievements of the Cambridge Community Safety Partnership in Year Two 2015/16 is attached as Appendix B.

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

The CCSP will consider the comments of the committee before deciding on a final version of the Plan to be published at the end of April 2016.

#### **2. Recommendations**

The Executive Councillor is recommended: To comment on the plan and endorse the proposed priorities set out in section 3.3.

### 3. Background

- 3.1 This is the latest in a series of community safety plans. Each plan lasts for 3 years and is updated annually. The Plan for Year Three presented here runs from April 2016 to March 2017.
- 3.2 In order to guide the work of the Partnership over the 3 years a Strategic Assessment of crime, disorder and anti-social behaviour across the City is commissioned annually from the County Crime Research Team.
- 3.3 Following consideration of the [2015 Strategic Assessment](#), the Board agreed an amended draft set of priorities.
- All violence including domestic violence
  - Exploitation
  - Personal property crime
  - Antisocial behaviour within vulnerable groups

To continue to track and support County led work on:

- Reducing re-offending

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

- Raising concerns with the Cambridgeshire and Peterborough Road Safety Partnership
- Addressing local issues through the neighbourhood profiles at Area Committees.

- 3.4 The first draft of the Plan is presented as Appendix A and endeavours to take into account the feedback from the Board's deliberations at their development day on 24 November 2015 and at the Quarter 3 meeting held on 2 February 2016.

3.5 Police and Crime Commissioner Pledges

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

The current pledges of the Police and Crime Commissioner (PCC) in his [Police and Crime Plan 2013-16](#) have been taken into consideration when developing the draft CSP Plan. There will be an election for a new Police and Crime Commissioner in May 2016 and as Sir Graham



Bright the current PCC will not be standing for election again, the Partnership has nominated a representative to engage with the newly elected Police and Crime Commissioner (PCC) as the new crime plan is developed. Any changes to the Policing Plan will be considered and where appropriate, incorporated into future working.

### 3.6 Timeline

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

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

The final plan will be published on 29 April 2016.

### 3.7 An Interim Annual Review details the achievements of the CCSP for 2015/16 is attached as Appendix B. A final report on the outcomes and achievements for the specially commissioned projects will be published in July 2016.

## 4. Implications

### (a) **Financial Implications**

Safer Communities funding of £39,217 has been confirmed from the Police and Crime Commissioner and a spend plan detailing commissioned work to deliver the objectives of the plan will be produced and published when the plan is finalised.

### (b) **Staffing Implications**

There are currently no staffing issues.

### (c) **Equality and Poverty Implications**

An Equalities Impact Assessment is being conducted during the development of the plan and will be completed with the final version of the plan.

### (d) **Environmental Implications**

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

### (e) **Procurement**

None

### (f) **Consultation and communication**

A special presentation of the strategic assessment and the draft

priorities was made to elected members in December. The draft plan is available to the public on the City Council web site. The public can also attend CCSP meetings where the plan was discussed at the meeting held on 2 February 2016.

- (g) **Community Safety**  
As stated in the report

## **5. Background papers**

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

Cambridge Community Safety Partnership Plan 2014-17 (Year Three)  
<https://www.cambridge.gov.uk/content/cambridge-community-safety-partnership>

Appendix A

Cambridge [Strategic Assessment 2015](#)

Police and Crime Commissioner [Crime Plan 2013-16](#)

<http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

Interim Annual Review – CCSP achievements in Year Two 2015/16

## **6. Inspection of papers**

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

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



# **DRAFT CAMBRIDGE COMMUNITY SAFETY PLAN 2014-17**

**YEAR THREE  
(1<sup>ST</sup> APRIL 2016 – 31<sup>ST</sup> MARCH 2017)**

## **Cambridge Community Safety Partnership Community Safety Plan 2014-17**

### **Year Three (2016/2017)**

#### **Introduction from Cambridge Community Safety Partnership Board Members**

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

Our key role is to understand the kind of community safety issues Cambridge is experiencing; decide which of these are the most important to deal with; and then decide what actions we can take collectively, adding value to the day-to-day work undertaken by our individual agencies and organisations. We detail these actions in our [Community Safety Plan](#) which we update each year.

To help us to do this we commission a [Strategic Assessment](#) annually which looks at a range of detailed information that exists about crime, disorder, substance abuse and other community matters that are affecting Cambridge. In the light of this information the assessment makes recommendations about how best to keep the Community Safety Plan priorities on track for the next year.

Area Committees regularly consider the issues that are of concern to the public in their community and these concerns are adopted by the Neighbourhood Policing teams in partnership with other agencies. The priorities set at Area Committees are also taken into account when developing our plan.

Every three years we take a more in-depth look at everything we were doing and consider whether we were on track and working on the priorities that are relevant to the different communities within Cambridge. We did this in 2014 and decided that having considered the Strategic Assessment and consulted with the public and given the success of the partnership over several years, with year on year reductions in overall crime, it was a good time to concentrate on longer term strategic issues. The [Strategic Assessment 2015](#) confirms that this continues to be the right approach for 2016/17.

The Strategic Assessment 2015 also recommended that the partnership makes strong links between violence and the other priorities listed; noting the reductions already accomplished through the alcohol related violence crime task group and seek to embed this as business as usual.

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

The Cambridge Community Safety Partnership Board decided that the priorities for 2016/17 would be:

- All violence including domestic violence
- Exploitation
- Personal property crime
- Antisocial behaviour within vulnerable groups

To continue to track and support County led work on:

- Reducing re-offending

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

- Raising concerns with the Cambridgeshire and Peterborough Road Safety Partnership
- Addressing local issues through the neighbourhood profiles at Area Committees.

In Section 1 we tell you more about our priorities. We look at why these were chosen in the first place, why they are relevant, and how we see the issues in the third year of our three-year plan.

For each of the priorities, the lead officer produces an update. Like other Cambridge CSP papers, these reports are open public documents and are available on the [Cambridge CSP webpage](#).

### **Board Members of Cambridge Community Safety Partnership**

- |                                                                      |                            |
|----------------------------------------------------------------------|----------------------------|
| ❑ Cambridge City Council                                             | <i>Liz Bisset</i>          |
| ❑ Cambridge City Council                                             | <i>Cllr. Lewis Herbert</i> |
| ❑ Cambridge Council for Voluntary Service                            | <i>Brad Stombock</i>       |
| ❑ Cambridgeshire and Peterborough<br>Probation Trust / BeNCH CRC Ltd | <i>Stuart Wallis</i>       |
| ❑ Cambridgeshire Constabulary                                        | <i>Lorraine Parker</i>     |
| ❑ Cambridgeshire County Council                                      | <i>Tom Jefford</i>         |
| ❑ Cambridgeshire Fire and Rescue Service                             | <i>Paul Clarke</i>         |
| ❑ Cambridgeshire and Peterborough Clinical<br>Commissioning Group    | <i>Darren Macguire</i>     |
| ❑ Cambridgeshire and Peterborough NHS<br>Foundation Trust            | <i>Nick Oliver</i>         |

### **Non- voting Members of Cambridge Community Safety Partnership**

- |                                                          |                                            |
|----------------------------------------------------------|--------------------------------------------|
| ❑ Anglia Ruskin University                               | <i>Greg Dumbrell</i>                       |
| ❑ British Transport Police                               | <i>Matthew Mildinhal</i>                   |
| ❑ Cambridge Business Against Crime (CAMBAC)              | <i>Adam Ratcliffe</i>                      |
| ❑ Cambridge City Council                                 | <i>Lynda Kilkelly</i>                      |
| ❑ Cambridge City Council                                 | <i>Louise Walker</i>                       |
| ❑ Cambridge University Hospitals NHS<br>Foundation Trust | <i>Adrian Boyle</i><br><i>Peter Lester</i> |
| ❑ Cambridgeshire Constabulary                            | <i>Mick Birchall</i>                       |

- Cambridgeshire County Council  
Research and Performance Team *Zonnetje Auburn*
- Cambridgeshire Drug and Alcohol Action *Susie Talbot*
- University of Cambridge *Martin Vinnell*

**In attendance**

- Office of the Police and Crime Commissioner *Charles Kitchin*

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## 1. Community Safety Plan: Year Three (2016/2017) Priorities

**Priority 1: All Violence including Domestic Violence - To continue to prioritise domestic abuse and embed tactics for alcohol-related violence. To develop an understanding of and partnership response to less serious violence.**

### **Why have we chosen this priority?**

The Cambridge Community Safety Partnership recognises the personal impact that Domestic Abuse and other crimes of violence can have on victims, their families, the community, as well as the cost to emergency and treatment services. Success has been achieved in continuing to reduce the number of incidents of violence with injury. The number of recorded crimes of violence where injury does not occur continues to rise. It is not uncommon to see victims as perpetrators of similar crimes and for them to fall into the category of young people.

The Cambridge Community Safety Partnership intends to target interventions towards young people and areas of deprivation. The Partnership knows that some increase in recording is accounted for in better practice. Partners report that Cambridge City does not feel like a more violent place however the Partnership wants to understand more about the cause of the rise.

The partnership intends to make strong links between violence and the other priorities listed, for example tackling violence where used as control within exploitation, and within alcohol related street drinking where it is part of the ongoing street based ASB issue.

### **What do we aim to do?**

Maintain the Alcohol-Related Violent Crime (ARVC) task group, continuing to focus on violent crime directly linked to the consumption of alcohol and retain its proactive and forward looking approach. Refresh the analysis of recorded crime to direct the action of the sub groups, in particular in Market and Abbey Wards and identify which are to focus on next pursuing greater participation by involving the communities and local councillors.

To continue to target city wide violent crime to create a safe and secure environment for those who live, visit and work in Cambridge by using the group's understanding of city and national events or celebrations and ensure that they are peaceful and enjoyed by all.

### **What we hope to achieve?**

A reduction in violence (which is not domestic abuse).

To increase awareness raising of services and reporting of Domestic Abuse.  
The actions of the White Ribbon Campaign for Year Two completed.

**Lead Officer: Communities Chief Inspector, Cambridgeshire Constabulary**  
**Deputy Lead Officer for Domestic Abuse: Head of Youth Offending Services,**  
**County Council**

**Priority 2: Exploitation – in particular, the sexual exploitation of women and children. The Priority will build on police intelligence and work out the most effective way to work on this collectively, as a Partnership.**

### **Why have we chosen this priority?**

Little information is known about the locations and people engaged in various models of exploitation in Cambridge City, including the sex trade where people may have been trafficked into or around the UK and who may be being exploited, held against their will or otherwise subject of criminal activity.

### **What do we aim to do?**

Through Operation Mantus proactively identify the type and extent of criminal activity, identify vulnerable persons who have been or are at risk of human trafficking, including sexual exploitation, organised crime and anti-social behaviour and develop safe exit plans, enforcement opportunities and referral pathways to safeguard them.

Identify locations that are being used by sex workers within Cambridge City.

Identify, disrupt, catch and convict individuals and organised crime groups who are concerned in the human trafficking of vulnerable persons into and around the City.

Target harden premises identified as regularly used by sex workers in order to prevent their use for this purpose.

Work with other Regional Police Forces, Immigration, European Police Forces, HMRC and Partners to ensure the approach complements wider national and international, enforcement and safeguarding.

Identify and recover criminally acquired assets.

### **What we hope to achieve?**

A better understanding of exploitation within the City in order that interventions can be developed as soon as possible to safeguard the most vulnerable.

**Lead Officer: Community Risk Manager, Cambridgeshire Fire & Rescue Service**

**Deputy Lead Officer: Detective Inspector, Cambridgeshire Constabulary**

**Priority 3: Personal Property Crime - To continue this priority and respond to recent increases in personal property crime – In particular responding to dwelling burglary increases through a partnership approach to prevention.**

### **Why have we chosen this priority?**

The unpleasant crime of dwelling burglary has risen over the year. The impact upon victims can be significant including physical and psychological harms and the partnership intends to minimise the chance of residents and visitors being victimised.

### **What do we aim to do?**

Through Operation Hunter the lead officer will continue to make appropriate local arrangements with partners to deliver action focused on reducing dwelling burglary by concentrating on disrupting, diverting and convicting offenders and delivering targeted crime prevention activity. This includes managing offenders in the community through the Integrated Offender Management Scheme (IOM). For those perpetrators likely to fall into criminality who do not qualify for IOM the local policing team will continue to signpost those to diversion services and where that is not successful consider enforcement options.

Work with local businesses and residents to improve property security and target hardening, engaging the community at area committees and educating potential victims.

Continue to deliver community safety advice using social media, printed media and bespoke events to educate potential victims. Investigators will be dispatched directly to the scene of a burglary to improve the quality of investigations. Predictive mapping will be used to direct action to the areas most at risk of dwelling burglaries in the near future. Those addresses adjacent to homes targeted for burglary will receive visits and information from the partnership to alert them to the need to take great care with property security and encourage them to report activity they think may be linked to burglary (Cocooning). The Neighbourhood Watch Schemes will be tasked to share this information with the community and to act as our eyes and ears passing information back to the Police.

The lead officer will be responsible for communicating the progress of the plans to area committees, the CSP, media and partners.

The lead officer will work with the stakeholders to establish what activity works and identify opportunities to do things more efficiently, leaving behind what doesn't work.

### **What we hope to achieve?**

A reduction in dwelling burglary.

**Lead Officer: Communities Chief Inspector, Cambridgeshire Constabulary**

**Priority 4: Antisocial behaviour within Vulnerable Groups - To undertake this focused priority in particular supporting vulnerable individuals (e.g. people with mental ill health).**

**Why have we chosen this priority?**

[The Strategic Assessment 2015](#) notes that police recorded incidents of antisocial behaviour have been decreasing both locally and nationally over a number of years now. The Cambridge Community Safety Partnership has acknowledged this decrease in their plans of the past two years and has concentrated its work on vulnerable victims and offenders, testing out new ways of working including a pilot scheme, to address street based antisocial behaviour.

A review of this pilot '[Supporting People and Preventing Antisocial Behaviour](#)' sets out the learning from the project and has recommendations for rolling out the model to the general population who engage in street based antisocial behaviour or who are victims.

The Strategic Assessment notes that poor mental health can put people at increased risk of victimisation. The mental ill health of both victims and perpetrators continues to be a concern expressed by front line officers when dealing with complex antisocial behaviour cases. This is an area where there is still much work to be done to understand the impact of mental health on community safety and to incorporate best practice to address the issues.

**What do we aim to do?**

We will continue the work to support the most vulnerable in the community who are often dependent on drugs and alcohol and have mental health issues. At the same time we will use enforcement where appropriate and necessary to protect the quality of life of for those who live, visit and work in Cambridge.

We will work through the multi-agency Task and Target group to develop individual action plans for people who have been involved with antisocial behaviour and are willing to engage with support services to address their alcohol or drug dependency.

We intend to foster better working relations between frontline workers, in particular with colleagues in the mental health professions, by improving the information available about mental health services and the referral pathways to all support services.

**What we hope to achieve?**

A reduction in antisocial incidents associated with keywords (begging, homeless, drunk, alcohol and abusive language) within the extended City Centre area against the baseline for 2015/16.

Develop a training and networking programme to improve partnership working with mental health services and other support services where necessary.

**Lead Officer: Safer Communities Manager, Cambridge City Council**

## **Tracking and supporting the county led work on re-offending**

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

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

## **Keeping a watching Brief on road safety issues**

The Partnership will keep a watching brief on road safety issues by raising concerns with the Cambridgeshire and Peterborough Road Safety Partnership and addressing local issues through the neighbourhood profiles at Area Committees.

## **Contact us**

Any comments or queries on this Year Three (2016/17) version of the Community Safety Plan, should be addressed to:

**Partnership Support Officer  
Cambridge Community Safety Partnership  
Safer Communities Section  
Cambridge City Council  
PO Box 700  
Cambridge  
CB1 0JH**

**Telephone:** 01223 457808  
**Email:** [safer.communities@cambridge.gov.uk](mailto:safer.communities@cambridge.gov.uk)  
**Web:** [www.cambridge.gov.uk](http://www.cambridge.gov.uk)

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### **Cambridge Community Safety Partnership Plan 2014 – 2017**

#### **Achievements in Year Two 2015/16**

The priorities for 2015/16 were:

##### Strategic

- To focus on a local strategic approach to domestic abuse with particular need to reduce victimisation, raise awareness and increase reporting rates
- To understand the impact of mental health, alcohol and drug misuse on violent crime and anti-social behaviour

##### Tactical

- Alcohol-related violent crime
- Antisocial behaviour
- Personal property crime

Track and support the county wide work being carried out on reducing re-offending

Keeping a watching brief on road safety issues

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

#### **1. What we did in each priority area in 2015/16**

**To focus on a local strategic approach to domestic abuse with particular need to reduce victimisation, raise awareness and increase reporting rates**

- Cambridge City Domestic Abuse Forum was launched in February 2015 and was supported by the Cambridge City Council Domestic Abuse Co-ordinator. Two sub groups were formed for Commercial Employers and another for Educational Institutions. The CSP funded awareness raising materials to help tackle myths and prejudices relating to domestic abuse and to increase reporting rates. These have included publicity leaflets for the general public and toolkits for professionals.
- A Survivors Conference, as part of the Forum, was funded by the CSP and uniquely brought together survivors and domestic violence service-providers in dialogue, to jointly explore the provision of services to victims of domestic

violence/abuse to inform future developments. This was held during the 16 Days of Activism against Gender-Based Violence Campaign from 25 November, International Day for the Elimination of Violence Against Women, to 10 December, Human Rights Day. Cambridgeshire Constabulary held a month-long awareness campaign, highlighting the signs of domestic abuse and encouraged reporting.

- White Ribbon Campaign, since Cambridge City Council achieved the Town Award in February 2015, an action plan has been delivered locally with the support of the six city White Ribbon Campaign Male Ambassadors. Activities have included an awareness raising stall held outside the Guildhall and a talk held for Religious Leaders from different faiths at the fire station.
- A Domestic Abuse Awareness Raising event, funded by the CSP, was held for professionals and front-line staff at Anglia Ruskin University in July 2015. Following this event, one of the Male Ambassadors, who was a guest speaker, was invited and gave a presentation to the Cambridgeshire Magistrates at Peterborough Magistrates Court.
- The Impact Team (now part of a team called Crime Investigation Team) based at Parkside Police Station, continued with their role making links with vulnerable victims of Domestic Violence to build trust and confidence and intelligently investigating breach of restraining orders and bail conditions.
- The Problem Solving Team at Parkside Police Station ran an information event for Child Protection Leads in the City and South Cambridgeshire schools. It highlighted the risks and possible signs of victimisation to help with safeguarding. In addition, they promoted the CSP funded 'Chelsea's Choice'.
- Productions of 'Chelsea's Choice', a CSP funded project, were provided by the social enterprise 'AlterEgo Creative Solutions' to Year 9/10 pupils in Cambridge City as part of a county programme, which included performances in communities. The play covered the themes of sexual consent, drugs and alcohol, child sexual exploitation and healthy relationships. The play was followed by workshops to discuss the different issues with young people and communities.
- The Bobby Scheme, co-ordinated by the Cambridgeshire Police Shrievally Trust and funded by the CSP, visited and secured the homes of 36 high risk Domestic Abuse victims with 59 children in the households from 1 April – 31 December 2015.
- Cambridgeshire Domestic Abuse and Sexual Violence (DASV) Partnership, the CSP continued to work with them, attending the Implementation Board and promoted their Campaign around older women in collaboration with Action on Elder Abuse.
- E-learning domestic abuse basic training became available online to all professionals via the new Cambridgeshire Domestic Abuse and Sexual Violence (DASV) Partnership website: <http://www.cambsdasv.org.uk/website>.



- Training of frontline staff continued and the incorporation of domestic abuse training into the learning and development programme of Cambridge City Council.

### **To understand the impact of mental health, alcohol and drug misuse on violent crime and antisocial behaviour**

- With a Board Member from Cambridgeshire and Peterborough NHS Foundation Trust, representing mental health services, we have started to identify the gaps in data and information, particularly around the diagnosis and treatment of people with both mental health and drug and/or alcohol issues.
- Research by the Cambridgeshire Research Group (Cambridgeshire County Council's Research and Performance Function) was funded by the Partnership to provide understanding of the impacts of mental health on crime and anti-social behaviour issues to inform our future work and will be published in 2016.
- We evaluated the street based anti-social behaviour pilot and used the findings of the evaluation to influence further work in the area of understanding the impact of mental health and substance misuse on crime and anti-social behaviour.
- We continued to run the pilot scheme with a group of people involved in anti-social behaviour to examine the support they receive in relation to their mental health, and possible alcohol and drug issues, and identify any potential gaps and barriers to providing an appropriate service.

### **Reducing alcohol related violent crime**

- A Public Spaces Protection Order (PSPO) was implemented by Cambridge City Council in Mill Road, Petersfield and the front garden of Ditchburn Place and has been successful in reducing anti-social behaviour. Street Life Police Officers and the Safer Communities Team at Cambridge City Council have worked together to address any issues of displacement.
- The City's Problem Solving Group coordinated action to tackle individuals and families in a multi-agency approach. Community outreach activities took place in the one pilot ward to promote community safety, safer drinking and local services available for those who might be experiencing domestic abuse.
- A partnership alcohol harm reduction campaign "Have You Ever" ran until the end of January 2016, with the "Morning After" advertising messages shared at four City venues.
- Security Industry Authority, Cambac and Police have worked with venues to increase the number of pubs and clubs using breathalysers in the night time economy along with Security Companies considering the introduction of body worn cameras for staff.

- Operation Manzo took place on 18 December and involved the Security Industry Agency (SIA), Police and other partners reviewing SIA licences held by door staff, the prevalence of drugs on surfaces within pubs and clubs and checking that license conditions within venues were being adhered to.
- Taxi Marshal Scheme, organised by Cambridge Business Against Crime (CAMBAC) and funded by the CSP, provided marshals for the month of December 2015 on St Andrews Street taxi rank. This project takes pressure off the police by providing a visible presence at a known hot spot for violence, effectively speeding up the dispersal of people in the night time economy to avoid pinch points and raised tensions. We will have the total number of people marshalled through the rank, vulnerable lone females given priority and people marshalled through on New Year's Eve for the final report.
- Care Venue, an alternative medical treatment and care facility, operated on the 18 and 31 December 2015 in St Columbas Church. 24 people were provided with medical treatment, with 7 transported to A&E following initial treatment, and an uncaptured number of people were also treated by Care Facility staff on the streets. Organisations involved were 254 Medical Regiment, East of England Ambulance Service Trust, St John Ambulance, Street Pastors and Cambridgeshire Police. This project reduced the pressure on Addenbrooke's Hospital A&E Department.
- Safe Refuge, organised by the Street Pastors in St Columbas Church, was supported by the Community Safety Partnership to provide a professional door supervisor to enable the project to operate on a permanent Saturday night basis. It successfully operated on 50 of the 52 available Saturday nights during the year and in addition on 19 and 31 December 2015. 1207 people used the facility in 2015, compared to 1152 in 2014, for purposes ranging from a safe place to wait, for pastoral care or practical assistance such as a blanket or foot protection.

### **Addressing antisocial behaviour (ASB)**

- Cambridgeshire Constabulary has continued to focus on identifying those in our communities that are most vulnerable or at risk, combined with the focus on accurate and ethical crime recording. As a result, there has been an increase in public confidence to report, alongside robust local Police scrutiny processes around crime and incident reporting.
- Cambridge City Council Teams have been liaising closely with the Police and Homelessness agencies to tackle problematic rough sleeping in various locations. These areas have been referred to City Councils multi-agency task and target meeting for regular action planning and monitoring and complainants are being updated on a regular basis.
- Supporting People and Preventing Antisocial Behaviour Project Pilot worked across agencies with people who have been involved with street based ASB and have complex support needs due to mental health issues and possible

alcohol and drug misuse. Action plans were produced with partner support agencies to develop models to best serve the needs of the individual and identified any potential gaps and barriers to providing an appropriate service. The pilot findings suggested that there was need to look at alternative ways to facilitate engagement with the most entrenched individuals. As part of this the most problematic cases are referred through the Task and Target group to discuss action plans which include support and robust enforcement if they continue to be problematic. Future work with partner agencies will use innovative solutions to address the street drinking and begging with raising awareness of the support that is available.

- Communications Programme, alongside an extensive programme of surgeries and residents meetings, the City Council ASB Team has been very successful in reaching out to residents with whom they may not have previously engaged. For example attending a successful meeting between residents and traders at Mitchams Corner to discuss street life ASB. Relationships with private accommodation providers such as Anglia Ruskin University and landlords are being developed further.
- A Programme of Interactive Presentations to Young People by the Cambridge City Council Safer Communities Team has been developed and delivered to 900 year 8, 10 and 11 students in schools in the south of the city. These have been well received and the programme includes talking about ASB, alcohol awareness and healthy relationships. The team also participated in the year 5 students Safety Zone sessions arranged by the fire service.
- Neighbourhood Resolution Panels (NRP), continued to provide positive outcomes to those affected by crime, ASB or neighbour disputes by enabling people to work together to find some kind of meaningful resolution. 8 referrals were received from Environmental Health, ASB officers, and Police service, with 1 self-referral. Of those 8, 4 have been allocated to Facilitators for neighbourhood resolution, with 1 case about to go to a panel meeting. 2 panel meetings were held in January 2016, which were both successful with signed agreements at each one. Positive feedback was received from all parties afterwards in which they all said “they would recommend the service to others”. A stall was held at the Volunteers Fair in the Guildhall on 31 January 2016, which had over 900 attendees.
- PREVENT, part of the UK’s counter terrorism strategy, training has been delivered by the Safer Communities Team to 160 Cambridge City Council frontline staff from 7 December – 3 March 2016.

### **Responding to emerging trends of personal property crime**

- A daily review of recorded crime by Cambridgeshire Police continues to identify opportunities to tackle the characteristics of offender/victim/location to enable prevention, intelligence and enforcement activities to take place prioritised against the greatest risk of harm.

- Cycle Crime Task Group with CSP funds, provided a variety of cycle marking products, cycle registration promotion and correct locking information in the city. The priority has been to continue educating potential victims to help with enforcement activity, to try to reunite owners with property and undertake target hardening in hot spot areas. Stakeholders have included Cambridge Cycling Campaign, Station Cycles, Cambridge City Council Cycling/Walking Officer, Cambridge University, Cambridgeshire Constabulary, British Transport Police (BTP), Police Service Volunteers and Neighbourhood Watch.
- Bobby Scheme, CSP funded, from April – December 2015, visited 144 victims of burglary and vulnerable residents to help secure their homes. Home Fire Security checks were done at the time of the visits and smoke alarms installed where necessary. This project is effective in dealing with incidents of victimisation and reduces fear for victims.
- Burglary Target Hardening Project, funded by the CSP, provided packs for 250 homes in the city chosen from predictive burglary crime maps and hot spot areas to reduce burglary offences. This followed a similar initiative in a hotspot area, where there have been no reported burglaries since. The burglary packs consist of a home security leaflet/check list, a property marking kit and window stickers to advertise that property is marked and registered, therefore less attractive to steal.

### **Tracking and supporting the County led work on re-offending**

- Integrated Offender Management (IOM) continues to work effectively across the city and engage with offenders.
- All IOM offenders continue to be managed on the ECINS system countywide, which enables information sharing across the multiple partners within the county and the city.



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

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny committee: Strategy & Resources  
21/3/2016  
Scrutiny Committee

Wards affected: All wards

### **UPDATE ON KEY EXTERNAL STRATEGIC PARTNERSHIPS AND OUR INVOLVEMENT**

**Not a Key Decision**

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#### **1. Executive summary**

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

#### **2. Recommendations**

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

### 3. Background

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

- **Greater Cambridge Greater Peterborough Local Enterprise Partnership** (GCGP LEP)
- **Greater Cambridge City Deal** (GC City Deal) and other growth-related partnerships
- **Other Growth related partnerships**
- **Cambridge Community Safety Partnership** (CSP)
- **Cambridgeshire's Health and Wellbeing Board** (HWB) and
- **Cambridgeshire's Children's Trust.**

#### 4. **Greater Cambridge Greater Peterborough Local Enterprise Partnership** (GCGP LEP)

4.1 Since the Greater Cambridge, Greater Peterborough Local Enterprise Partnership ("the LEP") started in 2010 LEPs have been given increasing responsibilities and resources for local economic development. The Government is distributing through LEPs, based on their bids, a (single) **Local Growth Fund** (LGF) of £2bn per annum, starting in 2015, and **EU structural and investment funds** (EUSIF) between 2015 and 2020 worth over £5bn.

4.2 In addition LEPs are integral partners in City Deals, Enterprise Zones and a number of other government programmes (e.g. Regional Growth Fund), and are significant influencers of sub-national transport. The LEP's European Structural and Investment Funds (ESIF) Strategy was submitted to government on 31 January 2014.

4.3 In the last year, GCGP has launched its SignPost2Grow business support service. Signpost2Grow gives local businesses access to a range of business support, advice, grants and events aimed at helping businesses to grow and develop. This includes advice from professional bodies on starting a business, growing the business, employment and training and finance.

4.4 GCGP has also expanded its Signpost2Skills skills service into the Greater Cambridge area this year, with funding support from the City Deal partner authorities – see more detail in the City Deal section below. It is also supporting the Cambridge Science Centre to run an outreach programme in locations across the LEP area.

- 4.5 This year GCGP has also secured enterprise zone status for the Cambridge Compass Enterprise Zone. This aims to expand the reach of Cambridge – global innovation centre – to the surrounding market towns, new communities and wider rural areas to boost the local and national economy. It includes sites in Waterbeach, Haverhill, Ely, Cambourne, and Northstowe.
- 4.6 The Cambridge Compass Enterprise Zone will come into effect from 1st April 2016, with the 100% business rates discount on offer to new occupiers until 31st March 2022.
- 4.7 Under the Local Growth Fund, the LEP secured £1m to support an innovation centre on the Cambridge Biomedical Campus, and a provisional £9m towards public transport improvements on the A428 (coming forward under the City Deal proposals).
- 4.8 The LEP's ESIF Strategy outlined the use of the £72 million that is to be made available for the area between 2014 and 2020. The themes identified in the strategy are:
- Strengthening research, technological development and innovation
  - Enhancing access, and quality and use of, ICT
  - Enhancing the competitiveness of small and medium sized enterprises (SMEs)
  - Supporting the shift towards a low carbon economy in all sectors
  - Promoting sustainable and quality employment and promoting labour market mobility
  - Promoting social inclusion, combating poverty and discrimination
  - Investing in education, training and vocational training for skills and lifelong learning
- 4.9 The Government's final sign-off of the ESIF programmes nationally was delayed, with further negotiations with the EU, but the first calls for applications under the European Regional Development Fund (ERDF) were launched in March 2015. The first applications under the European Social Fund (ESF) were invited in June 2015.
- 4.10 The LEP Board consists of 12 members, including five local authority members. The local authority board members are

determined collectively by the 13 member local authorities. The City Council does not presently have a representative on the Board, although the Leader is invited as an observer. The LEP also has a Leaders' Committee, which includes all local authority leaders within the GCGP area.

**5. Greater Cambridge City Deal (GC City Deal) and other growth-related partnerships**

5.1 The greater Cambridge City Deal brings together five local partners (Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the Greater Cambridge Greater Peterborough Enterprise Partnership and the University of Cambridge) to address the key barriers to economic growth.

5.2 The deal is expected to secure hundreds of millions of pounds of additional funding for investment in infrastructure to support high quality economic and housing growth in the area over the longer-term. This investment should overcome some of the main barriers that could get in the way of the sustainable growth of the area, such as an inadequate transport network and lack of affordable housing, and help Greater Cambridge continue its success.

5.3 The Greater Cambridge City Deal aims to:

- Create an infrastructure investment fund
- Accelerate the delivery of the 33,480 homes planned in the submitted local plans
- Enable delivery of 1,000 extra new homes on rural exception sites
- Deliver over 400 new Apprenticeships for young people
- Provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
- Facilitate the creation of the 44,000 new jobs envisaged in the submitted local plans for Cambridge and South Cambridgeshire
- Create a governance arrangement for joint decision making between the three local councils.

5.4 For the governance of the City Deal a joint committee in the form of an Executive Board has been put in place for joint decision-



making, overseeing the strategic vision of the deal, bringing together expertise to assess projects and to administer the necessary funds. The membership of the Executive Board comprises the leaders of Cambridge City Council and Cambridgeshire County Council, the Cabinet member for City Deal for South Cambridgeshire District Council, and nominated representatives from the University of Cambridge, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership. The Executive Board is currently chaired by Councillor Herbert.

- 5.5 The Executive Board makes decisions by consensus, where possible. Due to legislative constraints, voting rights are exercised by the local authority representatives with a commitment to consider advice from the Local Enterprise Partnership and the University of Cambridge.
- 5.6 The Board is supported by a fifteen person Joint Assembly comprising a mix of elected members and wider stakeholders from the business and education fields. The Joint Assembly acts as an advisory committee for the Executive Board and usually meets in advance to pre-scrutinise issues the Board will be taking decisions about and offer advice accordingly. The Assembly is currently chaired by Councillor Bick, and the City Council's other representatives are Councillors Baigent and Price.

### Transport

- 5.7 The transport infrastructure schemes proposed for City Deal investment deliver elements of the Transport Strategy for Cambridge & South Cambridgeshire, developed by the County Council in partnership with Cambridge and South Cambridgeshire to facilitate delivery of their respective Local Plans (now submitted for examination).
- 5.8 Over the last year, consultations have been launched on a number of transport schemes:
- A428/Madingley Road
  - Chisholm Trail
  - Cross-city cycling solutions
  - Milton Road
  - Histon Road

- Western Orbital.

In addition, a “call for evidence” process gathered public and professional views on ways to address the city’s congestion and access issues. Ideas proposed through this process are now being assessed and worked up for more detailed consultation in summer 2016.

- 5.9 A consultation on options for improvements in the A1307 corridor is scheduled to go live in June 2016.
- 5.10 These consultation processes have generated significant public engagement and debate, with many very well attended public meetings, and many responses to the consultation process. Following the initial consultation in each case, more detailed proposals will be worked up on a smaller number of options or preferred option, which would be consulted on again, before any decision is taken to go ahead with a particular scheme.
- 5.11 The City Deal Board has agreed to produce an environment & design guidance note, to help ensure City Deal infrastructure schemes take account of ‘quality of place’ concepts.

### Housing

- 5.12 In addition to progressing these transport schemes in the last year progress has been made in establishing a Housing Development Agency (HDA). This will bring together the expertise that Cambridge City Council and South Cambridgeshire District Council have in developing housing with land and funding opportunities from those two district councils, the County Council and the University. With a focus on the delivery of affordable housing it will help deliver the housing in the Local Plan, as well as some of the 1,000 additional homes on rural exception sites agreed as part of the City Deal negotiation process.
- 5.13 There are risks to the delivery of these additional homes arising from recent national policy changes. However, the City Deal partners are planning to mitigate those risks (for instance through the work of the HDA, the recasting of the councils’ HRA business plans, the further research on potential partnership models that the councils plan to commission with City Deal funding, the self-build

programme and, not least, the work of our housing enabling and planning teams) and expect to deliver the numbers proposed.

- 5.14 The HDA is being established in the first instance as a shared service, building on the capacity and skills of existing staff, with funding also drawn from the City Deal Delivery and Implementation Fund (created by the three councils pooling a proportion of their New Homes Bonus allocations – if New Homes Bonus funding changes in future years, this may have implications for the City Deal Delivery and Implementation Fund).

### Skills

- 5.15 In terms of meeting the skills needs of Greater Cambridge's businesses and bringing more of our local young people into that jobs market, a new social enterprise called Form the Future is delivering the LEP's Signpost2Skills programme in Greater Cambridge.
- 5.16 This aims to ensure young learners have good advice about career options in the local economy and are supported to pursue the types of learning that will equip them to compete for those jobs. The skills service will also help ensure we deliver our City Deal target of 420 additional apprenticeships. Again, this is funded from the City Deal Delivery and Implementation Fund, and with support from the LEP.

### Smart City

- 5.17 A new area of activity for the City Deal partnership this year has been early steps to ensure Greater Cambridge takes advantage of the research and innovation excellence that resides in the area to apply "smart" solutions to challenges such as congestion, air quality and "intelligent mobility". The City Deal Delivery and Implementation Fund is supporting work to develop a smart city infrastructure, which will facilitate development of travel apps, wayfinding information at Cambridge station and other applications.
- 5.18 A member briefing on the City Deal is being arranged for 29 March. The City Deal Programme Director sends a monthly update on all things City Deal to all members of the three partner councils regularly.

## **6. Other growth-related strategic partnerships**

- 6.1 Cambridge City Council is a member of the Key Cities Group. This group of 26 medium-sized UK cities collaborates to ensure Government is sighted on the economic contribution these cities make to the UK economy. The Group shares information with each other and with Government and seeks to ensure Government policy is informed by an understanding of the importance of these cities and their hinterland.
- 6.2 Cambridge City Council has also recently joined forces with four other Fast Growing Cities within the Key Cities Group to emphasise to Government the particularly strong economic potential they offer to the UK economy, and the particular challenges that their success brings. These cities (Oxford, Swindon, Milton Keynes and Norwich) share many of Cambridge's characteristics – strong on knowledge-intensive industries, pro-growth but constrained by infrastructure limitations and housing affordability.
- 6.3 Cambridge and the partner cities will work with businesses, universities and neighbouring authorities to ensure that Government understands the case for investment in their economic potential, and the case for particular policy interventions/relaxations to facilitate sustainable growth.
- 6.4 The City Council is a member of London – Stansted – Cambridge Corridor Consortium. An annual subscription of £7,500 is paid. Cambridge City Council is represented on the board by the Leader of the Council, and is supported by the Director of Environment. Current work streams include:
- Lobbying for significant investment in rail infrastructure, including quadrupling tracks south of Cambridgeshire
  - Smart City initiatives in the corridor

## **7. Devolution**

- 7.1 The Leader of Cambridge City Council is also member of the Cambridgeshire Leaders and Chief Officers Group. This group has been exploring the potential for a “devolution deal” with Government over the past year. An initial proposal was being

developed to be submitted in March 2016, and focused on asks and offers around supporting sustainable economic growth, improving health and social care, adult skills and community safety.

- 7.2 The Secretary of State for Communities & Local Government invited leading councillors from Norfolk, Suffolk, Cambridgeshire and Peterborough councils to a meeting on 15 February to propose a tri-county devolution deal. At the time of writing this report the negotiations are ongoing and it is not known what the outcome of this new proposal will be. A verbal update will be provided at the Committee meeting.

## **8. Cambridge Community Safety Partnership (CSP)**

- 8.1 Each year the Partnership's Community Safety Plan is refreshed and its priorities modified, in response to any emerging issues from annual strategic assessments and quarterly progress reports provided at Community Safety Partnership meetings. A separate report on the agenda for this committee meeting reviews the progress it has made and highlights priorities for the forthcoming year.

## **9. Cambridgeshire's Health and Wellbeing Board (HWB)**

- 9.1 The Cambridgeshire Health and Wellbeing Board ("the Board") and its Network were formed in 2011 as a part of the Government's reforms to the NHS. It brings together leaders from local organisations that have a strong influence on health and wellbeing, including the commissioning of health, social care and public health services, to help plan services for Cambridgeshire that will secure the best possible health and wellbeing outcomes for all residents.
- 9.2 The Board includes representatives from, county council, local district councils, public health, education, NHS England, Clinical Commissioning Group, Healthwatch and others. The Council's representative in this partnership is the Executive Councillor for Communities. The Board meets bi-monthly.
- 9.3 The work of the Board is guided by the Cambridgeshire Health and Wellbeing Strategy 2012-17. The strategy focuses on six priorities to improve the physical and mental health and wellbeing of

Cambridgeshire residents. In particular, there is an intention to improve the health of the poorest fastest.

- 9.4 The Joint Strategic Needs Assessment (JSNA) informs and underpins the Health and Wellbeing Strategy and provides a series of assessments about the needs of people in Cambridgeshire. Progress in improving the health and wellbeing of local populations is assessed in the Director of Public Health's annual report.
- 9.5 The Annual Public Health Report (APHR) for 2014/15 adds a broader focus, looking at changes and trends in public health outcomes over recent years. The report is structured around the "life course" starting with children and moving through to old age.

The APHR 2014/15 report recommends three new opportunities for public health action in Cambridgeshire:

- A focus on promoting the health of school age children, including mental health
- A whole system approach to healthy diet and physical activity – reversing the trend in obesity
- Supporting a positive approach to healthy ageing.

- 9.6 The national Public Health Outcomes Framework (PHOF) provides detailed information on how well Cambridgeshire is doing compared with other areas for a range of health outcomes, as well as the lifestyle and environmental factors which influence health. The Cambridge Local Health Profile for 2015 shows some of the PHOF headlines for the City. It states that, "The health of people in Cambridge is generally better than the England average. Deprivation is lower than average, however about 14.9% (2,500) children live in poverty. The inequality in life expectancy (*between wards*) that is related to deprivation in this local area is 8.2 years for men and 7.9 years for women".
- 9.7 This year the HWB Board has chosen to structure its meetings around the six priorities in its strategy, reviewing the progress made in achieving the aims for one priority area at each meeting – providing a theme for the meeting. In addition a "Person's Story", highlighting an individual's experiences of the services delivered within the theme is given at the start of the meeting. This is prepared by Healthwatch.

9.8 The other recent business of the Board has included:

- Giving a steer on priorities and approach to submitting a plan for the 2016/17 round of the Government's Better Care Fund – identifying new ways of delivering health and social care and freeing up committed spending to do this.
- Reviewing actions taken to reassure patients and staff and to ensure a continuity of patient care following the end of contractual arrangements for Older People's and Adult Community Services in Cambridgeshire and Peterborough.
- Advising on the development of the Prevention Strategy for the Health System Transformation Programme, focusing on initiatives to generate savings for the NHS.
- Overseeing the work of the Public Health Reference Group and its priorities in the current year, obesity prevention and community engagement.
- Considering a joint approach to building resilient communities in line with Cambridgeshire County Council's Community Resilience Strategy.
- Looking at the County Council's public health business planning for 2016/17 and its proposals to meet its savings requirement, including a new approach to carrying out Joint Strategic Needs Assessments.

9.9 The Cambridge Local Health Partnership (CLHP), which forms a part of the Board's network, involves local GPs and others with an interest in local health and social care. It is chaired by a City Council's Executive member for Communities. The main role of CLHP is to inform the Executive member about local health and social care issues, so that the interests of Cambridge's residents can be represented in the HWB Board, and to promote local partnership working.

9.10 Recently the CLHP has also been using a themed approach to its meetings, looking at each of the priorities of the HWB strategy in turn, taking the theme that will be on the agenda of the following HWB Board meeting. The CLHP usually meets a week before the HWB Board but on a quarterly basis – so there will be some Board meetings that the Executive member may not be so informed about by the CLHP.

9.11 The CLHP has been, over its past few meetings:

- Reviewing local work by the Cambridge Sustainable Food Group to win accreditation for Cambridge as a “Sustainable Food City” from the national Sustainable Food Cities Network.
- Assessing progress with the Cambridge Sustainable Fish Campaign and WW2 Nutrition Challenge.
- Supporting the extension of the local Foodcycle project and the running of cookery skills courses for low income families in the north of the city, utilising the Council’s Sustainable City grant.
- Guiding the development of the Cambridge CAB Outreach project in East Barnwell Health Centre, utilising the Council’s Sharing Prosperity Fund, and receiving regular updates on its progress.
- Encouraging partners to contribute to World Mental Health Day and “joining-up” different local activities and events being run during the week leading up to it.
- Monitoring local work to address areas where our PHOF indicators are higher than the national average, including fuel poverty and falls prevention.
- Improving local information sharing between Riverside ECHG and the Council’s Anti-social Behaviour Team, so that people in their projects can receive better support.
- Supporting the local Children and Young People’s Area Partnership in staging the “Chelsea’s Choice” theatre production in the Guildhall, to raise issues around child sexual exploitation.
- Encouraging the Looked After Children’s Team to prepare for the increase in unaccompanied children that may be associated with the placement of Syrian refugees in the City.
- Looking at the City Council’s contribution in promoting physical activity and healthy diets as part of a review of progress in HWB Strategy’s Priority 3.

9.12 The King’s Fund report “The District Council contribution to public health: a time of challenge and opportunity”, highlights both the important current contributions of districts to the health and wellbeing of our communities and the potential for even greater district impact on local health outcomes.

9.13 The Council is continuing to assess the health and social care partnerships in Cambridgeshire it is involved with, appraising where we can make a contribution within new structures. The Council will be seeking to prioritise its services that bring the



biggest health gains for local people, such as promoting healthy diet and physical activity – reversing the trend in obesity – and supporting a positive approach to healthy ageing, which align with the present public health priorities.

- 9.14 It is a time of transformation for public services and local health and social services, especially, are adapting to the environments they find themselves in. The role the Council can play in improving local public health is beginning to be recognised by NHS bodies and is something the Council will be promoting with them.

## **10. Cambridgeshire's Children's Trust**

- 10.1 On 1 June 2015 the Cambridgeshire Children's Trust was replaced by the Children's Trust Executive Group. The Executive Group is a smaller body and consists of five members, the Lead Member for Children's Services (Cambs County Council), the Executive Director for Children, Families and Adult Services and the three chairs of the Area Partnerships.

- 10.2 To comply with the Children's Act 2004 the County Council will still have to report on improvements in the wellbeing of children, **along with other statutory organisations, including Cambridge City Council, that have a duty to work in partnership to achieve positive outcomes for children**, in relation to their:

- Physical, mental and emotional wellbeing
- Protection from harm and neglect
- Education, training and recreation
- Contribution by them to society
- Social and economic wellbeing

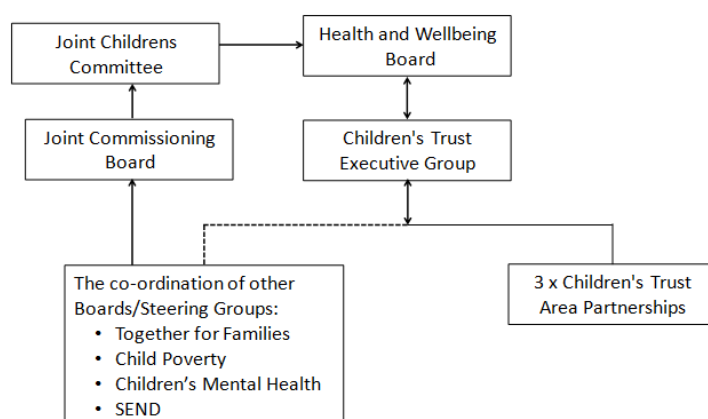
- 10.3 Work must have regard for the importance of parents and others caring for children.

The Children's Trust Executive Group will:

- Share learning and good practice;
- Support the Area Partnerships;
- Identify new ways of working;
- Identify further needs, issues and new opportunities;
- Report annual progress of the Area Partnerships and how they contribute to Priority 1 of the Health and Wellbeing Strategy: Ensure a positive start to life for children, young people and their families;
- Co-ordinate key pieces of work;
- Receive a report from other key work areas on how priority 1 is being delivered by other partners and partnerships (Cambridgeshire County Council to lead); and
- Host the Children's Trust Annual event for all statutory organisations to attend. This event will focus on shared priorities between partners.

- 10.4 The Children's Trust Executive Group will meet twice a year and meetings will usually last no more than 2 hours. Meetings of the Executive Group shall be open to the press and public and the agenda, reports and minutes will be available for inspection. The governance arrangement for the Executive Group is shown below.

### Governance arrangements for Children's Trust



- 10.5 The City Council does not have a representative in the Children's Trust Executive Group, preferring to work through the Local Area Partnership (South Cambridgeshire and Cambridge City). The Area Partnerships were given an enhanced role the winding-up of the Children's Trust.

The role of Children's Trust Area Partnerships is to:

- Develop partnership work that enhances opportunities for children, young people and their families living within that area
- Develop and support key projects to be delivered locally
- Monitor progress and provide an annual report on progress and gaps to the Executive Group
- Escalate issues and barriers for resolution
- Highlight local trends and gaps within existing service provisions
- Facilitate networking and collaborative working within a local context

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

- Increasing the take-up of Free School Meals locally.

- Commissioning mental health support for young people in schools – a review of what works in preventing mental ill-health in children and young people has now been completed.
- Mapping local employability opportunities for young people and identifying options the partnership can take forward.
- Looking at areas where young people can be more appropriately involved in decision-making processes.
- Developing initiatives in new communities, including Southern Fringe and Cambridge North West – a JSNA for new communities is presently being prepared.
- Child Sexual Exploitation – local schools will be hosting performances of Chelsea's Choice, a drama about child sexual exploitation and healthy relationships.
- Exploring how local partners can contribute to the Accelerating Achievement Strategy, improving the educational attainment of vulnerable groups of students.
- Distributing a local grant scheme.

10.7 The Area Partnership Manager post has been extended by the County Council to support and coordinate the work of the Area Partnerships. A local officer group for South Cambridgeshire and Cambridge City Area Partnership is overseeing the delivery of these work strands. The Council's Children's and Young People's Services Manager is involved in this officer group.

10.8 Cambridge Local Health Partnership received an update on progress with Priority 1 of the Health and Wellbeing Strategy - ensure a positive start to life for children, young people and their families – when it met on 12 November 2015.

## 11. Implications

### (a) **Financial Implications**

The strategic partnerships, particularly the LEP and City Deal, will be responsible for drawing down significant levels of resources to improve infrastructure and support the growth of Cambridge. By working together with other public agencies the Council may be able to achieve more than working on its own.

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

This will depend on how the development of joint working opportunities is taken forward within each partnership.

- (c) **Equality and Poverty Implications**  
The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be on providing affordable housing, training and other measures to move people back into work and addressing health inequalities.
- (d) **Environmental Implications**  
Business models that promote low carbon use and improve the sustainability of developments will be supported.
- (e) **Procurement**  
The partnerships are likely to procure or commission services to achieve their aims.
- (f) **Consultation and communication**  
Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.
- (g) **Community Safety**  
To improve community safety is the purpose of the Cambridge Community Safety Partnership.

## 12. Background papers

Background papers can be accessed by following the hyperlinks set out beneath the document headings:

Principles of Partnership Working

<https://www.cambridge.gov.uk/content/guide-partnership-working>

Signpost2grow

<http://signpost2grow.co.uk/about-us/>

Cambridge Compass Enterprise Zone

<http://www.gcgp.co.uk/?s=Cambridge+Compass>

LEP Board Papers

<http://www.gcgp.co.uk/yourlep/board/board-meetings/>

Greater Cambridge City Deal

<http://www4.cambridgeshire.gov.uk/citydeal/>

Key Cities Group

<http://www.keycities.co.uk/>

Cambridge Community Safety Partnership

<https://www.cambridge.gov.uk/content/cambridge-community-safety-partnership>

Police and Crime Plan

<http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

Cambridgeshire's Health and Wellbeing Board  
<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/committee.aspx?committeeID=70>  
Health and Wellbeing Strategy  
[http://www4.cambridgeshire.gov.uk/info/20004/health\\_and\\_keeping\\_well/548/cambridgeshire\\_health\\_and\\_wellbeing\\_board](http://www4.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board)  
Joint Strategic Needs Assessment  
<http://www.cambridgeshireinsight.org.uk/jsna>  
Annual Public Health Report  
<http://www.cambridgeshireinsight.org.uk/health/aphr>  
Cambridge Local Health Profile 2015  
[http://www.apho.org.uk/default.aspx?QN=HP\\_METADATA&AreaID=50386](http://www.apho.org.uk/default.aspx?QN=HP_METADATA&AreaID=50386)  
Cambridge Local Health Partnership  
<http://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=347>  
The District Council Contribution to Public Health (Kings Fund)  
<http://www.kingsfund.org.uk/publications/commissioned/district-council-contribution-public-health>  
Children's Trust  
[http://www4.cambridgeshire.gov.uk/info/20076/children\\_and\\_families\\_practitioners\\_and\\_providers\\_information/279/children\\_and\\_families\\_working\\_with\\_partners/2](http://www4.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/279/children_and_families_working_with_partners/2)  
Children's Trust Area Partnerships  
[http://www4.cambridgeshire.gov.uk/downloads/download/60/children\\_s\\_trust\\_and\\_area\\_partnerships](http://www4.cambridgeshire.gov.uk/downloads/download/60/children_s_trust_and_area_partnerships)

## 12. Appendices

No Appendices have been added.

## 13. Inspection of papers

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

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

Report by: Andrew Limb, Director of Corporate Strategy

Relevant scrutiny committee: Strategy & Resources  
21/3/2016  
Scrutiny Committee

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

### **JOINING THE MENTAL HEALTH CRISIS CARE CONCORDAT** **Not a Key Decision**

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#### **1. Executive summary**

- 1.1 Cambridge City Council has the opportunity to join partners within a local Concordat that aims to deliver improvements in the care of people in mental health crisis, within a national framework.
- 1.2 Some Council services have contact with vulnerable people with mental health problems. Working with partners to implement the Concordat will help ensure people in mental health crisis receive the right care at the right time and from the right person. In this way, it will help officers acting as “first responders” to get better outcomes for local people.
- 1.3 By signing the Concordat the Council will demonstrate its support for the aspirations of the Concordat and willingness to engage, where appropriate, in the work of partners delivering it. At times, Council services may need to adapt their working practices to deliver the desired outcomes, but there will be no direct financial cost arising from signing up. Officer time will be given to attend Concordat “Round-table” meetings.

#### **2. Recommendations**

The Executive Councillor is recommended:

1. To sign-up to the Cambridgeshire and Peterborough Mental Health Crisis Concordat on behalf of the City Council and encourage officers in the delivery of its aims.

### 3. Background

- 3.1 In February 2014 at the instigation of the Government, 22 national bodies involved in health, policing, social care, housing, local government and the third sector came together and sign a Mental Health Crisis Care Concordat. The Mental Health Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis.
- 3.2 Although the Mental Health Crisis Care Concordat focuses on the responses to acute mental health crises, it also includes a section on prevention and intervention. The Concordat builds on and does not replace existing guidance.
- 3.3 Following the national launch of the Concordat the Police and Crime Commissioner for Cambridgeshire, Sir Graham Bright, set up a local Delivery Board for Cambridgeshire and Peterborough to prepare a local declaration of support for the Concordat. This declaration was accepted by the national Concordat Steering Group in mid-2014 and incorporated within its website.
- 3.4 The local signatories at this time were county-wide organisations, including Cambridgeshire County Council, predominantly NHS based. The Delivery Board then oversaw the preparation of an action plan showing how the partners would respond at a local level to the four aims of the national Concordat.

#### The four aims of the national Concordat

- **Access to support before crisis point** – making sure people with mental health problems can get help 24 hours a day and that when they ask for help, they are taken seriously,
- **Urgent and emergency access to crisis care** – making sure that a mental health crisis is treated with the same urgency as a physical health emergency,
- **Quality of treatment and care when in crisis** – making sure that people are treated with dignity and respect, in a therapeutic environment, and
- **Recovery and staying well** – preventing future crises by making sure people are referred to appropriate services.



- 3.5 The local Concordat action plan was accepted by the national steering group And updated in October 2015 in line with the outcomes of the Care Quality Commission's Right Here, Right Now report.
- 3.6 The report looked at people's experiences of help, care and support during a mental health crisis and found that the quality of care experienced by a person in crisis can vary greatly depending on where they are and what help they require. Many people also experienced problems getting help when they needed it, and found that healthcare professionals sometimes lack compassion and warmth when caring for people who are having a crisis.

The current action plan for Cambridgeshire's Concordat incorporates the following actions:

- 24/7 first response,
- Integrated mental health team in the Police Force Control Room,
- Non-health based places of safety,
- Information sharing,
- Multi-agency training,
- Multi-agency data collection, and
- Suicide prevention.

- 3.6 The Mental Health Crisis Concordat declaration and its accompanying action plan rests within a whole system of mental health social care and mental healthcare strategies that emphasise different elements of it. These include the Social Care Strategy for Adults with Mental Health Needs, Emotional Wellbeing and Mental Health Strategy for Children, the Suicide Strategy, the Clinical Commissioning Group's Commissioning Strategy for Mental Health and Well-Being of Adults of Working Age and, in particular, the Public Health Mental Health Strategy.

### **Vanguard Programme**

- 3.7 The most relevant programme to improve mental health crisis care at present is the national Vanguard programme, which relates to urgent and emergency mental health care, where Cambridgeshire and Peterborough have been selected as one of eight pilot sites. The programme has national funding attached to it to help resource changes, assisting "first responders" to make appropriate referrals into the emergency care system. It will be rolled out over the next year.

## **Integrated Mental Health Team**

- 3.8 The Integrated Mental Health Team is now installed in Cambridgeshire's Police Force Control Room. This means that when a call is taken an initial assessment can be made about individuals suffering from mental health crisis that focuses on diversion, providing access to the right pathways, helping to ensure that vulnerable individuals receive the right care, in the right place, at the right time. This initiative is presently being funded by partners within the local Concordat but it may, in the future, form a part of the Cambridgeshire Vanguard programme.

### **A joined up approach**

- 3.9 Cambridgeshire MIND, who is presently helping to coordinate the local Concordat's action plan, is keen to ensure that all public agencies subscribe to the aims of the Concordat, so that we are all working together and have a "joined-up" approach towards people in mental health crisis.
- 3.10 Cambridge City Council's front line services work with vulnerable people. Some of these people will be experiencing mental health issues or nearing a mental health crisis. It is estimated that nearly 23,000 people in the city will have a mental health problem, such as anxiety and depression, and 1,020 people registered with their GP are known to have a serious mental illness, such as schizophrenia.
- 3.11 The "wellbeing principle" is an essential concept underpinning the Care Act 2014 and is broad in its coverage, including physical and mental health and emotional wellbeing, participation in work, suitability of living accommodation, as well as protection from abuse and neglect. The wider responsibilities in relation to safeguarding involve the City Council in working in partnership with the County Council and other bodies.

### **Cambridge City Council Services and mental health**

- 3.12 Some of our services, such as tenancy sustainment, independent living, housing advice and options, community safety, environmental health will come into contact with vulnerable people living in difficult circumstances more than others because of the nature of their remits. The Council will look to help resolve problems, where it can, and alleviate behaviours that may impinge on neighbours and the wider community.

- 3.13 The Council actively seeks to work in partnership with local GPs, the county council, and other NHS bodies to ensure that people that have been identified as being vulnerable, due to their mental health needs, can enter the social care and mental health system but sometimes this is difficult to achieve given resourcing challenges. By providing improved access to mental health crisis care the Government believes that as well as individuals benefiting, people will be diverted away from A&E and that there will be reduced pressure on police forces.
- 3.14 At present Council officers who come across people experiencing an acute episode of mental illness as a “first responder” may call a police officer to attend as a last resort. With the advent of the Integrated Mental Health Team and the implementation of the Vanguard programme, advice, assessment and supported access to mental health services for people in mental health crisis should be more readily available. Where individuals are already known to mental health services, signposting and referrals to relevant services can be carried out in a timely manner.

### **Benefits of signing-up**

- 3.15 By signing up to the Concordat declaration the council is committing itself to working towards its aims, with others. This will not require the commitment of financial resource at this time but a willingness to “join-up” our services, sharing knowledge of people approaching or in crisis that are known to us and the communities they live in, where appropriate, so that vulnerable individuals in crisis can receive the right care, in the right place at the right time.
- 3.16 Being a part of the delivery of the local Concordat declaration could allow us to improve our risk assessment of individuals before deploying resources, allowing services to be accessed in a more timely way.
- 3.17 Officers from the council’s front line services have discussed the implications of “signing-up” to the Concordat declaration with the Cambridgeshire MIND co-ordinator and the lead police inspector. They felt that the Concordat declaration will offer a positive benefit to the delivery of council services and local people and also demonstrate that the council is committed to working in partnership to help improve care for local people.

## 4. Implications

### (a) **Financial Implications**

Signing the Concordat declaration will not require the commitment of additional financial resources by the Council at this time but a willingness to “join-up” our services, sharing knowledge of people approaching or in crisis that are known to us and the communities they live in, where appropriate, so that vulnerable individuals in crisis can receive the right care, in the right place at the right time.

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

The council will be required to provide a senior representative at bi-monthly Concordat Round-table meetings and service managers may be involved in delivery task and finish groups where we can reasonably contribute to an action or initiative.

### (c) **Equality and Poverty Implications**

The Concordat will help improve the delivery of services for people experiencing mental health crisis. Some parts of our population maybe at greater risk of mental illness because the conditions for their wellbeing, such as decent housing, access to the support of family, friends and the local community and the ability to live independently and participate in work, may not be present. Data from the Health Survey for England (HSE) indicates that adults in the poorest fifth of the population are much more likely to be at risk of developing a mental illness as those on average incomes: around 24% compared with 14%.

### (d) **Environmental Implications**

Nil: the proposal has no climate change impact.

### (e) **Procurement**

No procurement implications at present.

### (f) **Consultation and communication**

The local Concordat declaration has been incorporated into the national website and was given local publicity at the time of its launch and subsequently when the update action plan was launched. It is envisaged that there will be a local “signing-up ceremony” later in the

Spring/early Summer to mark the council's support for the Concordat – should the recommendation be endorsed.

### **(g) Community Safety**

Some people approaching or in mental health crisis are vulnerable and may need protection from abuse or neglect. Others may exhibit behaviours that impact on neighbours and the wider community that can be interpreted as anti-social. Signing up to the Concordat should therefore have positive community safety implications.

## **5. Background papers**

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

- Cambridgeshire MIND Powerpoint presentation about the Concordat to Officer Group: 28 January 2016
- Urgent and emergency care Vanguard: Fit for the Future Bulletin
- Social Care Strategy for Adults with Mental Health Needs, 2015-2018: Cambridgeshire Children, Families and Adult Services

## **6. Appendices**

- Cambridge City Council Equality Impact Assessment
- Cambridgeshire and Peterborough Mental Health Care Crisis Concordat
- Concordat Delivery Action Plan

## **7. Inspection of papers**

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

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## Appendix - 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](mailto: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:

Signing and commitment to the Mental Health Crisis Concordat.

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

Cambridge City Council has the opportunity to join Cambridgeshire Mind, the Police Authority, the County Council, the Mental Health Trust and other organisations within Cambridgeshire to support a local Concordat that aims to deliver improvements in the care of people experiencing a mental health crisis.

In February 2014 at the instigation of the Government, 22 national bodies involved in health, policing, social care, housing, local government and the third sector came together and sign a Mental Health Crisis Care Concordat. The Mental Health Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis.

The four aims of the national Concordat:

- **Access to support before crisis point** – making sure people with mental health problems can get help 24 hours a day and that when they ask for help, they are taken seriously,
- **Urgent and emergency access to crisis care** – making sure that a mental health crisis is treated with the same urgency as a physical health emergency,
- **Quality of treatment and care when in crisis** – making sure that people are treated with dignity and respect, in a therapeutic environment, and
- **Recovery and staying well** – preventing future crises by making sure people are referred to appropriate services.

Cambridgeshire MIND, who are presently helping to coordinate the local Concordat's action plan, is keen to ensure that all public agencies subscribe to the aims of the Concordat, so that we are all working together and have a "joined-up" approach towards people in mental health crisis.

Cambridge City Council's front line services work with vulnerable people. Some people will be experiencing mental health issues or nearing a mental health crisis. It is estimated that nearly 23,000 people in the city will have a mental health problem, such as anxiety and depression, and 1,020 people registered with their GP are known to have serious mental illness, such as schizophrenia.

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

By signing the Concordat, the Council will demonstrate its support for the aspirations of the Concordat and that it is willing to engage, where appropriate, in the work of partners to deliver it. This will not require the commitment of financial resource at this time but a willingness to “join-up” our services, sharing knowledge of people approaching or in crisis that are known to us and the communities they live in, where appropriate, so that vulnerable individuals in crisis can receive the right care, in the right place at the right time.

Being a part of the delivery of the local Concordat declaration could allow us to improve our risk assessment of individuals before deploying resources, allowing services to be accessed in a more timely way. Officers from the council’s front line services have discussed the implications of “signing-up” to the Concordat declaration with the Cambridgeshire MIND co-ordinator and the lead police inspector. They felt that the Concordat declaration will offer a positive benefit to the delivery of council services and local people and also demonstrate that the council is committed to working in partnership to help improve care for local people.

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

X Residents

X Visitors

X Staff

A specific client group or groups (please state):

Anyone experiencing acute mental health issues.

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

X New

☐ Revised

☐ Existing

**5. Responsible directorate and service**

Directorate: Corporate Strategy

Service: Strategy and Partnerships

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

☐ No

X Yes (please give details):

All front line services – especially Customer Services, Housing Services and Community Safety.



## 7. Potential impact

### Definitions:

**Mental health (or wellbeing):** There are many different definitions of mental health or wellbeing (and little consensus on how it should be measured), but they generally include factors known to promote mental health such as: life satisfaction, optimism, self-esteem, mastery and feeling in control, having a purpose in life, and a sense of belonging and support. Good mental health is not simply the absence of diagnosable mental health problems, although good mental health is likely to help protect against the development of many such problems. WHO describe mental health as 'a state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community'.

**Mental illness or disorder:** Mental illness or disorder refers to a diagnosable condition that significantly interferes with an individual's cognitive, emotional or social abilities e.g. depression, anxiety, and schizophrenia.

**Severe mental illness (SMI):** includes diagnoses which typically involve psychosis or high levels of care, and which may require hospital treatment. Typically this includes schizophrenia and bipolar disorder (Mental Health Wales). The definitions are taken from *Cambridgeshire County Councils [Public Mental Health Strategy 2015](#)*

### Context:

"In England, between 2013 and 2014, there were nearly 3 million adults on local GP registers, registered for depression, and approximately 500,000 for a severe and enduring mental health problem" [Data Source](#)

### The Local Picture – Cambridgeshire - [Public Mental Health Strategy 2015](#)

There are an estimated 19,000 children and young people (aged 17 years and under) who may experience mental health problems in need of mental health support<sup>1</sup>

There were 474 self-harm hospital admissions in people aged 10-24 years in 2012/13 and the rate of admissions is higher than the England average<sup>2</sup>

In 2012 there were an estimated 7,500 people with dementia. This is expected to increase to over 12,000 by 2026<sup>3</sup>

6.2% (32,950) of adults aged over 18 years had depression in 2013/14  
(CCG level, England average 6.5%)<sup>4</sup>

There are an estimated 63,000 adults aged 18-64 years with a common mental health disorder\*<sup>5</sup>

The excess under 75 standardised mortality ratio for adults with serious mental illness was 319 in 2012/13\*\*  
(England average 347)<sup>6</sup>

4.2% (810) of 16-18 year olds were not in employment, education or training in 2013  
(England average 5.3%)<sup>2</sup>

4,986 patients registered in Cambridgeshire have a serious mental illness (SMI)<sup>7</sup>

The rate of hospital admissions for alcohol related conditions was 5.9 per 1,000 population in 2012/13 (3,526 admissions)  
(England average 6.4)<sup>8</sup>

In 2013/14 there were 610 households that were statutory homeless\*\*\*<sup>9</sup>

0.25% of the working age population are long term unemployed (1,030 people)  
(England average 0.73%)<sup>9</sup>

13.1% of children live in poverty (14,110 children)  
(England average 20.6%)<sup>9</sup>

**(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)

## 7. Potential impact

- Ten per cent of children and young people (aged 5-16 years) have a clinically diagnosable mental problem<sup>9</sup> yet 70% of children and adolescents who experience mental health problems have not had appropriate interventions at a sufficiently early age.
- The World Health Organization (2013) estimates that, worldwide, 20% of adolescents in any given year may experience a mental health problem.
- In a 2005 US study, consisting of 9282 participants, it was found that 75% of mental health problems are established by age 24, and 50% by age 14. The study also found that one in ten (10%) of school-age children have a clinically diagnosable mental health problem, including depression, anxiety or psychosis.
- According to the Royal College of Psychiatrists (RCPsych), depression may affect 1 in 5 older people in the general community and 2 in 5 living in care homes.
- An English Health Survey on older people in 2005 found that depression affected 22% of men and 28% of women aged 65 years and over.
- The RCPsych estimates that 85% of older people with depression receive no help at all from the NHS.
- In a systematic review of 70 studies published in 2015, it was found that social isolation, loneliness, and living alone increased the risk of premature death. The increased likelihood of death was 26% for reported loneliness, 29% for social isolation and 32% for living alone.

### [Data Source](#)

This proposal is likely to have a positive impact on children, young people and older people experiencing a mental health crisis.

### **(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)

- There are strong links between physical and mental health problems. A 2012 report by The King's Fund found that 30% of people with a long-term physical health problem also had a mental health problem and 46% of people with a mental health problem also had a long-term physical health problem.

### [Data Source](#)

This proposal is likely to have a positive impact on people's physical and mental health.

### **(c) Gender**

- In England, women are more likely than men to have a common mental health problem and are almost twice as likely to be diagnosed with anxiety disorders.
- The Office for National Statistics (ONS) found that, in 2013, 6,233 suicides were recorded in the UK for people aged 15 and older. Of these, 78% were male and 22% were female.
- In England, women are more likely than men to have a common mental health problem (19.7% and 12.5% respectively). This is higher across all categories of common mental health problems, apart from panic and obsessive compulsive disorder.
- In England, more than 4,000 suicides (among people aged 15 and over) were registered in 2013. Of this figure, two thirds were male and one third was female.
- A 2015 English study of 3,366 adolescents found that, from 2009 to 2014, overall, adolescents experienced similar levels of mental health difficulties (i.e. emotional problems, peer problems, hyperactivity and conduct problems). There was, however, a significant increase in emotional problems in girls over time, and a decrease in mental health difficulties in boys.

#### [Data Source](#)

This proposal is likely to have a positive impact on women and men experiencing a mental health crisis.

### **(d) Pregnancy and maternity**

- Around 50% of women with perinatal mental health problems are not identified or treated. The costs to the UK economy for untreated perinatal mental health problems is estimated to be around £8.1 billion for each one-year cohort of births; this is the equivalent to around £10,000 per year for every single birth in the UK. (These costs are generally the result of not identifying mothers' mental health needs or treating them effectively. However, when mothers are referred, there are known treatments that work well for most cases)
- Paternal mental health is also of crucial importance. Postnatal depression in fathers has been associated with emotional and behavioural problems in their child.
- In a literature review carried out in 2008, it was noted that women with a previous episode of serious affective problems, such as depression, bipolar, or anxiety, were at increased risk of recurrence, even if they had been well during pregnancy and for many years. This highlights the importance of good monitoring, early detection and early treatment.

#### [Data Source](#)

This proposal is likely to have a positive impact on pregnant women, parents and young children

**(e) Transgender** (including gender re-assignment)

“During our inquiry we heard evidence that trans people face discrimination in accessing general NHS services. Terry Reed, of GIRES, explained that trans people were often nervous about accessing services because they were “not treated sympathetically [or even] politely”.

Jess Bradley - “ we do see a lot of trans people being denied treatment, whether that is on the basis that they present at a mental health clinic and the mental health Clinicians think, ‘Okay, this is too complicated for us. We need to pass this on to somebody else’ You find a lot of trans people are passed from pillar to post”

*Women and Equalities Committee Oral evidence: [Transgender Equality Inquiry](#), House of Commons - Tuesday 8 September 2015*

Please also see the comment from the [2014 Cambridge LGBTQ Needs Assessment](#) in the Gender Section. This proposal is likely to have a positive impact on people from transgender communities experiencing a mental health crisis.

**(f) Marriage and Civil Partnership**

No anticipated impacts.

### **(g) Race or Ethnicity**

- In a report by National Institute for Mental Health (2003) it was noted that people of Black African Caribbean and South Asian origin are less likely to have their mental health problems detected by their GP and more likely to have other problems incorrectly described as mental health problems.
- A study published in 2008 which explored the association between ethnicity, mental problems and socio-economic status, found that among adults aged 16- 64, Black Caribbean and Black African groups were generally twice as likely to experience psychotic disorders compared with their White British counterparts. This effect was still observed after controlling for socio-economic status.
- The same study also found that women of Pakistani and Bangladeshi origin were at elevated risk of schizophrenia after adjustment for socio-economic status.
- A study published in 2014, exploring the role of ethnicity as a predictor to being detained under the Mental Health Act (MHA), found that ethnicity did not have an independent effect on the likelihood of being detained. However, a diagnosis of psychosis, the presence of risk, female gender, level of social support and London being the site of assessment did affect the likelihood of being detained.
- Gypsies and Travellers are nearly three times more likely to suffer from anxiety than average and just over twice as likely to be depressed (DoH & Cabinet Office Social Exclusion Taskforce, 2010; CCC/NHS Cambridgeshire PCT, 2010).
- Members of black and minority ethnic communities are disproportionately represented in hospital statistics, with Black African, Black Caribbean and Black/White mixed groups of adults three times more likely to be admitted to hospital than the population as a whole.<sup>12</sup> They are also up to 44 per cent more likely to be sectioned; that is, detained without their consent.
- Black Caribbean, Black African and White/Black Caribbean mixed groups are 40 – 60 per cent more likely than average to be admitted to hospital from a criminal justice referral, which means their mental health problems are often only detected when they come into contact with law enforcement agencies.
- Black men are also almost twice as likely as white men to be detained in police custody under Section 136 of the Mental Health Act.<sup>20</sup> Given these trends, amongst these populations there is a high level of fear associated with mental health treatment; that they will receive inappropriate and poor treatment (e.g. excessive restraint and medication) and be discriminated against. The problems in mental health care seem to be amplified for ethnic groups and for the disadvantaged, with the inverse care law applying. That is, those who are in most need of support are the least likely to access the services which provide this support. [Data Source](#)
- [Data Source](#) (unless otherwise stated)

### **(h) Religion or Belief**

No disproportionate anticipated.

### **(i) Sexual Orientation**

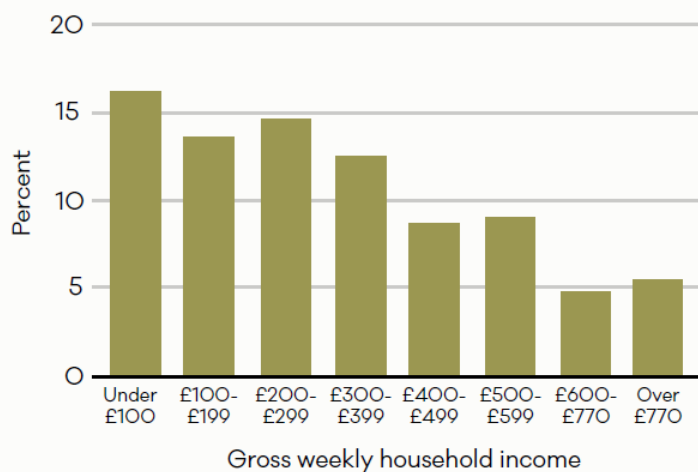
- In a national English survey it was found that 27,497 respondents registered with the National Health Service who described themselves as gay, lesbian, or bisexual, were 2 to 3 times more likely to report having a psychological or emotional problem compared to their heterosexual counterparts.
- In a 2011 British survey, conducted by Stonewall, with 6,861 respondents, it was found that 1 in 10 gay and bisexual men aged 16-19 attempted to take their own life in the year prior to the survey. Further, 1 in 16 gay and bisexual men aged 16-24 had attempted to take their own life in the previous year.
- The survey also found that 1 in 7 gay and bisexual men were currently experiencing moderate to severe levels of mixed depression and anxiety.
- In a 2008 British survey on 6000 women, it was found that 4 in 5 lesbian and bisexual women reported having had a spell of sadness, feeling miserable or depressed. Further, 1 in 5 lesbian and bisexual women have deliberately harmed themselves in some way.
- “One of the key findings relating to respondents experiences of public services, highlighted issues with health services specifically. 73 % of comments given relayed negative experiences of accessing health services and prejudice from health professionals. This included a lack of understanding of LGBTQ issues by staff, direct homophobia, and heteronormative and cissexist assumptions from staff.” [2014 Cambridge LGBTQ Needs Assessment](#)

[Data Source](#) (unless otherwise stated)

This proposal is likely to have a positive impact on LGBTQ communities.

**(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):**

- Data from the Health Survey for England (HSE) indicates that adults in the poorest fifth of the population are much more likely to be at risk of developing a mental illness as those on average incomes: around 24% compared with 14%. This means that signing the Concordat is likely to have a very beneficial impact.
- Prevalence of mental health problems in children by gross weekly household income, (Green et al, 2005)



© Crown copyright 2015, Mental Health of Children and Young People in Great Britain: 2004.  
ONS: Adapted from data from the Office for National Statistics licensed under the Open Government Licence v.3.0.

“Countywide data can hide the local variations seen within Cambridgeshire. As previously mentioned, certain factors can increase the risk of people suffering poor mental health or illness. These factors often reflect the broad pattern of poverty or deprivation. For example, when looking at hospital admissions for self-harm across 10 years in Cambridgeshire, there is a correlation with deprivation; the rate of admissions are generally higher where deprivation is higher. These areas would also be expected to have a higher rate of adults living with common mental disorders” [Public Mental Health Strategy 2015](#)

This proposal is likely to have a positive effect on people experiencing poverty or who have a low income.

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

### People with mental health issues and violence

- Studies have shown that the estimated risk of violence by people with mental health problems ranges from 3% to 5%.
- People with mental health problems are more likely to be victims of violence compared to those without mental health problems.
- In a 2013 British survey among persons with severe mental health problems, it was found that:
  - 45% had been victims of crime in the previous year.
  - 1 in 5 had experienced a violent assault.
  - People with mental health problems were 3 times more likely to be a victim of assault and any crime than those without.
  - Women with severe mental health problems were 10 times more likely to experience assault than those without.
  - People with mental health problems were more likely to report that the police had been unfair to them compared to the general population.

### Homelessness

- An ONS report published in 2011, reported that twice as many people in the UK compared to the EU cited mental health problems as a reason for being homeless (26% and 13% respectively).
- A 2009 literature review found higher prevalence of mental health problems in the homeless population compared to the general population. The review noted that the prevalence of serious mental health problems was present in around 25-30% of street homeless and in those in direct access hostels.

### Asylum Seekers and Refugees

- In 2011, the Scottish Sanctuary Project evaluation report identified that mental health problems are a major public health issue for asylum seeking and refugee women.
- The project also found that mental health was a predominantly Western concept, and services were built on models that were often not accessible or meaningful to minority ethnic communities.
- A 2009 study carried out by the Scottish Refugee Council with 349 refugees found that:
  - 57% of women were likely to have Post Traumatic Stress Disorder
  - 20% of women reported suicidal thoughts in the past 7 days
  - 22% of women stated that they had tried to take their own lives.

### [Data Source](#)

This proposal is likely to support and have a positive effect on groups experiencing complex and challenging circumstances.



## 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](mailto:suzanne.goff@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer: Graham Saint

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

Suzanne Goff – Corporate Strategy

Date of completion: 4<sup>th</sup> March 2016

Date of next review of the assessment: March 2015

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**Cambridgeshire & Peterborough joint declaration on improving  
outcomes for people experiencing mental health crisis**

**November 3, 2014**

"We, as partner organisations in Cambridgeshire & Peterborough, will work together to implement the principles of the Mental Health Crisis Care Concordat to improve the system of care and support so people of any age in crisis, because of a mental health condition, are kept safe and helped to find the support they need – whatever the circumstances in which they first need help – and from whichever of our services they turn to first.

We will work together to prevent mental health crises happening whenever possible through prevention and early intervention.

We will make sure we meet the needs of vulnerable people in mental health crisis providing them with the right care at the right time and from the right service.

We will strive to ensure that all relevant public services, voluntary and private sector partners support people with a mental health problem to move towards recovery.

We will develop ways of sharing information, where appropriate, to enable front line staff to provide co-ordinated support to people in mental health crisis.

We are responsible for delivering this commitment to the people of Cambridgeshire & Peterborough by putting in place, reviewing and regularly updating our local Mental Health Crisis Care Concordat action plan.

**This declaration supports parity of esteem, where mental health is valued equally with physical health. It does so in the following ways:**

- Through everyone agreeing a shared care pathway to safely support, assess and manage anyone who asks any of our services for help in a mental health crisis. This will result in people with suspected serious mental illness, and their carers, being provided with advice and support and will ensure that services work together safely and effectively.
- Through agencies working together to improve individuals' experience, whether they are professionals, people who use mental health crisis care services, and/or carers, and to reduce the likelihood of harm to the health and wellbeing of these people.
- By making sure services for people of all ages in mental health crisis are safe and effective, with clear policies and procedures in place, and that organisations can access appropriate services and refer people to them in the same way as they would for physical health and social care services.
- By all organisations who sign this declaration working together and accepting our responsibilities to reduce the likelihood of future harm to staff, carers, patients, service users and the wider community, and to support people's recovery and wellbeing.
- By all organisations who sign this declaration working together and accepting our responsibilities to reduce the incidence of suicide."



## Cambridgeshire & Peterborough Declaration Statement

We, the organisations listed below, support this declaration. We are committed to working together to continue to improve crisis care for people with mental health needs in Cambridgeshire & Peterborough.



Cambridgeshire  
Police & Crime  
Commissioner



Name Mr Graham Bright  
Position PCC



Creating a safer  
Cambridgeshire



Name Mark Hopkins  
Position ACC



BRITISH  
TRANSPORT  
POLICE



Signature  
Name M. Allingham  
Position Chief Inspector



Cambridgeshire and Peterborough  
Clinical Commissioning Group



Signature  
Name M K Donnelly  
Position Chair



Cambridgeshire  
County Council




Signature  
Name Adrian Coady  
Position Executive Director



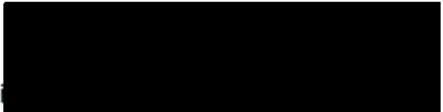
Signature  
Name Jana Burton  
Position Exec Director Adults, Health and wellbeing

Cambridgeshire & Peterborough  
Declaration Statement


East of England Ambulance Service   
NHS Trust

Signature   
Name Ross Brand  
Position Senior Locality Manager

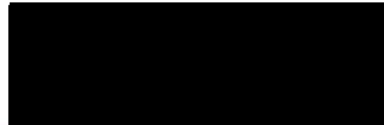
Cambridgeshire and Peterborough   
NHS Foundation Trust

Signature   
Name JULIE SPENCE  
Position CHAIRMAN

Hinchingbrooke Health Care   
NHS Trust

Signature   
Name Catherine Hubbard  
Position Medical Director


 mind | Peterborough  
for better mental health and Fenland

Signature   
Name EMILY GRAY  
Position CHIEF EXECUTIVE OFFICER

Cambridge University Hospitals   
NHS Foundation Trust

Dr Keith McNeil  
Chief Executive  
Cambridge University Hospitals

 mind in Cambridgeshire  
for better mental health

Signature   
Name SARAH LUGGIES  
Position CHIEF EXECUTIVE OFFICER

Bedfordshire  
Northamptonshire  
Cambridgeshire  
& Hertfordshire  
Community Rehabilitation Company



Signature. 

Name... *ALISON HARTCOCK*

Position... *Director of Operations  
& Reducing Re-offending.*

Supported by



Supported by



Supported by



Peterborough and Stamford Hospitals 

NHS Foundation Trust

Signature 

**Name** Stephen Graves

**Position** CEO

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October 2015 Continuous Improvement Action Plan to Enable Delivery of Shared Goals of the Mental Health Crisis Care Concordat in line with the CQC Right Here Right Now Report.

This action plan is:

- Is locally developed by the Cambridgeshire & Peterborough Crisis Concordat Roundtable which is chaired by the Police and Crime Commissioner and the Chair of our Clinical Commissioning Group. This Group holds to account the Delivery Board which is co chaired by Cambridgeshire Constabulary, CCG and Mind.
- The implementation of agreed actions will be taken forward by each partner through its own decision making structures.
- Organisational agreement to be fed back to Delivery Board.
- Financial Strategy to be agreed by MH Roundtable to be fed back to MH Delivery Board
- Is informed throughout by the views and ideas of those with lived experience.
- Is focused on improving care, outcomes and experience for people in Cambridgeshire and Peterborough experiencing Mental Health Crisis.
- Is committed to delivering the Right Care at the Right Time in the Right Place at the first time of asking.
- Will be continuously updated and improved.

NO	RECOMMENDATION AND REQUIRED OUTCOME	ACTION NEEDED TO ACHIEVE THIS	LEAD AGENCY	TIMESCALE
<b>Governance/Process/Management</b>				
1.	Develop an approach to governance that will: <ul style="list-style-type: none"> <li>• Keep those with lived experience at the centre of service and system improvement.</li> <li>• Support and assure delivery between partners.</li> <li>• Facilitate joint working between organisations recognising different ways of working.</li> <li>• Keep partners engaged and aligned</li> </ul>	Clear governance for getting things done and allocating organisational resources to relevant tasks. Delivery of actions ensuring: <ul style="list-style-type: none"> <li>• The implementation of agreed actions will be taken forward by each partner through its own decision making structures. Organisational agreement to be fed back to Delivery Board.</li> <li>• Delivery Board will provide regular updates to the Mental Health Roundtable.</li> <li>• Partners will provide regular updates to their own organisations.</li> <li>• A set of task agreement, process and reporting documentation will be used for every action that becomes a work stream.</li> </ul>	Delivery Board	Ongoing

NO	RECOMMENDATION AND REQUIRED OUTCOME	ACTION NEEDED TO ACHIEVE THIS	LEAD AGENCY	TIMESCALE
<b>Information Sharing -Enabling</b>				
1.	Develop an Information Sharing Protocol for sharing information related to MH crisis, quickly, safely and efficiently.	<p>To ensure that Information Sharing Agreements are in place in line with the Cambridgeshire &amp; Peterborough Information Sharing Framework.</p> <ul style="list-style-type: none"> <li>• Integrated Mental Health Team – Force Control Room</li> <li>• Third Sector Organisations in line with CCG Commissioning</li> <li>• Information Sharing for 24/7 First Response Telephone Line to include acute trusts/third sector/East of England Ambulance Trust &amp; Primary Care</li> </ul>	All	Ongoing
<b>Matching local need with a suitable range of services</b>				
1.	Develop a 24/7 integrated response service for people in Mental Health Crisis	<p>First Response team to be developed. 24/7 telephone support and triage plus professional response to people in crisis and assessment or diversion for people in contact with the police. Links to other crisis and out of hours response services. The 24/7 First Response will include self referral from service users and carers.</p> <ul style="list-style-type: none"> <li>• Integrated Mental Health Team based within Force Control Room</li> <li>• No answerphones</li> <li>• Trained/expert call handlers</li> <li>• Promoted and published numbers, a comprehensive directory of services.</li> <li>• Channelled access to appropriate services – not just advice and handoff.</li> </ul>	CCG/LA's/Cambridgeshire Constabulary/CPFT	April 2016

NO	RECOMMENDATION AND REQUIRED OUTCOME	ACTION NEEDED TO ACHIEVE THIS	LEAD AGENCY	TIMESCALE
2.	S136 Mental Health Based Places of Safety to meet national guidance.	<p>S136 Suite to be able to safely support people for up to 72 hours (including access to a bed) for assessment under the Mental Health Act thereby reducing the need for police custody to a minimum.</p> <p>Ensure that S136 suite is adequately staffed to allow police to be released as soon as possible after they have delivered a person under S136.</p> <p>Agree a clear protocol on when police can be released.</p>	CCG/CPFT	Delivered
3.	Ensure speedy access to Mental Health Act Assessments	<p>Align existing AMHP resources so that key hours in the evenings and early mornings are covered with a duty AMHP</p> <p>Explore Options for an on call AMHP service for early hours assessments</p> <p>Agree minimum timescales for Mental Health Act assessments ensuring they are prompt and timely.</p>	LA's/CPFT	April 2016
4.	Improve the link between crisis services and the AMHP service	Duty day time AMHP's to be integrated within the 24/7 First Response Team	LA's/CPFT	April 2016

NO	RECOMMENDATION AND REQUIRED OUTCOME	ACTION NEEDED TO ACHIEVE THIS	LEAD AGENCY	TIMESCALE
5.	Establish safe places (non health based) for people in mental health crisis in partnership with MIND and other third sector partners.	Support MIND/other third sector partners to set up safe places across Cambridgeshire & Peterborough for mental health service users in crisis to receive therapeutic or practical support as an expansion of their current services. Extended hours into late evening, this service will link to professional support from the 24/7 First Response and CRHT's health and social care staff.  These safe places are non medical environments and in other areas offering someone in crisis a brief period of 'time out' is proving an effective alternative to an acute ward.	MIND/Third Sector/Centre 33/LA's	April 2016
6.	A&E Liaison/Psychiatric Liaison  NHS trusts providing acute hospital and specialist mental health services within a local area to work together to review the process for people accessing support following attendance at A&E and/or discharge from acute hospital to decrease the number of people re-attending A&E within 30 days  Enhancement of Psychiatric Liaison	Implementation of 24/7 psychiatric liaison within ED Departments  Establish a baseline for parity of urgent access standards for people experiencing MH crisis  Establish a baseline for parity of urgent access standards for the ambulance service/police	Acute Hospital Trusts/CCG/CPFT	April 2016

NO	RECOMMENDATION AND REQUIRED OUTCOME	ACTION NEEDED TO ACHIEVE THIS	LEAD AGENCY	TIMESCALE
<b>Multi Agency Training - Enabling</b>				
1.	Multi Agency Training <ul style="list-style-type: none"> <li>• Mental Health Act</li> <li>• Mental Capacity Act</li> <li>• Serious Incident Protocol</li> <li>• Mental Health/Suicide Awareness Training</li> </ul>	Introduce a formalised rolling training programme to ensure up to date knowledge, continuous improvement and training of staff. Multi agency response	All relevant agencies	Ongoing
<b>Multi Agency Data Collection - Enabling</b>				
1.	S136 multi agency groups to bring together local data from ambulance, police, local authority and mental health trust partners to build end to end view of the operations of the S136 pathway in order to identify service improvements.	Royal College of Psychiatry S136 form to be completed by all partners: <a href="http://www.rcpsych.ac.uk">www.rcpsych.ac.uk</a> Section 136 Multi Agency Issue Log	East of England Ambulance Service/Cambridgeshire Constabulary/CPFT/LA's	Ongoing
<b>Service User/Carers/Patient/Client Involvement - Inclusive</b>				
1.	Keep Service Users with lived experience at the centre of service and system improvement. <ul style="list-style-type: none"> <li>• Set up Service User &amp; Carer Forums</li> <li>• Establish a method in which Service User &amp; Carer feedback is captured and used to inform partner organisations of their good and bad experience</li> </ul>	Walk through of individual experience of a MH crisis Inclusion of service users & carers at Delivery Board Visits and input into the 24/7 First Response Model Solution focused event to identify actions for partners about how to improve the service user and carer experience. An understanding of what 'good' looks like for both service users and carers.	SUN Network/CPFT/Carers Groups	Ongoing

NO	RECOMMENDATION AND REQUIRED OUTCOME	ACTION NEEDED TO ACHIEVE THIS	LEAD AGENCY	TIMESCALE
<b>Service User/Carers/Patient/Client Involvement Continued – Inclusive</b>				
1a.	<ul style="list-style-type: none"> <li>Crisis/Care Plans</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of crisis/care plans by service users, ensuring that where appropriate their carers have access to the crisis/care plan to ensure clarity of service user wishes and shared decision making and consent agreement.</li> <li>For patients with a crisis/care plan this information is shared with the GP and kept in their primary care record (as recommend by the CQC Right Here Right Now Report)</li> </ul>	SUN Network/CPFT/Carer Groups	Ongoing
<b>Improve Access to Support Via Primary Care - Preventative</b>				
1.	<p>Suicide Prevention Strategy</p> <ul style="list-style-type: none"> <li>Reduction in the number of suicides in the county.</li> <li>Better information for members of the public about how to help someone who is having suicidal thoughts.</li> </ul>	<p>Reduction in numbers of people dying in Cambridgeshire and Peterborough as a result of suicide.</p> <ul style="list-style-type: none"> <li>All organisations working together and accepting their responsibilities to reduce the incidence of suicide.</li> <li>Stop Suicide Campaign</li> </ul> <p>Clear pathway for individuals to get help – development of the Suicide Prevention pathway from community to secondary care.</p>	LA's/Mind	Ongoing



To: The Executive Councillor of Finance and Resources: George Owers  
The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert

Report by: RAY WARD - DIRECTOR BUSINESS TRANSFORMATION

Relevant scrutiny committee: Strategy & 21/3/2016  
Resources  
Scrutiny  
Committee

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

### **SHARED SERVICES - TERMS OF REFERENCE FOR JOINT GROUP AND BUSINESS PLANS**

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#### **1. Executive summary**

This report provides information regarding terms of reference for the shared services Joint Group between the City Council, South Cambridgeshire District Council and Huntingdon District Council. Business cases for the shared ICT and Legal services are seeking approval, the principles of which were approved by this Council on the 13<sup>th</sup> July 2015 and 12<sup>th</sup> October 2015.

#### **2. Recommendations**

The Executive Councillor for Finance and Resources is recommended the:

- 1) Business plans for each of the shared services attached at Appendix 1 are approved

The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert is recommended the:

- 2) Terms of Reference (see appendix 2) for the Shared Services Joint Group are approved, to enable that Group to operate in a formal committee setting from September 2016, prior to which, they will continue to be held on a quarterly basis in shadow format.

### **3. Background**

3.1. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer as it is more commonly known.

3.2. The business cases to allow ICT and Legal shared services to move forward were approved at the same time and as a result, the three proposed shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).

3.3. At the same meeting, approval was given for the establishment of a Joint Committee without delegated powers the purpose of which is to oversee and provide advice on the delivery of the shared services, with the Leader of each Council being the nominated representative.

3.4. A Sovereignty Guarantee was also endorsed by each council, detailing how they would still safeguard local autonomy in respect of continuing to elect local councillors; making its own decisions on council tax; publishing its own budget and accounts and setting its own spending priorities, whilst operating within a shared service partnership arrangement.

3.5. It was recommended that in order to enable effective management of the shared service programme, that a phased approach be taken. ICT and Legal services would form part of Phase 1.

3.6. A number of further services were identified as having potential for future collaboration and Members were informed that these were being explored. This approach was accepted.

### **4. Phase 1 Implementation**

4.1. On 1st October 2015, Cambridge City became the Employing Authority for Legal Shared Services and Huntingdonshire became the Employing Authority for ICT Shared Services. All impacted staff from each service successfully transferred under TUPE to their new employer, where they were not already employed by the lead council.



4.2. The three councils had previously agreed that the achievement of the following outcomes is primary objective of sharing services:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies, and
- Sharing of specialist roles which individually, are not viable in the long-term

4.3. Since the go-live date of 1 October 2015, each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above.

4.4. A key part of the service reviews has been the development of a set of forward-looking business plans that set out the key priorities, objectives, activities and measures of success for each service. These can be found at Appendix 1. It is recommended that the business plans are endorsed to enable the shared services to work to an agreed direction and deliver against an agreed set of objectives.

4.5. An Inter Authority Agreement is in the process of development which will amongst other things provide details of the financial accounting method between the partner councils.

## 5.0. Governance of Shared Service Arrangements

5.1. The operational model for shared services was presented as a Lead Authority model in the original report of July 2015, however, the term caused some confusion due to different interpretations of the term “Lead” and so was changed to Employing Authority model. All other aspects of the model previously endorsed remain the same.

5.2. The Head of each shared service will be responsible for the overall operation of that service, the delivery of the business plan and achievement of performance and financial targets.

5.3. The July 2015 report specified the need to ensure strong governance arrangements to oversee service delivery. Since then, the officer governance arrangements, which were already working well, have been further strengthened with three nominated Corporate Directors (one from each partner council) jointly overseeing the direct delivery of shared services, holding each of the Heads of shared service to account. The directors routinely report to the Chief Executives' Board to enable any cross-cutting issues to be dealt with swiftly and effectively.

5.4. Prior to the July report, the three Leaders had been meeting regularly to review progress of the proposed shared services. The report identified the need to formalise this role of the three Leaders, not least to ensure transparency and clarity.

5.5. Approval was obtained to establish a Joint Committee which would formalise the Leaders' roles in shared services, supported by an officer board (the Chief Executives' Board mentioned at 3.3 above), but it was agreed that it would not have any delegated powers or functions. Instead, it would formalise existing arrangements but without any partner council delegating power to another entity.

5.6. Going forward, the agreed role and remit of the Joint Committee (to be known as the Shared Services Joint Group), will be to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets. They will act as an advisory body to the three councils only.

5.7. It is intended that the three Leaders will continue to meet on a quarterly basis as the Joint Committee in a shadow format until September 2016, when Group will become fully constituted and operate as a public meeting from then onwards.

5.8. The terms of reference for the Joint Committee which will be known as the Shared Services Joint Group, can be found at Appendix 2. It is recommended that they are approved to enable the Shared Services Joint Group to be fully constituted and operational from September 2016. The meetings will continue on a quarterly basis in shadow format until then.

## **6. Implications**

### **(a) Financial Implications**

£1.3m combined savings in 2016/17 from sharing ICT, Legal and Building Control of which £488,286 is the amount apportioned to the City Council.

(b) **Staffing Implications**

As set out in business plans attached.

(c) **Equality and Poverty Implications**

An EqIA has been carried out for this project and submitted in July report to Strategy and Resources Committee. The EqIA has been updated.

(d) **Environmental Implications**

Low Positive Impact. Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

(e) **Procurement**

No issues

(f) **Consultation and communication**

All client services have been kept up to date by email and were invited to a meeting of stakeholders in January 2016. The meeting were held in workshop format with attendees invited to feedback on their priorities for the shared service.

(g) **Community Safety**

No issues.

## **7. Background papers**

These background papers were used in the preparation of this report:  
Shared services report – Strategy and Resources – 13<sup>th</sup> July 2015

## **8. Appendices**

1. Business plans
2. Terms of Reference for Shared Services Joint Group

## **9. Inspection of papers**

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

Author's Name:	Ray Ward - Director of Business Transformation
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## BUSINESS PLAN FOR ICT SHARED SERVICE 2016/17

Service Leads			
Head of Shared Service	David Lawrence (Interim)		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Ray Ward	Julie Slatter	Alex Colyer
Lead Councillor	Lewis Herbert	Jason Ablewhite	Ray Manning

APPROVED BY	Status	Date
Management Board	Draft	8/2/16
Shared Services Partnership Board	Draft	Electronically 17/2/16
Joint Advisory Committee	Final draft	29/2/16
Cambridge City Council [ <i>Executive Councillor and Scrutiny Committee</i> ]	Final	21/3/16
Huntingdonshire District Council Cabinet	Final	21/4/16
South Cambridgeshire District Council Cabinet	Final	14/4/16

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version	Date
FINAL	24 February 2016

## SECTION 1 – CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

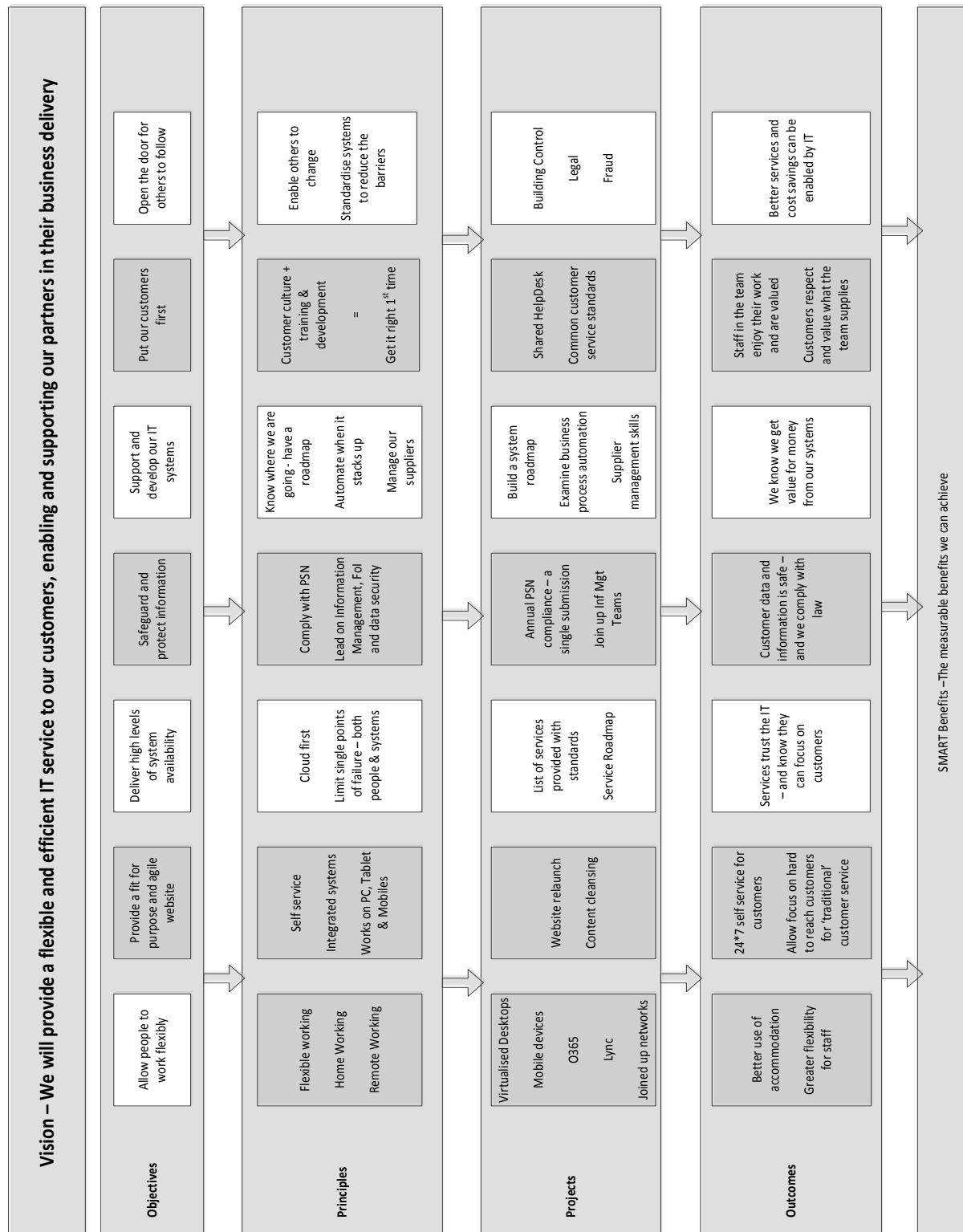
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

## B. DESCRIPTION OF THE SERVICE

### Vision & Objectives

The following diagram shows the vision and objectives for the 3C ICT Shared Service:



In essence, the drivers for the creation of the ICT Shared Service are:

- **savings to the 3 councils:** creation of a single shared service increases efficiency and reduces the unit cost of service delivery
- **service resilience:** fewer single points of failure, and increased scale enables increased investment in ruggedised infrastructure, thus reducing probability and impact of service outages
- **collaborative innovation:** increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will become thought leaders for evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own

The **Service Catalogue** is the primary source of information describing the current service offerings provided by the ICT Shared Service. This important document is managed under change control, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services:

- ICT Service Desk and ICT User Support
- ICT Network and Infrastructure Support
- ICT Communications Support
- ICT Strategy Formulation
- ICT Technical / Solutions Architecture
- ICT Project, Procurement, Contract and Supplier Management
- ICT Bespoke Service Delivery
- Data Centre Management
- Telephony Management
- Data and System Backup and Recovery
- Local Area Network (LAN) & Wide Area Network (WAN)
- ICT Security Management
- Email Support & Web Filtering
- Desktop Provision / Replacement
- Office Computer Provision
- Flexible / Homeworking Service
- Mobile ICT Provision (incl. smartphones & tablets)
- Print Facilities
- Audio Visual Facilities (provision & support)
- Database admin and management
- Application Maintenance and Support
- Release Management (Infrastructure and Applications)
- GIS Management
- Address Management
- Information Governance/Management
- Website and intranet Support (incl. web apps and web forms)
- SharePoint / Office 365 Support and Development
- Interfaces Support and Development
- Training
- Compliance (inc PSN / PCI)
- Licence Management / SAM
- Test Plan Development



- Client Service Management
- Finance and Billing
- System packaging AppV / SCCM etc)
- Unix / Linux Physical Windows support
- Business analysis & Business support

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery which are scheduled over the coming weeks and months. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service.

In order to deliver the services described in the catalogue, a new structure has been designed for the ICT Shared Service, which is currently being implemented. Staff consultation on this structure went well; much feedback was received from the initial consultation, which enabled an improved version 2 of the structure to be developed. This was further refined based on feedback from the second round of consultation, see Section D.

### **Aims & Priorities**

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner. It is envisaged that once the appointment process completes and the new structure is in place, these service owners will take personal ownership of evolving the services they own to ensure they remain relevant and fit for purpose for their user communities throughout the life of the ICT Shared Service.

Once the new structure is fully populated, there will be regular Service Delivery Reviews between the ICT Shared Service management team and the management teams of each of the partner councils. Through these reviews, operational issues will be discussed, reviewed and (where necessary), service improvement plans will be developed including prioritisation.

During the development of the business case in summer 2015, a range of delivery options were considered including:

1. retain 3x separate ICT teams within the partner councils
2. combine resources into an ICT Shared Service
3. outsource to third party (e.g. Northgate / Serco / Capita)

Having evaluated these options, it was decided that option 2 presented the best balance of strategic fit, cost control and risk mitigation. All three councils approved the proposal, and hence the ICT Shared Service now has a mandate to operate for the next 5 years (assuming it meets the required cost & service parameters).

Whilst not a formal partner of the ICT Shared Service, there is a key working relationship with Northgate, to whom Cambridge City outsourced their ICT Service some years ago. Cambridge City have retained the option to migrate these services from Northgate to the ICT Shared Service at some future point in time, provided the cost / risk / benefit evaluation is sufficiently appealing.

## C. FINANCIAL OVERVIEW

The service budget, as agreed in the business case in July 2015 is shown in the following tables:

### Financial Summary

Budget category	Year 0 2015/16 (**)	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Capital	£-	£-	£-	£-	£-	£-
Staff costs	£1,343,662	£2,741,070	£2,795,891	£2,851,809	£2,908,845	£2,967,022
Other costs	£-	£3,173,823	£3,237,299	£3,302,045	£3,368,086	£3,435,448
Charges	£-	£-	£-	£-	£-	£-
<b>Total Costs (net of CCC/Northgate contract)</b>	<b>£1,343,662</b>	<b>£5,914,893</b>	<b>£6,033,191</b>	<b>£6,153,854</b>	<b>£6,276,931</b>	<b>£6,402,470</b>
less savings @ 15% from year 1 onwards	£-	£887,234	£904,979	£923,078	£941,540	£960,371
<b>Net Costs with 15% savings applied</b>	<b>£1,343,662</b>	<b>£5,027,659</b>	<b>£5,128,212</b>	<b>£5,230,776</b>	<b>£5,335,392</b>	<b>£5,442,100</b>
CCC / Northgate Contract costs (***)	£339,340	£678,680	£678,680	£678,680	£678,680	£678,680
<b>Grand Totals</b>	<b>£1,683,002</b>	<b>£5,706,339</b>	<b>£5,806,892</b>	<b>£5,909,456</b>	<b>£6,014,072</b>	<b>£6,120,780</b>

(\*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 2016/17

(\*\*) Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting

(\*\*\*) Table shows total ICT costs, including those within the current CCC/Northgate contract. No forecast savings are shown on CCC/Northgate as this is fixed price contract

### Proposed Apportionment of Partner Contributions

Apportionment of Costs	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council	32.7%	41.0%	41.0%	41.0%	41.0%	41.0%
Huntingdonshire District Council	38.4%	35.7%	35.7%	35.7%	35.7%	35.7%
South Cambridgeshire DC	28.9%	23.3%	23.3%	23.3%	23.3%	23.3%
<b>Grand Totals</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Cost of ICT Shared Service by Partner

ICT Shared Service costs per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council (incl. CCC/Northgate)	£778,960	£2,740,006	£2,781,232	£2,823,283	£2,866,175	£2,909,925
Huntingdonshire District Council	£515,697	£1,796,334	£1,832,261	£1,868,906	£1,906,284	£1,944,410
South Cambridgeshire DC	£388,345	£1,169,999	£1,193,399	£1,217,267	£1,241,612	£1,266,445
<b>Grand Totals (*)</b>	<b>£1,683,002</b>	<b>£5,706,339</b>	<b>£5,806,892</b>	<b>£5,909,456</b>	<b>£6,014,072</b>	<b>£6,120,780</b>

(\*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 1016/17

### Savings from ICT Shared Service by Partner

ICT Shared Service savings per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total Savings in Yr vs. 15/16 baseline	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cambridge City Council	£-	£363,763	£371,039	£378,459	£386,029	£393,749
Huntingdonshire District Council	£-	£317,000	£323,340	£329,807	£336,403	£343,131
South Cambridgeshire DC	£-	£206,470	£210,600	£214,812	£219,108	£223,490
<b>Grand Totals</b>	<b>£-</b>	<b>£887,234</b>	<b>£904,979</b>	<b>£923,078</b>	<b>£941,540</b>	<b>£960,371</b>
<b>Cumulative Total Saving</b>	<b>£-</b>	<b>£887,234</b>	<b>£1,792,212</b>	<b>£2,715,291</b>	<b>£3,656,830</b>	<b>£4,617,201</b>

Once assimilation is completed, true staff costs can be understood relative to budget forecast, including building an understanding of whether TUPE'd staff are assimilated on salaries significantly in excess of the salary ranges associated with the approved staff structure.

Given the large number of vacancies on Day 1, it is realistic to assume that expenditure will be below budget forecast.

Specific delivery projects to optimise non-staff costs are already underway. These include:

- Server room consolidation
- Supplier contract management
- Remote / flexible working
- Service Desk rationalisation

Key financial risks:

1. Staff are assimilated on salaries significantly in excess of the salary ranges associated with the approved staff structure
2. Re-charging mechanism identifies costs to be charged to the ICT shared service which are outside of the original approved budget

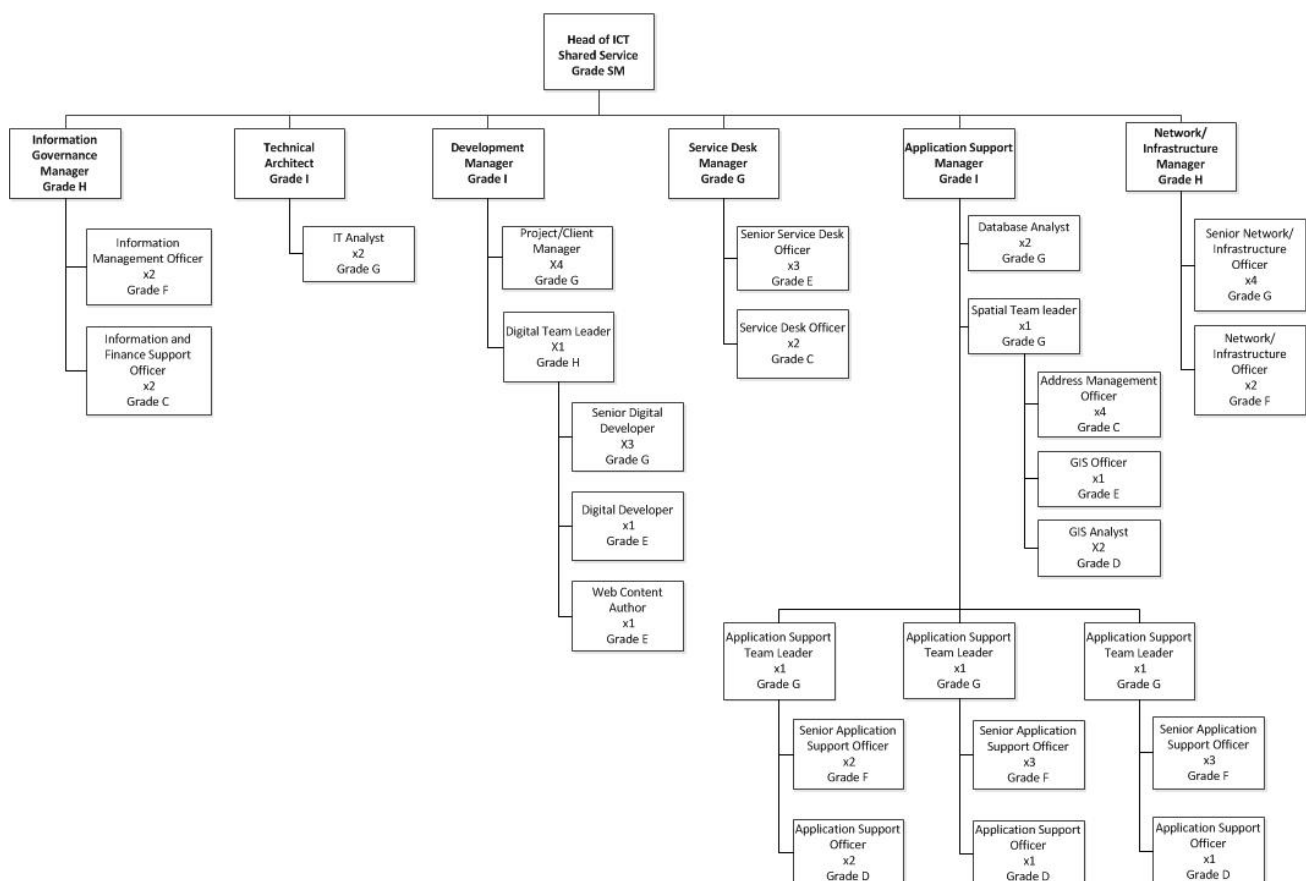
## D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The structure was shaped by the following Key Principles:

1. Integrate the current three ICT org structures into a single structure
2. Ensure this structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue
3. Ensure ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a “digital first” world
4. No more than 7x direct reports for any role within the structure
5. Minimise the number of management layers between the Head of Service and all roles within the ICT Shared Service
6. Move towards stronger alignment with the ITIL management model
7. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to siloed teams serving each council)

### ICT Organisational Structure



Having closely analysed the skillsets of the staff already within the ICT Shared Service, it can be seen that there are some important skills gaps and capacity issues. These include:

- **Project / Client management:** these roles will play an important part in the deployment of key business solution changes (e.g. new financial management system). The impact of having fewer than planned staff with this skillset will be delayed or cancelled projects to enhance ICT capability, with

consequential delays to benefits delivery for the partner councils. Mitigation could be to hire contract staff, though this may incur incremental cost, and hence dilute benefits of project(s)

- **Technical Architect:** This role is critical to providing Thought Leadership to the councils as they seek to re-design their front line services to embrace Digital First and reduce unit cost of service delivery. Without this role, transformation will happen more slowly, or perhaps not at all, resulting in increased costs to councils over longer term
- **Network / Infrastructure:** A scarcity of permanent staff with these skills has been mitigated in the short term by extending the contract durations of the interim staff who are currently assisting in this area. Whilst not ideal, this provides effective mitigation in short term, thus enabling continued delivery of some key optimisation projects (e.g. server room consolidation).

#### Transition Team

To enable staff and customers to see how we are moving from the current working practices to the new processes and structure for the ICT Shared Service we have set up a Transition Team. The team consists of the Programme Lead for overall strategic direction, three Transition Managers representing each of the Partner Authorities and a Create Manager responsible for the development of the new service. These individuals work together to move the existing people, processes and technology from current ways of working to the new ICT Shared Service. There is a detailed plan aligned to the functional responsibilities of the new organisation structure that governs the transition process, and all staff within ICT are aware and can contribute to the delivery of this forward plan.

## E. LOOKING BACK

### Achievements

The ICT Shared Service came into being on 1 October 2015. During the intervening time since then:

- A transition team has been established, managing the step-by-step changes from the existing 3x org structures and delivery models into the new ICT Shared Service organisation structure and delivery model
- A second round of staff consultation has been completed. This consultation focussed on a revised staff structure, based upon the extensive feedback received from the initial consultation in August / September 2015. Note: an inevitable consequence of the second round of staff consultation was a delay to some of the appointment & assimilation process.
 

**Note:** Because of this second round of staff consultation, the transition team deliberately focussed on non-staff elements of the transition during Oct – Dec 2015. With this consultation now complete, staff transition activities can be accelerated early in 2016.
- Specific projects are underway to tackle key elements of the technology roadmap. These include:
  - Server room rationalisation
  - Rationalisation of software license / non-staff costs
  - Improved enablement of remote / flexible working
  - Service desk rationalisation
- Over 30 staff have received training in Agile Methodology, with HDC looking to amend their existing delivery model to embrace Agile as a viable alternate delivery methodology

## F. LOOKING FORWARD

**Short to medium term:** By consolidating the three separate ICT teams of the partner councils, the ICT Shared Service will create a single larger organisation that will have greater resilience and more cost effective operations than any of the individual teams could provide. For example, the cost of providing disaster recovery and business continuity will reduce, due to the move to shared server room and disaster recovery infrastructure.

Furthermore, the ICT Shared Service will provide unified service offerings, delivered in a consistent and optimised way (e.g. Address Management services). In so doing, the quality and consistency of service delivery should improve, whilst unit costs reduce. This is an important enabler to assist the partner councils deal with their ongoing financial pressures to do “more for less”. Similarly, rationalising supply chain contracts should also yield savings.

**Longer term:** A single, larger team provides the opportunity to invest in roles which the individual councils would not have been able to afford in isolation, e.g. Technical Architect. In so doing, the ICT Shared Service will be able to provide Thought Leadership to the three partner councils in how to evolve their front line services to embrace “Digital First” service provision. By supporting this channel shift, ICT will be pro-actively driving down the unit costs of service delivery within the partner councils.

The **Technology Roadmap** (mentioned above) will be the means whereby these service evolution steps will be specified, prioritised, controlled and managed.

**Risks & threats:** The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
Shared Service benefits are not adequately captured nor regularly checked and monitored leading to inaccurate reporting and potentially lack of support (incl financial)	Business cases have been developed and presented to each council's committee cycle in July 2015 for consideration and approval. Benefits have been identified and quantified wherever possible and monthly performance reporting agreed for the first 6 months of operation.
Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.	Clear principles to be established to agree how service standards will be developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery
Overall financial savings targets are unrealistic and unachievable, leading to service ‘cuts’ being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre-shared service levels initially, which automatically builds in savings in year 1. Posts being held vacant where appropriate until structures are agreed, offers early possible savings.

No communication plan is in place leading to employee rumour and dissatisfaction and the lack of 'buy-in' or cynicism with the shared service model.	Regular communications from project boards and PBSS. Full communications plan has been developed & is being implemented by communications, workstream leads and programme manager. A number of methods of engagement have been adopted to ensure staff needs are met – 1 to 1s, group meetings, briefings, written communications, email updates.
The uncertainty arising from a shared services delivery model causes uncertainty amongst impacted employees, leading to them resigning and the Council's losing expertise and knowledge that would be beneficial to the re-engineering of the service.	Communications and engagement plan for staff to support change management and manage uncertainties HR processes clear and well communicated Effective, timely and robust consultation with staff
The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.	ICT shared service priority is to enable flexible working The ICT strategy & implementation plan captures the short, medium and long term actions needed to facilitate flexible, multi-site working
Overall financial savings targets not met by the new shared service or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the Shared Service business cases. Business cases include robust financial analysis and ongoing work is undertaken on risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant where appropriate until structures agreed offers early possible savings.
Shared Services do not deliver the expected good quality services to internal and external customers	Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery

## G. COMMUNICATION AND CONSULTATION

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsible for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure they technical solutions are built into the roadmap.

The **Services Roadmap** is the forward plan for applications and system developments for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed, the roadmap is the responsibility of the Application Support Manager who will lead on consultation with the service areas.

Communications within the ICT Shared Service team will continue via the 'weekly comms' email that reports on progress for forming the new ICT Shared Service. The transition plan is used to manage the timeline of the transition work to form the new service, this plan is updated weekly and is available to all the ICT Shared Service staff.

Communications between the ICT Shared Service and the Partner Authorities or external suppliers will be led by the Development Manager. Regular meeting and engagement activities will be scheduled to help understand customer needs and ensure the ICT Shared Service is performing and enabling corporate objective



## SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver high standard of system availability	ICT Vision	<p>Develop a list of services provided with customer service standards</p> <p>Develop the Technology and Service roadmaps to outline forward plan of work</p>	<p>Service Catalogue</p> <p>Technology and Service roadmaps</p>	<p>Services across the Partner Authorities understand and have confidence in the functions being delivered</p> <p>Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers</p>	

2	Support and develop our IT systems	ICT Vision	<p>Build a technology roadmap</p> <p>Examine business processes and enable automation wherever possible</p> <p>Proactive management of our suppliers and contracts</p>	<p>Have a clear understand of the technological direction for the future</p> <p>Clearer simpler processes that involve less human interaction and that can be replicated elsewhere</p> <p>A single set of invoices and contracts to administer.</p>	The Partner Authorities are confident that we are getting value for money from the ICT investment	
3	Open the door for others to follow	ICT Vision	<p>Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance</p>	<p>Standard applications</p> <p>Ability to access, use or administer systems centrally</p> <p>Enable the services to change</p>	These shared services deliver a more efficient function and better value for money.	

4	Allow people to work flexibly	ICT Vision	<p>Mobile devices</p> <p>Office 365 sites</p> <p>Establish Lync and collaborative working systems</p> <p>Enable global protect on laptops and tablets to work anywhere</p>	<p>Flexible Working</p> <p>Home working</p> <p>Remote Working</p>	<p>Allow flexible working, staff are able to have a better work life balance with home or remote working.</p> <p>Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner</p>	
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Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	Customer Satisfaction	ICT	
2	Budget Savings achieved	ICT, Finance	
3	Organisational Structure populated	ICT, HR	
4	Service Catalogue PIs met	ICT	

## SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

### SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

Development objective	Allow staff to work flexibility from home and across the 3 partner Authorities	Describe the desired outcome – what will it look like when it has been achieved?	Staff are able to access any system they require from any site or home	Lead officer	Development Manager/ Technical Architect
Is this a Project? (Yes/ No) and description	<p><i>No this is a programme of works – There are a series of projects that need to be delivered to enable staff to work in a more flexible manner. The first phase includes providing access to all sites via a single swipecard mechanism, access to centralised resource booking, availability of hotdesks and the provision of global protect enabled laptops and tablets.</i></p> <p><i>The second phase of projects will look to deliver a plan to enable any staff to work from any location.</i></p>				
Business Benefits			How will it be measured?		
1. Enables the cultural change of staff working in a partnership environment			Staff satisfaction survey		
2. Maximises the usage of existing accommodation, and enables the partner Authorities accommodation strategies to be implemented.			Percentage of desk space used, and ratio of staff to desks across the partner offices		
3.					
4.					
Outputs & products	Resources		Responsible Officer		Target delivery date
Install a common card reader system across the three partner Councils	ICT and facilities staff		Andy Wood (Facilities)		
Implement a single cloud based resource booking system for all meeting rooms, hot desks, pool cars, visitor spaces, and equipment for the partnership	ICT with input from facilities and accommodation staff		3C ICT Project/Client Manager		

Key risks	
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Development objective	Implementation of a single Financial Management System	Describe the desired outcome – what will it look like when it has been achieved?	A single system, and standard processes in use by all three partner Authorities	Lead officer	Development Manager
Is this a Project? (Yes/ No) and description	Yes – This is a procurement and implementation of a new system to replace the three existing IT applications, along with the standardisation of business processes.				
Business Benefits			How will it be measured?		
1. A single system will mean less administration overheads for the ICT Application Support Staff			Service availability time, call resolution time, customer satisfaction		
2. A standardised system will enable staff in Finance to work in a more efficient and flexible manner, and potentially work across the different partners, maximising the staff resources					
3.					
4.					
Outputs & products	Resources	Responsible Officer		Target delivery date	
Following tender process an order and contract for a new Financial management System Standard configuration setup (documented)	Accountancy, project management, legal  Accountancy, IT Analyst	3C ICT Project/Client Manager  3C ICT IT Analyst			
Key risks					

Development objective	Consolidation of the existing data centres and replacement of the SAN storage system.	Describe the desired outcome – what will it look like when it has been achieved?	Provide a main and secondary data centre with SAN capacity to run all server requirements for the partner Authorities	Lead officer	Technical Architect & Network/ Infrastructure Manager
Is this a Project? (Yes/ No) and description	Yes – Procurement of a new SAN to accommodate the data for all three partner Authorities, and consolidation to a main and secondary data centre. The secondary site is a live mirror of the main site so that it will provide a dynamic fail over option in case of an emergency or disaster.				
Business Benefits			How will it be measured?		
1. Reduction in ICT administrative overheads for multiple data centres			Call resolution time by Network staff, Network and server availability and performance metrics		
2. On site dynamic disaster recovery options with the secondary backup site, allowing the cessation of external options which currently cost £110k per annum			Cost benefit analysis		
3. Closing of certain data centres, especially within Cambridge will enable the Cambridge City accommodation strategy to be delivered.					
4.					
Outputs & products	Resources	Responsible Officer		Target delivery date	
Consolidated data centres New SAN software	ICT Network and project management	3C ICT Technical Architect and Project/Client Manager			
Key risks					

## SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Copy the objectives directly from the action plan tables into this summary table so that there is an easy reference guide to the main objectives of the service.

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans ( <i>i.e. what do we want to achieve and why are we doing it?</i> )	Lead Officer
	Allow staff to work flexibility from home and across the 3 partner Authorities	Development Manager/ Technical Architect
	Implementation of a single Financial Management System	Development Manager
	Consolidation of the existing data centres and replacement of the SAN storage system.	Technical Architect/ Network/Infrastructure Manager

## SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
<b>Key Service PIs (to be selected from the action plan at section 2A)</b>					
Customer Satisfaction	Annual				
Budget Savings achieved	Annual				
Organisational Structure populated	One off				
Service Catalogue PIs met	Quarterly				
<b>Corporate Plan KPIs (all PIs in the Corporate Plan that your service is responsible for should be listed here)</b>					
None					



**BUSINESS PLAN FOR LEGAL SERVICES (THE PRACTICE)  
2016/17**

Service Leads			
Head of Practice	VACANT		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Ray Ward	Julie Slatter	Alex Colyer
Lead Councillor	Cllr Herbert	Cllr Harrison	Cllr Topping

APPROVED BY	Status	Date
Management Board	Draft	8/02/16
Shared Services Partnership Board	Draft	Electronically 17/2/16
Joint Advisory Committee	Final draft	29/2/16
Cambridge City Council [ <i>Executive Councillor and Scrutiny Committee</i> ]	Final	15/3/16
Huntingdonshire District Council Cabinet	Final	21/4/16
South Cambridgeshire District Council Cabinet	Final	14/4/16

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version FINAL	Date 24 February 2016

## A. PURPOSE OF THIS DOCUMENT

This is the proposed Business Plan for the Practice, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case proposes to be delivered, to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

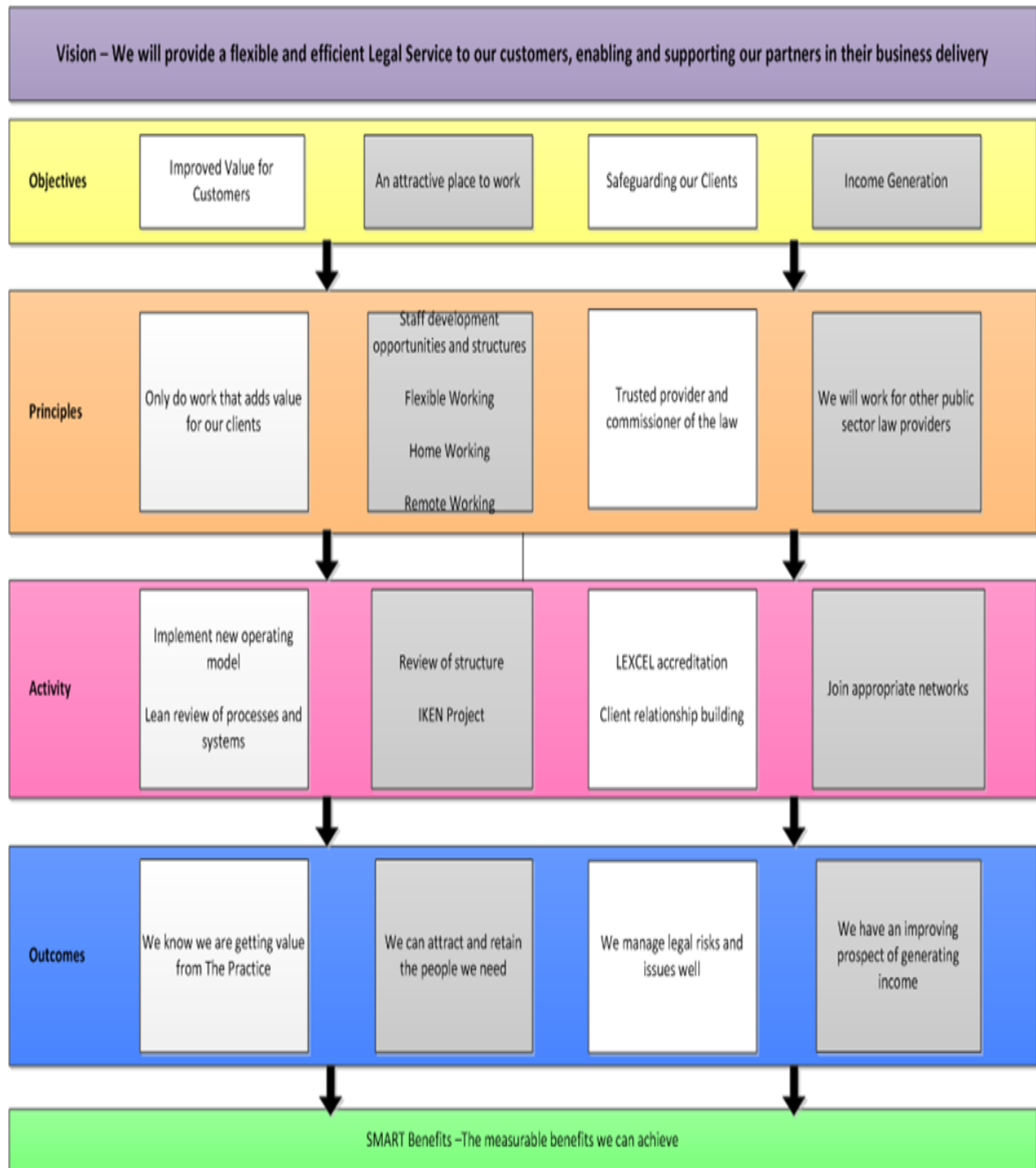
## B. DESCRIPTION OF THE SERVICE

### Vision

The Legal Shared Service known as the Practice went live in October 2015. The service is in the transition stage and is moving from 3 distinct and separate units to a true shared service.

The rationale for the establishment of a shared legal service between CCC, SCDC and HDC is that it will enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.

## Vision for the Practice



This business plan will form part of ensuring that the Practice becomes a true shared service and that the benefits are realised.

### **Description of The Practice**

The Practice carries out legal work for the 3 Councils covering all areas and types of work in which the Councils are involved including general legal advice, drafting documents and representing the Council in court.

The Practice is committed to providing an excellent legal service to assist the Councils in meeting its objectives and to ensure that the individual Councils act within the law.

### **Staffing**

Historically each Council had a standalone Legal department (see appendix 1). Following TUPE, SCDC and HDC staff were transferred to CCC as employing authority.

The TUPE transfer consultation document included the new job description and person specification for the new post of Head of Legal Practice and proposed a new structure, showing two Service managers below the Head of Practice to head up the contentious and non-contentious teams. The role of Head of Practice was not disputed and is in the process of recruitment.

The main outcome of the consultation was that a re-design of the second tier management structure should be considered to make any management structure flatter and the arrangements for have been consulted on in a second consultation process which finished on 8 February 2016. As the outcome of the second consultation cannot be pre-empted, and for the purposes of this document only, an assumption is being made that there will be no major change to the structure under consultation (the business plan will be updated after the outcomes of consultation are known if required).

### **Objectives**

Workshops have been completed with client departments and a clearer indication of the levels of expectations from the client departments is now known. How the Practice itself will be structured below the second tier of principal lawyers to meet the current and future demands of the clients of the Practice will be influenced by the outcomes of these workshops. It is a requirement of the Business case that client departments should inform the future operation of the Practice and feed into the Business Plan.

The Business Case also states there should be a review of accommodation requirements within the first six months of the Practices operation. This should feed into the accommodation strategy of each of the partnering local authorities' asset management plans.

Referring to the Business Case, the focus for the Practice remains the same as stated in the Business Case approved by all three Councils: A high standard of leadership, whereby the senior management team possess the right range of managerial, commercial, innovation and change management skills necessary to deliver the new service:

- Align current capacity with demand from within the practice itself
- Reduce external spend by 10% (i.e. £38k) in the first year of operation
- Optimise effective use of legal skills
- Reduce the books and publications spend

- Client departments to have a major role in developing the Business Plan
- Introduce appropriate KPIs to be monitored by the new management team of the Practice
- Income generation is key to the success of the Practice, and should derive income from legal costs incurred or recovered in a legal activity
- A detailed and comprehensive staffing review to be undertaken within the first year, based on an assessment of the needs of the new service and a new structure being implemented.
- To have a joint time recording and case management system
- A new management team be appointed to oversee a service-wide restructuring within the first year of operation
- Existing teams would stay where they are upon commencement of the practice however this arrangement would be reviewed within 6 months of operation

#### Stakeholders and Partners

The client services from the 3 partner councils are identified as key stakeholders and are being liaised with through workshops and meetings to review current and further requirements.

### C. FINANCIAL OVERVIEW

The Business case is based on:

- A Practice budget of £1.4m
- A 10% reduction in external spend is expected to achieve savings of £39k.
- Better commissioning of external legal advice
- The re-structure will see efficiencies in management and business support arrangements (latter being driven by the extended use of technical support via IKEN, together with better processes) expected to achieve a balance of £140k balance of the savings

**Therefore the proposal is to achieve savings of £179k from 2016/17.**

The table below is an illustration of the reduction in net budget as a result of the proposed savings targets for 2016/17

The Practice Budgets (excluding recharges / overheads)

	Year 0*	Year 1		
	<b>2015/16</b>	<b>2016/17</b>	<b>Savings</b>	<b>Savings</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
Gross Budget	722,035	1,303,800	140,270	
Less Income	125,355	289,440	38,730	

Net Budget	596,680	1,014,360	179,000	15%
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\*Yr. 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting.

2016/17 savings shared by Council in proportion to 2015/16 gross budget contribution

57.21%	14.05%	28.74%	
<b>CCC</b>	<b>HDC</b>	<b>SCDC</b>	<b>Total</b>
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
102,403	25,146	51,451	179,000

Budget monitoring for the period Oct 2015 to December 2015 is illustrated below

	Budget to Date	Actual to Date	Variance Over/(underspend)
Expenditure	£361,110	£317,445	(£43,665)
Income*	(£62,770)	(£29,483)	£33,187
<b>Net</b>	<b>£298,440</b>	<b>£287,962</b>	<b>(£10,478)</b>

*\*This only includes fees collected at Cambridge City Council. A further £37k is due from SCDC for the period Oct-Dec 15 in respect of fees from s106 agreements.*

## D. STAFFING OVERVIEW

In October 2015 Cambridge City Council became the Employing Authority for the Practice. The current structures are shown at appendix 1 and the proposed structure is shown at appendix 2 the latter is the subject of the second consultation which commenced on the 6<sup>th</sup> January 2016 and concluded on the 8<sup>th</sup> February 2016. This consultation and the client workshops will inform the structure of the Practice moving forward.

The flatter structure, with the principal solicitors taking on the leading roles in specific discipline of the Practice with knowledge in other disciplines, will allow for a broader range of skill sets, whilst still retaining the specialism which client departments have shown a preference for. The creation of the Business Support Manager role will allow the Practice to be more resilient and more responsive by stripping out the routine administration work, allowing the lawyers to focus on legal work. Client workshops have been held to identify their aspirations and needs to enable the Practice to build the right level of efficient and effective capacity and capability going forward. The staff have been engaged in this process through away days, completing a basic skills template and providing details of their experience of capacity demands from client

departments.

It is acknowledged that the Practice staff have and are still going through major change with the implementation of the shared service. Staff are being briefed through regular newsletters, team meetings and electronic communications. Staff have been encouraged to provide feedback and comments on any proposed changes to the structure or processes of the Practice.

The Practice is carrying several vacancies at present. In order to maintain service to clients interim arrangements have been put in place. This consists of arrangements with external third party suppliers of local authority legal services to support the Practice through its transition to full structural operation in summer 2016. This solution will be funded by the use of savings made from vacant posts and is on the basis that the Practice will only pay for the work carried out by the third party supplier.

To further improve the transition from 3 individual services to one single shared service a review of accommodation requirements and ways of working is underway. Staff will be consulted on this following on from the management structure consultation.

The recruitment process to Head of Practice is underway and Ray Ward (Director of Business Transformation) is acting Interim Head of Practice during the transition period.

## E. LOOKING BACK

### Achievements

1. The Practice is still within budget and over the past three months (over the life of the Practice). There is a current underspend of approximately £92k on permanent staff costs. However there is an overspend on temporary staff during this transition which amounts to approximately £72k, which leaves a net underspend of some £20k. The income for the Practice also appears to be on target for 2015/16. Monthly meetings are held to monitor the budget.
2. A review of client demand has also led to a negotiated increase in budgetary contributions to the Practice from partner councils.
3. No vacancies have been recruited to at the moment pending the reviews of the service, however interim arrangements have been put in place to minimise any affect to client services.
4. There is evidence of the flexible use of legal resources across the three Councils. The formal introduction of revised structures and working arrangements will build on and accelerate this
5. The Practice now operates a uniform case management and time recording system, so time can be captured by all fee-earners. Further work is required to maximise the use of the system.

## F. LOOKING FORWARD

The Practice plans to increase its efficiency and effectiveness to its three partner Councils by bringing in some of the work which is currently outsourced, better more focussed use of “Legal” time, developing new and streamlining processes. It will also improve resilience in covering the legal requirements of partner councils by the flexible use of its legal capability.

The next phase of our restructuring of the Practice will focus on developing a structure that facilitates career progression to enable improvements in the recruitment and retention of staff – this work will be completed in summer 2016.

One area identified that can assist the three historic teams becoming one is accommodation. It is thought at this stage that moving the staff over to one base with two hubs, will help build a stronger more integrated team which currently has challenges simply because of the geography and locations of the three offices. Any changes will be consulted on with the staff in advance.

With the introduction of standard case management system and time recording system the aim is to get people working more flexibly through home working, remote working and the use of regional hubs. Putting adequate ICT solutions in place is key for the delivery of this objective and further work is being carried out in this area.

The service client workshops has identified the following areas of focus for the Practice:

### Opportunities

- Harmonisation of policies, procedures and constitutions
- Ability to provide legal advice for commercial opportunities
- Consistency of legal advice
- A single point of contact
- To be less risk averse
- More procurement opportunities
- Increased self-help for client departments
- Specialist advice across whole spectrum of Councils’ work
- Obtaining government grant funding

Cambridge City Council currently has Lexcel accreditation This is a management accreditation recognised and run by the Law Society and the process is vigorous. It is a prestigious award; where local authority in-house departments can shine against their private practice counter-parts. It is an aspiration for the Practice to have consolidated accreditation.

## G. COMMUNICATION AND CONSULTATION

On-going dialogue will continue with Client departments and the Practice staff via the workshops and face to face meetings, team meetings and the regular newsletter. A weekly update email is to be sent out to all Practice staff to keep them updated on progress, issues and updates.

The interim implementation manager has also been meeting with managers, to discuss levels of service to their departments during the transition and it is intended for this to continue in the short-term, until the recruitment of Head of Practice. During discussions a consensus is emerging that is welcomed, namely that



specialist leaders in their fields are necessary but also a much broader skill range to cope with the ever-increasing demands for legal services.

Consultation on any potential office moves is planned imminently, to avoid as much disruption as possible.

Early indications of the outcomes from the workshops have been mentioned in section F. An outcomes report will be prepared in order to feed into a future Business Planning, and provide the necessary evidence for the Head of Practice to take the Practice in the right direction in the future.

The interim implementation manager will report monthly to the Management Board for Shared Services through a highlight report providing information on progress, risks, issues etc.

## SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Legal Services* will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	<p>Integrate varying policies and procedures of the three Councils into single policies and procedures e.g. the recording and collection of disbursements, the payment of fees to bodies such as HMLR and courts</p> <p>Integrate a single fees charging mechanism and charge out rate for the fee earners</p>	<p>Identified from the workshops - work in progress</p> <p>Business plan and client departments</p>	<p>Investigation into the varying policies and procedures to unite these and form into single policies and procedures</p>	<p>Single policy and procedure where appropriate</p> <p>Make a comparison of fees and charges and look at updating these to have a single fees and charges model</p> <p>Compare costs allowed by the courts</p>	<p>Uniform policy where appropriate.</p> <p>Uniform procedures for handling legal matters</p> <p>Uniform fees and charges</p> <p>Uniform system for payment to bodies</p> <p>Uniform charge – out rates</p>	MM

2	Review what work is outsourced at the moment and make and review if it could be carried out in-house where possible	Initial business case agreed at July 2015 S&R Committee	Analysis of external spend and review of capability and capacity within the Practice	Reduce the legal spend of the practice	A reduction in the cost of out-sourced work  More work being carried out in-house	MM
3	An interim solution to the work force situation	Business Plan	Procure a third party supplier with call off arrangements. Carry out a mini procurement exercise	Appointment of a third party supplier to call upon as and when to plug the gaps	The client departments to have an efficient and professional service during the interim	MM

Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	Cycle time – to provide insights into the timeliness of delivering legal services	ICT system Business Process Review (BPR) Accommodation Strategy implemented	BPR work not carried out - Mitigated by review the resource required across all the shared services and allocation adequate resource ICT system not working - Mitigated by highlighting issues through the Management Board for escalation
2	Process efficiency – to outline how well the processes and procedures are designed	Business Process Review Lexcel Accreditation	BPR work not carried out - Mitigated by review the resource required across all the shared services and allocation adequate resource  Lexcel Accreditation not achieved - Resource to be allocated to implement changes, standards and liaise with Lexcel

3	Staff productivity – to assess the outputs delivered by legal personnel	ICT Use of case management system	<p>ICT system not working</p> <ul style="list-style-type: none"> <li>- Mitigated by highlighting issues through the Management Board for escalation</li> </ul> <p>Staff are not recording their time correctly</p> <ul style="list-style-type: none"> <li>- The Business Manager will be providing regular reports to the Head of Practice and immediate correctional action can be taken</li> </ul>
4	Cost effectiveness – to reflect the quality of financial management	Finance ICT	<p>The Practice does not deliver stated savings</p> <ul style="list-style-type: none"> <li>- The budget will be monitored monthly and reported to the Management Board for reporting or action</li> </ul>

### SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

<b>Development objective</b>	Design, agree and implement accommodation strategy	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	The Practice staff located in the post appropriate locations with the ability to work from home and work remotely	<b>Lead officer</b>	<i>Maria Memoli – Interim Implementation Manager</i>
<b>Is this a Project?</b>	This is a project which has already commenced and is due for completion by July 2016.				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
<u>Better integration of teams</u> <ul style="list-style-type: none"> <li>- Integrating the historic teams to become one</li> <li>- Easier to influence historical cultural differences</li> <li>- More clarity for client services on points of contact</li> </ul>			Feedback from staff to be sought through consultation Customer and staff satisfaction will be measured by way of regular feedback forms and meetings.		
<u>Alignment with CCC and wider shared service accommodation strategies</u> <ul style="list-style-type: none"> <li>- Better use of accommodation through the 3 Councils estates</li> <li>- Increased use of hot desking</li> <li>- Focus on remote and home working</li> </ul>			Aim of desks to staff ratio of 7 to 10 employs measured. Business Manager to produce report on remote and flexible working figures to the Management Board.		
<u>Increased flexibility for the Practice staff</u> <ul style="list-style-type: none"> <li>- Ability to work from various locations</li> <li>- Ability to work from home</li> <li>- Hubs in place near local courts</li> </ul>			Plan implemented and in use		

Outputs & products	Resources	Responsible Officer	Target delivery date
Accommodation Strategy Consultation Document Implementation Plan	Ray Ward – Sponsor Maria Memoli – Project Manager Alex Coyler – MAC Lead Richard Wesbroom – Finance Ruth Leyshon-Wilson - HR	Ray Ward	July 2016
Key risks	ICT infrastructure does not support vision Capacity to deliver on time		

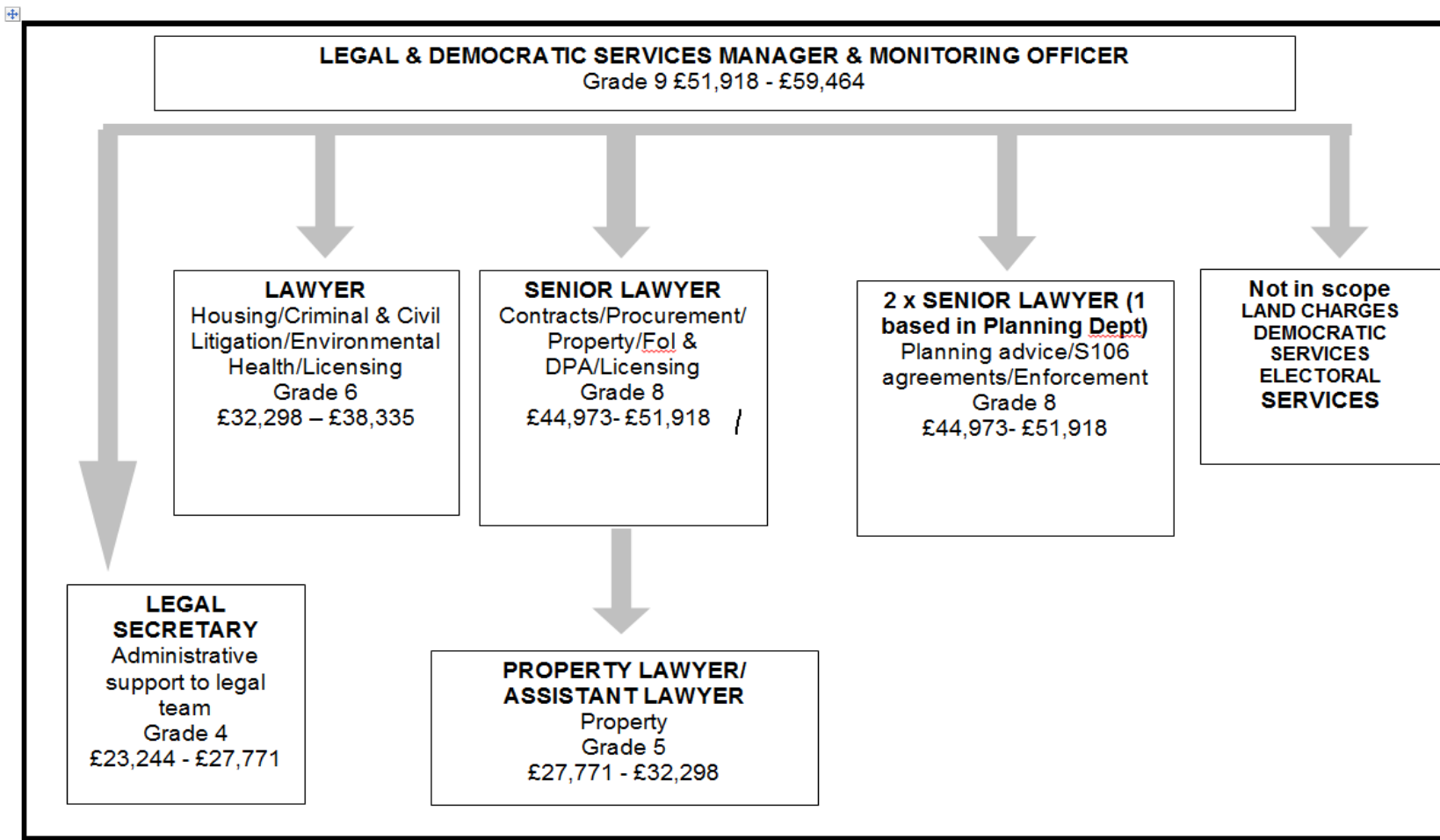
## SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
<b>Key Service Pls</b> <i>(to be selected from the action plan at section 2A)</i>					
Cycle time – to provide insights into the timeliness of delivering legal services – aim to reduce overall cycle time by 10% against baseline by improving demand management	Monthly to Management Board	n/a	n/a	n/a	TBC
Process efficiency – to outline how well the processes and procedures are designed – aim to remove 25% of waste from processes	Monthly to Management Board	n/a	n/a	n/a	TBC
Staff productivity – to assess the outputs delivered by legal personnel – aim to increase staff productivity by 10% over agreed baseline	Monthly to Management Board	n/a	n/a	n/a	TBC
Cost effectiveness – to measure achievement of 15% saving from baseline budget	Monthly to Management Board	n/a	n/a	n/a	Savings of £179K
Customer Satisfaction surveys – to establish baseline level of customer satisfaction	Monthly to Management Board	n/a	n/a	n/a	TBC
Reduction in externalisation of work – to measure achievement against the 10% reduction target	Monthly to Management Board				

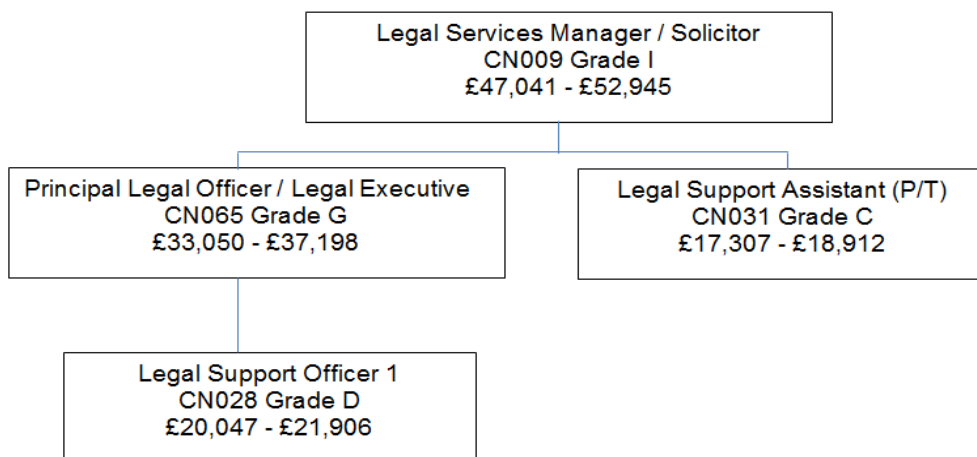


# Appendix 1

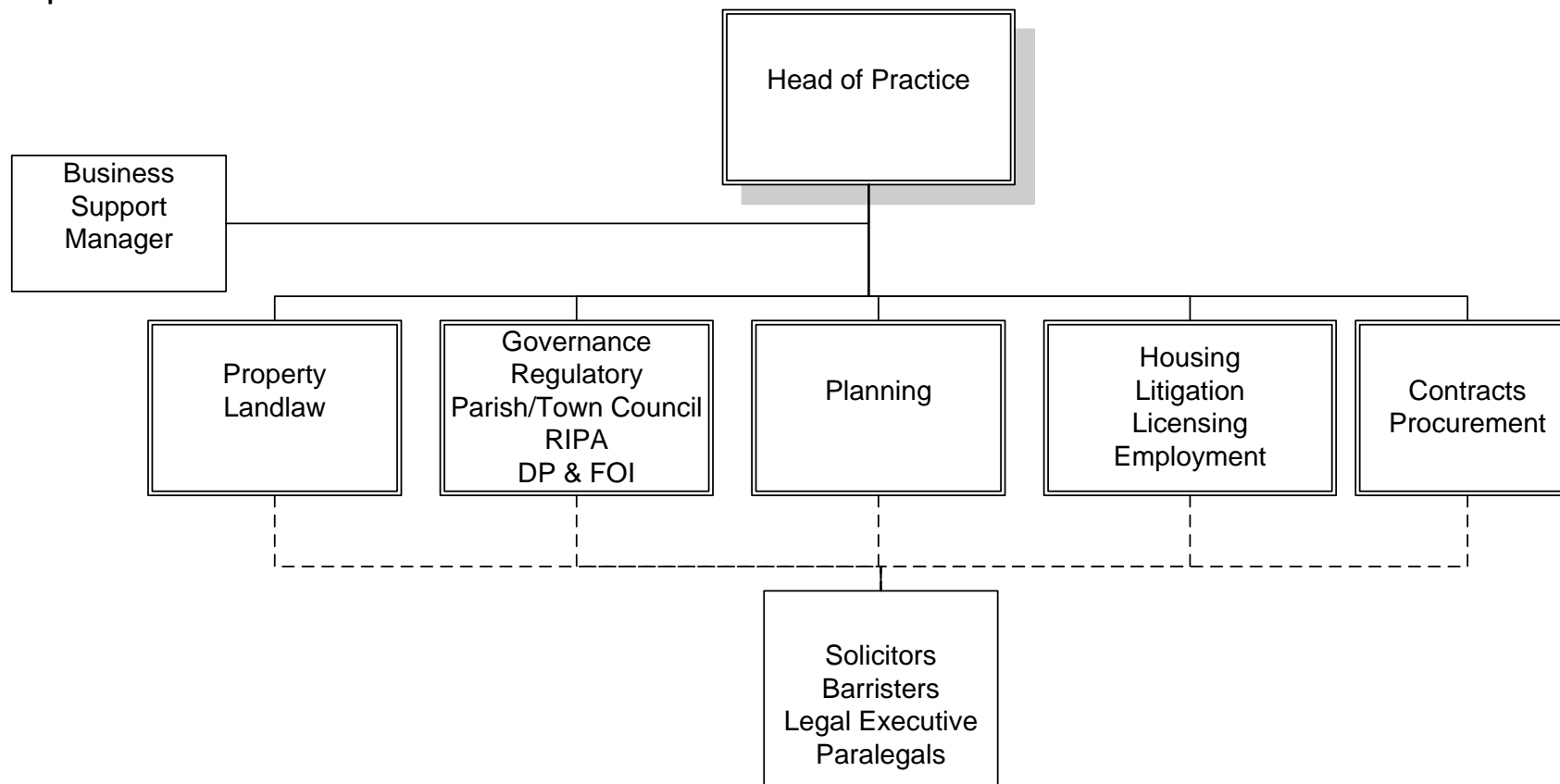
## Existing Structure Charts (as at August 2015) - South Cambridgeshire District Council Legal Services Structure



**Existing Structure Charts (as at August 2015) - Huntingdonshire District Council Legal Services Structure**



**Appendix 2  
Proposed Structure**



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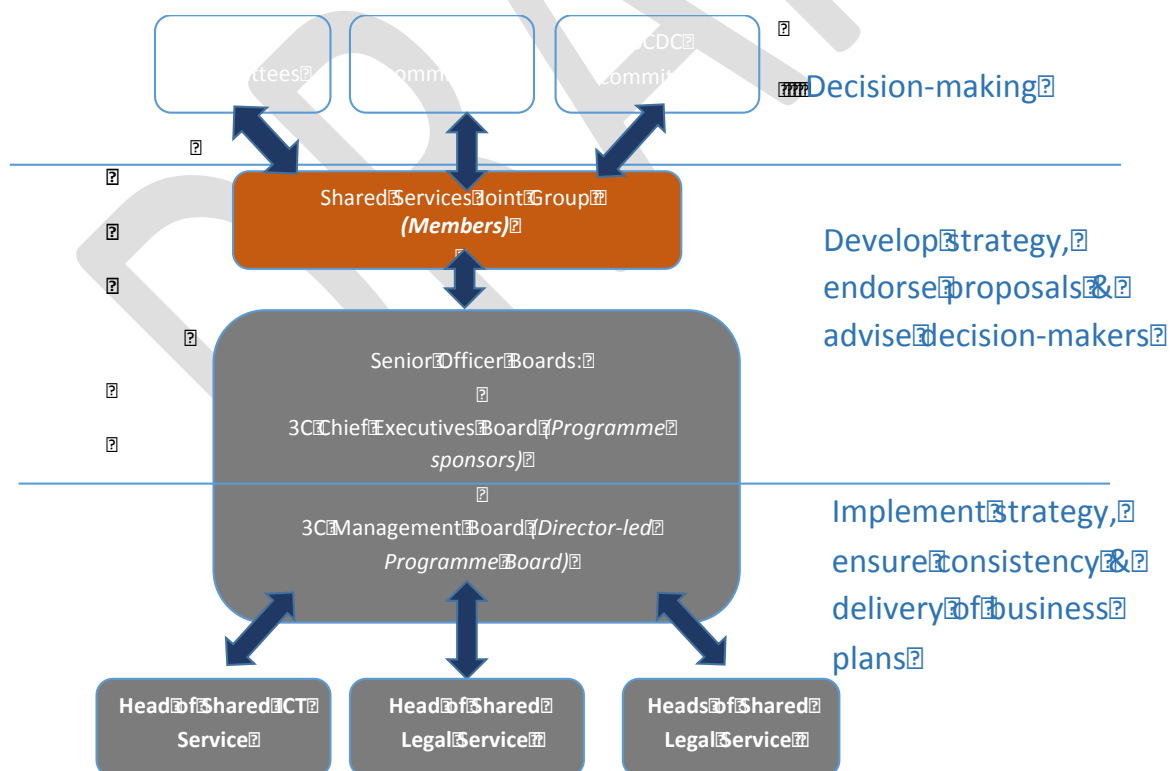
## Shared Services Joint Group Terms of Reference

South Cambridgeshire District Council (SCDC), Huntingdonshire District Council (HDC) and Cambridge City Council (CCC), have formally agreed to establish a partnership in order to take forward a number of shared services in a phased manner.

The aim of the shared services is to protect key services and build resilience whilst retaining local control and sovereignty for the three councils.

The three councils will therefore remain as separate entities and maintain their own decision-making routes. The partnership will therefore be developed on an equitable basis, recognising that each authority has strengths in particular services but that each also faces specific challenges.

The governance structure as outlined in the Partnership Agreement and the diagram below, will include a Member Joint Group, a senior officer Partnership Board and a Management Board led by Corporate Directors.



## Guiding Principles of shared working

The Councils will:

- Work in a way that encourages mutual respect, openness and trust
- Commit to the successful achievement of the shared services
- Operate in a transparent and clearly accountable manner
- Share investment costs and benefits gained, proportionate to their budget contribution
- Work constructively together to manage key strategic risks
- Adopt the necessary internal changes to enable them to work effectively with the new Shared Service organisation
- Undertake to resolve any conflicts through appropriate governance arrangements with a view to maintaining strong relationships
- Be governed by the Partnership Agreement that forms the basis of clear, binding, contractual arrangements between partner councils
- Develop a framework for service charging, service levels and customer compliance

### 1. Parties

Cambridge City Council  
Huntingdonshire District Council  
South Cambridgeshire District Council

### 2. Status

The Shared Services Joint Group has been established by Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council. It is a Joint Group of the three Councils, established under section 102(4), Local Government Act, 1972.

### 3. Membership

Three elected members (the Leaders of each partner Council or their nominated substitute). The Leaders may, by mutual agreement, invite other members to attend the Joint Group.

### 4. Functions of the Joint Group

- 4.1 The Joint Group is established to provide strategic direction and leadership to the shared services in line with the agreed principles of operation and the approved business plans and budgets. It will also consider proposals for future shared services, in line with each council's corporate frameworks before making recommendations to each partner Council.
- 4.2 In addition, it will provide advice, oversight and challenge with regards to the shared services' performance against the approved business plans and budgets.

- 4.2 The Joint Group is an informal body and does not have any delegated powers or discharge of functions and powers. It is an advisory body to the three Councils only and will endeavour to reach a consensus on the issues that it advises upon.
- 4.3 The Joint Group, operating in a consensual manner, will review and recommend the proposed budget and business plan for each shared service on an annual basis and make recommendations to each partner Council as appropriate.
- 4.4 The Joint Group will consider quarterly performance reports, financial reports and risks against the approved budget and business plan for each shared service, with reports or recommendations submitted to each partner Council as appropriate.
- 4.6 Each partner Council's respective Overview and Scrutiny functions will continue to have responsibility for scrutinising their own Council's role in the shared services' arrangement. The Joint Group could recommend to a particular Council that its Overview and Scrutiny function considers particular issues that may occur in respect of a specific shared service.

## **5. Professional and administrative support**

- 5.1 Committee management and administrative support to the Joint Group will be provided by the council to which the current Chairman belongs.
- 5.2 Other professional support will be provided to the Joint Group on an ad hoc basis as agreed between the three Councils.

## **6. Standing Orders**

- 6.1 The Joint Group will be governed by the Standing Orders set out in Annex A attached to these Terms of Reference.

## **7. Costs**

- 7.1 The three Councils will each bear its own costs in relation to the operation of the Joint Group.
- 7.2 However, should the Chairman continue into a second year as Chairman, the costs for the administration of the Joint Group are to be borne by all three councils equally, until there is a change of Chairman.

## Shared Services Joint Group

### Standing Orders

#### 1. Membership

- 1.1 The Joint Group will have a membership of three, comprising the Leader of each partner Council.

#### 2. Alternate or substitute members

- 2.1 Each Leader will be entitled to appoint an alternative or substitute member who may act in all aspects as a member of the Joint Group in their absence.

#### 3. Term of office

- 3.1 The term of office of members from the three Councils shall end:
- if rescinded by the appointing Council; or
  - if the member ceases to be a member of the appointing Council.

#### 4. Appointment of Chairman

- 4.1 The Joint Group will appoint a Chairman at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils.
- 4.2 The principle of rotating the role of Chairman between the three partner Councils on an annual basis will be followed, unless the Joint Group unanimously votes to re-elect the current Chairman for a further term of office.

#### 5. Quorum

- 5.1 The quorum for meetings of the Joint Group will be three members.
- 5.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chairman's, discretion. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.
- 5.3 If there is no quorum at any stage during a meeting, the Chairman will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed and the remaining items will be declared null and void.

#### 6. Member conduct



- 6.1 Joint Advisory Board members shall be bound by the Code of Conduct of their nominating authority.

## **7. Notice of and summons to meetings**

- 7.1 Notice will be given to the public of the time and place of any meeting of the Joint Group in accordance with the Access to Information rules of the current administering authority.
- 7.2 At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Joint Group. The agenda will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such details as are available.

## **8. Meeting frequency**

- 8.1 The Joint Group may set its own timetable for meetings but will initially meet quarterly.

## **9. Participation at Joint Group meetings by elected Members of partner Councils**

- 9.1 At the discretion of the Chairman, other elected members of the three partner Councils may be entitled to speak and participate at meetings of the Joint Group.

## **10. Questions by elected Members of partner Councils**

- 10.1 At the discretion of the Chairman, elected Members of partner district Councils may ask questions relating to the business of the Shared Services Joint Group. This standard protocol is to be observed:
- (a) notice of the question should be given to the Democratic Services team at the current administering authority by 10am the day before the meeting;
  - (b) questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Joint Assembly, nor any matter involving exempt information (normally considered as 'confidential');
  - (c) questioners cannot make any abusive or defamatory comments;
  - (d) if any clarification of what the questioner has said is required, the Chairman will have the discretion to allow other members to ask questions;
  - (f) no more than 20 minutes at the beginning of each meeting will be permitted for questions
  - (g) individual questioners will be permitted to speak for a maximum of three minutes;
  - (h) in the event of questions considered by the Chairman as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.

## **11. Minutes**

- 11.1 The Chairman will sign the minutes of the proceedings at the next suitable meeting. The Chairman will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.

## **12. Exclusion of the public and press**

- 12.1 Members of the public and press may be excluded from meetings in accordance with the Access to Information rules of the current administering authority, with regard to the consideration of exempt or confidential information.

## **13. Recording of proceedings**

- 13.1 The recording in any format of meetings of the Joint Group is permitted, except:
- where the Chairman, or person presiding the meeting, rules that filming is being undertaken in such a way that is disruptive or distracting to the good order and conduct of the meeting;
  - where the public have been excluded from the meeting in accordance with the Access to Information rules of the current administering authority during the consideration of exempt or confidential information.

## **14. Disturbance by public**

- 14.1 If a member of the public interrupts proceedings, the Chairman, or person presiding the meeting, will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room.
- 14.2 If there is a general disturbance in any part of the meeting room open to the public, the Chairman, or person presiding the meeting, may call for that part to be cleared.
- 14.3 If there is a general disturbance making orderly business impossible, the Chairman, or person presiding the meeting, may adjourn the meeting for as long as he or she thinks is necessary.

## **15. Interpretation of Standing Orders**

- 15.1 The ruling of the Chairman of the Joint Group as to the application of these Standing Orders shall be final.

## **16. Suspension of Standing Orders**

- 16.1 Any of these Standing Orders may, as far as is lawful, be suspended by motion passed unanimously by those entitled to vote.

## 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](mailto: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:

The public sector has had, and continues to have, a very challenging time as the government implements 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.

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.

As part of this, Cambridge City Council is reviewed the following internal services – Building Control, Legal and Information Technology. An original EQIA was carried out for the three decisions to be considered at the [Council's Strategy and Resources Scrutiny Committee on 13 July](#).

1. The rationale for the establishment of a Building Control Shared Service (BCSS) between Cambridge City Council (CCC), South Cambridgeshire District Council (SCDC) and Huntingdonshire District Council (HDC) is that it will enable each local authority to undertake its statutory duty in implementing and enforcing the building regulations in their area, whilst providing a more sustainable and resilient business model for future service delivery and cost effectiveness. It will enable the development of a five year business plan to generate additional income and create efficiencies which will support enhanced competitiveness in a commercial market.
2. The rationale for the establishment of a shared legal service between CCC, SCDC and HDC is that it will enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.

3. The rationale for the establishment of an ICT Shared Service (ICTSS) between CCC, SCDC and HDC is that it will enable the creation of a shared Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services creation of a shared, reduce overall IT cost, increase resilience and capacity and improve staff recruitment, retention and development.

At the moment, it is intended to carry out one Equality Impact Assessment (EqIA) for the three decisions as, although the services themselves are quite different, the impact of the changes if approved, will be largely equivalent in equalities terms for the staff affected and for the community.

The 3 shared services were approved and the staff TUPE'd to the relevant council and the services went live on October 1<sup>st</sup> 2015.

Further reviews of the structures of each of the shared services are being carried out and are at varying degrees of completion. This is an updated EqIA as of 1 March 2016 as is being completed as shared services business plans are going to committee for approval.

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

- Create shared systems, infrastructure and ways of working to facilitate wider shared service delivery for all Council Services.
- Reduce overall costs to the Council and get better value for money.
- Provide a service that is user friendly but enables the development of innovative solutions to deliver services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required by the public.
- Align the shared service to Cambridge City Council office accommodation strategy..

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

X Residents – as users of Building Control services.

☐ Visitors

X Staff

A specific client group or groups (please state):

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

☒ New

☒ Revised

☐ Existing

**5. Responsible directorate and service**

Directorate: Business Transformation, Environment

Service: Legal, ICT and Building Control

**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):

Huntingdon District Council and South Cambridgeshire District Council will be partners in delivering the shared services.

## 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)

In the case of each service, the effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is currently anticipated.

In terms of the public:

- For legal services there is unlikely to be any positive or negative effect
- For building control there is unlikely to be any positive or negative effect
- For ICT there may be a positive effect as the shared service will help deliver the digital access strategy which will reduce the need for people to access services in person

**(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)

In the case of each service, the effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is anticipated, although development of shared services may facilitate the ability for staff to work from a wider range of workplaces which may have some positive impacts for disabled people

In terms of the public:

- For legal services there is unlikely to be any positive or negative effect
- For building control there is unlikely to be any positive or negative effect
- For ICT there may be a positive effect as the shared service will help deliver the digital access strategy which will reduce the need for people to access services in person

**(c) Gender**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(d) Pregnancy and maternity**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic. All staff that transferred under TUPE have their maternity rights protected.

**(e) Transgender** (including gender re-assignment)

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(f) Marriage and Civil Partnership**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or the community who share this characteristic



**(g) Race or Ethnicity**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff and the community who share this characteristic

**(h) Religion or Belief**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(i) Sexual Orientation**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(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):**

In the case of each service, the effects are primarily on staff rather than the community.

However, the overall aim of creating shared services is to preserve or enhance the existing service and increase its resilience for the future while reducing unnecessary costs.

This focus on an improved service, with reduced costs, will enable the Council to ensure that its resources are preserved and diverted to those who need it most in line with its anti-poverty strategy.

In the case of legal shared services there may be an opportunity to offer low cost legal advice to public or voluntary sector bodies which may be of general benefit in this context.

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

The committee reports and business plans for shared ICT and Legal are going to Strategy and Resources on 21 March 2016 and the committee report and business plan for shared building control is going to Environment Scrutiny on 15<sup>th</sup> march 2016.

## 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](mailto:suzanne.goff@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer:  
Brian O'Sullivan - Transformation Programme Manager

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

Ray Ward – Director of Business Transformation  
Suzanne Goff – Strategy Officer

Date of completion: 1 March 2016

Date of next review of the assessment: August 2016

## Action Plan

**Equality Impact Assessment title:** ICT, Legal and Building Control Shared Service

**Date of completion:** 24/06/2015

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

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

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

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

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

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

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

<b>Other factors that may lead to inequality</b>	
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

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