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Cambridge City Council

STRATEGY AND RESOURCES SCRUTINY COMMITTEE

To: **Scrutiny Committee Members** - Councillors Sarris (Chair), Barnett (Vice-Chair), Baigent, Bick, Cantrill and Sinnott

Alternates: Councillors Abbott and O'Connell

Leader of the Council: Councillor Herbert

Executive Councillor for Finance and Resources: Councillor Robertson

Despatched: Wednesday, 28 September 2016

Date: Monday, 10 October 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 Monitoring Officer before the meeting.

3 Minutes of the Previous Meeting (*Pages 5 - 24*)

To confirm the minutes of the meetings held on 4 July 2016.

4 Public Questions

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

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

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

Decisions of the Leader

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

- 5 Public Spaces Protection Orders for Dog Control** (*Pages 25 - 50*)
- 6 Amendments to City Deal Executive Board and Assembly Standing Orders** (*Pages 51 - 58*)
- 7 Devolution Proposals for Cambridgeshire & Peterborough consultation results** (*Pages 59 - 170*)
- 8 Use Of Body Worn Cameras By Public Realm Enforcement Officers** (*Pages 171 - 218*)
- 9 Shared Internal Audit Services** (*Pages 219 - 242*)

Decisions for the Executive Councillor for Finance and Resources

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

- 10 Review of River Moorings Policy** (*Pages 243 - 266*)
- 11 Treasury Management Half Yearly Update Report 2016/17** (*Pages 267 - 286*)
- 12 General Fund Medium Term Financial Strategy - October 2016** (*Pages 287 - 336*)

Information for the Public

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

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

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

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- 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

4 July 2016
5.00 - 7.32 pm

Present: Councillors Sarris (Chair), Barnett (Vice-Chair), Baigent, Bick, Cantrill and Sinnott

Leader of the Council: Councillor Lewis Herbert

Executive Councillor for Finance and Resources: Councillor Richard Robertson

Officers:

- Chief Executive: Antoinette Jackson
- Strategic Director: Ray Ward
- Head of Finance: Caroline Ryba
- Head of Property Services: Dave Prinsep
- Head of Communities: Debbie Kaye
- Strategy and Partnerships Manager: David Kidston
- Safer Communities Section Manager
- Committee Manager: Sarah Steed

FOR THE INFORMATION OF THE COUNCIL

16/15/SR Apologies for Absence

No apologies were received.

16/16/SR Declarations of Interest

Item	Councillor	Interest
16/19/SR and 16/20/SR	Sarris	Fellow of Trinity College who had interests in Garrett Hostel Lane. Did not vote on items 16/19/SR or 16/20/SR.
16/20/SR	Sinnott	Daughter used to work as punt tout 10 years ago.

16/17/SR Minutes of the Previous Meeting

The minutes of the meetings held on the 21 March and 26 May 2016 were agreed and signed as a correct record.

The Committee agreed a 10 minutes adjournment to read through the written representations that had been sent regarding items 6 and 7 on the agenda.

16/18/SR Public Questions

Public questions regarding Agenda Item 6

Gillian Moore addressed the Committee and made the following points:

- i. She was the Chairman of the Residents Association of Old Newnham which represented streets close to Mill Pond. The Association had more than 80 members, 5 members felt strongly enough to attend the meeting and 14 had said that they hoped members would reject the proposals.
- ii. If not Mill Pond and Queens Green where would a new punt station be? She stated that there should not be another punt station.
- iii. It was a question of amenity and the total number of licensed and unlicensed touts meant that punting was no longer a joy and that it should be for both residents and tourists.
- iv. It was a rural setting and 5 minutes from Kings Parade and requested that members kept it as a rural setting.
- v. Queens Green was a grade II listed common and should not be damaged by touting.

The Leader made the following comments:

- i. Appreciated the strength of feeling in Ms Moore's area and beyond.
- ii. The Committee felt that the possible sites for a punt station in the public domain along the river needed to be considered.
- iii. The report looked at Garret Hostel Lane, Laundress Green, Jesus Green and the Mill Pond, a balanced view would need to be taken.
- iv. He would contribute his views later and had visited the sites earlier in the week, although he knew them already.
- v. The core issue was whether Mill Pond was a suitable site for a punt station. Granta Punts was already located there. It was a special environment close to the centre of Cambridge.

Gillian Moore addressed the Committee and made the following further points:

- i. Granta Punts was already there but it was some way from where residents walk a second punt station closer to where residents walk would be disturbing.

Emma Wynne addressed the Committee and made the following points:

- i. Worked at La Mimosa punt station for past 8/9 years.
- ii. Colleagues had worked on the river for 18 years and saw the touting problem at its infancy.
- iii. The business used to get business from the bridge then they moved to Jesus Green and the business started with 4 people and had grown.
- iv. This was an issue which should have been cleared up but the problem had gotten a lot worse.
- v. If this wasn't corrected then there would be an issue in the future.
- vi. There had been a change which said that walking tours would be permitted but she argued that this would open the back door for touting and punts.
- vii. The core issue is the consultation responses, need to review and make a decision. Punt touting is a serious nuisance in the City.

The Leader made the following comments:

- i. The issue of touting would be addressed under item 7 and there was a full report in front of members.
- ii. The Council recognised a significant nuisance issue with touting; the Council had specific powers and roles in this issue as did other organisations for example the Cam Conservators.
- iii. The focus in item 7 was to the disturbance to the city and people walking around it.
- iv. There was a consultation on which the committee would give their views. Officers had done a significant amount of work on and it would be his job to make a decision after committee had considered the matter.
- v. The significant nuisance issue would be considered under item 7.

Emma Wynne addressed the Committee and made the following supplementary point:

- i. All at La Mimosa really cared about city and would approve of a touting ban in the City centre.

The Leader made the following comment:

- i. There was an argument about operations around the Quayside, if you walked along Bridge Street it wasn't the same as walking through the centre of town, there wasn't the significant nuisance to residents and businesses.

Lynette Gilbert addressed the Committee and made the following points:

- i. She was a Cambridge resident and lived by the river.
- ii. Had a child involved in punting.
- iii. Wanted to support the proposals.
- iv. Conservators of the River Cam could licence as many boats as they wished except for at La Mimosa where numbers were restricted. She did not see it as a free for all, punting was very controlled.
- v. One operator had 60% of the boats. The Competition & Markets Authority stated that a 40% market share represented a dominant position. Young locals who wanted to run a few boats were being prevented from doing so and were then hounded for being illegal.
- vi. Independent Operators tried to sell tickets through shops but the Council sent letters asking retailers not to permit this.
- vii. The Council's website advised people to only buy punt tickets from named operators which made it harder for Independent Operators to be able to sell tickets, which was a restraint of trade.
- viii. Independent Operators wanted the chance to be able to compete on a level playing field and urged the Committee to create a fair, competitive, market by approving the new punt station not just because competition law required it but the young entrepreneurs deserved it.
- ix. Independent Operators were insured. Novices in self hire punts were the problem. The operators were safe and courteous.
- x. Short term a new punt station would allow young entrepreneurs the opportunity to operate 20 boats legitimately.

The Leader made the following comments:

- i. Decisions on the appropriate location for a new punt station would be a matter for Planning. It was not the Council's position to regulate punt stations.
- ii. The report looked at some of the issues with the existing site at Garret Hostel lane where 20 or so boats were judged to be operating.
- iii. Public land was only a proportion of the land which abutted the river and there was a significant amount of private land which abutted the river.
- iv. A significant part of the decision would be a matter for planning.
- v. The Council could not control whether or not a person submitted a planning application for a punt station.
- vi. The decision was not about making money for the Council, it had to be a balanced decision and whether environmentally or by location other sites would be appropriate.
- vii. Rejected the assertion that the Council was part of a monopoly along the river.

Lynette Gilbert addressed the Committee and made the following supplementary points:

- i. Whilst the Council could not regulate what happened on private land it did have a responsibility to allocate public land and existing punt station equitably and carefully.

The Leader made the following comments:

- i. People were free to take applications to Planning Committee and the Planning Committee would consider each application seriously.
- ii. He questioned whether any additional stations could be accommodated at Garret Hostel Lane.

Milan Kozacevich addressed the Committee and made the following points:

- i. He was a Director of Traditional Cambridge Tours Limited.
- ii. They began trading from Garret Hostel Lane in 2008 on the advice of the former river manager when Jesus Green was closed by the Council as a site.
- iii. Traditional Cambridge Tours had built their company around this site ever since.
- iv. In 2012 the new 6 boat station requirements were brought in by the river authority. Prior to the new requirements being imposed they were in constant contact with the river authority and Council expressing concerns regarding licensing and touting becoming problematic.
- v. Traditional Cambridge Tours had an excellent health and safety record with no accidents and provided comprehensive training to its staff and was fully insured.
- vi. He understood that Councillors may have concerns about the number of touts in Cambridge, however arguments on this subject should not be confused with the viability of further locations to load and unload people on to punts.
- vii. Once a location was established to be safe and was in line with industry standards it must be in the public interest for the Council to explore proposals which provided further funds to the public purse from a growing industry.
- viii. The 20 boats operating from Garrett Hostel represented only 6% of boats on the river and it was unreasonable to suggest that this threatened any of the other established operators many of whom had recently been given permission by the Council to expand their market share and had been thriving in the current state of affairs.
- ix. Councillors were asked not to dismiss any areas for boat stations based on concerns over touting as this could easily be regulated and controlled

through specific caps on numbers and strict behavioural codes of practice. Specific proposals had been made regarding the site which it was hoped would be considered in detail.

The Leader made the following comments:

- i. Referred to pages 36-37 of the agenda pack and commented that Garret Hostel Lane was not judged to be appropriate as a small scale location for 20 boats.
- ii. There was a proposal for 12 boats that the Conservators were to consider at their Licensing Committee.
- iii. He would point the Committee to what is in the committee report, the Committee would make a judgement and he would listen to the comments and views of the Committee and the public comments that had been made, he had taken notes and would refer to them later.

Public questions regarding Agenda Item 7.

Lynette Gilbert addressed the Committee and made the following points:

- i. The legislation stated that activities must be unreasonable and justify the grounds to impose a Public Spaces Protection Order (PSPO). Argued that the criteria was not met.
- ii. The Police consultation response contained a number of generalisations about anti-social behaviour, no examples of cautions were provided and was not supported by evidence.
- iii. The city was awash with CCTV so the police could bring an action at any time but they hadn't.
- iv. Notable the word aggressive was used as a synonym for persistent approaches, the two were not the same.
- v. The only evidence the City collected was a survey conducted in 2011
- vi. The report provided a summary in paragraph 5.8, the problem was nuisance not bad behaviour or a criminal offence. Questioned whether a PSPO which criminalised behaviour was a proportionate response.
- vii. The Council had rejected suggestions made by the independent operators, this seemed unfair when the independent operators had tried to use other ways to conduct their business, which had been stopped by the Council.
- viii. Urged the Committee to put the PSPO idea aside and show that they were genuinely willing to work with local independent operators who were trying to make a living with a few punts rather than trying to criminalise them.

The Leader made the following comments:

- i. It was a judgement as to whether the PSPO was appropriate; the test referred to was contained on p43 of the agenda pack.
- ii. The issue was whether it was detrimental and persistent and were the activities unreasonable; it was a matter for the Committee to decide.

Tom Arnold addressed the Committee and made the following points:

- i. He was a Director of Traditional Cambridge Tours Limited.
- ii. Legal advice had been sought from Luke Gittos of Hughmans Solicitors and David Wolf QC of Matrix Chambers who were of the opinion that the PSPO in its current form was open to challenge due to fundamental flaws in the consultation and the process as a whole.
- iii. This was a view shared by civil liberties groups Liberty and The Manifesto Club whose Director would be reporting the matter to the Home Office.
- iv. The 33 complaints received by the Council and the 54% vote in favour of the PSPO represented dissatisfaction with touting as a whole and not simply in the city centre.
- v. People who voted for the PSPO would be surprised when touting continued at Quayside and on Silver Street.
- vi. If an act was genuinely detrimental to the lives of locals then it could not be argued to be less detrimental because it occurred 100 metres up the road, or by the river or by another company.
- vii. Requested that concerns expressed by other punt companies that touting on Kings Parade was unfair were not given serious consideration for reasons of competition.
- viii. The number of touts was the important factor, which could easily be addressed by voluntary control, a blanket ban was disproportionate.
- ix. If the PSPO was to go through regardless and the objective was to stop nuisance touting then it was asked that the PSPO did not cover the passive sale of punting tickets within the PSPO area through shops or market stalls, nor to disallow operators from clearly showing meeting points for internet bookings.
- x. Councillor Herbert rightly identified that there were numerous ways to advertise for business other than touting for internet bookings for example it would be reasonable to have a member of staff at a meeting place dressed in uniform.
- xi. Their staff relied on the company for childcare costs, rent, student loans and bills. Many of these people would not be a burden to their families and the state and it was hoped that the Council had made efforts to research the human impact and financial cost of passing the order.

The Leader made the following comments:

- i. Alternative sale routes were part of the consideration.
- ii. There were coach tours coming in and private areas where tickets could be sold.
- iii. He was not aware that the Council had objected to the sale of tickets in private locations. There were opportunities to sell tickets through other routes.
- iv. The key issue was the judgement to be made by the Council, informed by the Committee as to whether the activities were detrimental and significant and whether they justified the order.

5a Public Spaces Protection Order, Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place

The decision was noted.

16/19/SR Punting Provision In Cambridge

Matter for Decision

Members were asked to consider if they wished Officers to seek consent to establish a new punt station for independent operators. Granta Mill Pond was considered to be the most suitable location for a new punt station but some of the unlicensed Garret Hostel Lane operators had suggested a smaller scale operation at Garret Hostel Lane. Any new punt station would require planning, Conservator and Environment Agency approvals.

Decision of the Leader

- i. The Council reviewed the topic of providing an extra punt station via the detail included in the report and had considered factors such as the views of elected members and local residents, as well as congestion and likely environmental and planning issues.
- ii. The Council's conclusion was that there was no currently available identified site available on public land adjacent to the river that is suitable for additional development.

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 Property Services.

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

- i. Commented that the ideas on the report would not work and that it would not assist with the issues of touting.
- ii. The report appeared to indicate that individuals had been offered a pitch at La Mimosa, questioned whether there was capacity at La Mimosa and whether individuals had not taken up the pitches because of the terms and conditions attached to the pitches.
- iii. Commented that as a Ward Councillor for Newnham he strongly objected to a new punt station at Mill Pond and Laundress Green, this was a special area in the City, was very close to a rural setting which provided a uniqueness of character to the city centre.

The Head of Property Services said the following in response to Members' questions:

- i. The provision of a new punt station could be seen as a pragmatic solution.

The Leader made the following comments:

- i. The generation of the report was not in response specifically to issues at Garret Hostel Lane, it was an overall review of sites which were public land that might be available.
- ii. The consideration of the four sites included discussions of Garrett Hostel Lane as it was a site that did not have permission and operated 20 boats. The issue was the scale of the site. There were discussions that needed to be had with the Conservators see p36 of the agenda pack.
- iii. There was clear evidence on p36 and p37 of the agenda pack that Garret Hostel Lane was not equipped for the type of operation that was now there.
- iv. Laundress Green was not a commercial site and was an important leisure area within the area.
- v. Jesus Green by the Lock had been part of some discussions but there were still challenges there.
- vi. A balanced judgement was required, there was a significant operation at Granta Mill Pond and looking at the capacity of the site it would not be suitable for a second punt station.
- vii. Referred to amended recommendations.

Councillor Sarris proposed amended recommendations to substitute the recommendations contained within the report as follows (new text underlined, deleted text ~~struck through~~):

- ~~2.1 Members consider if they wish to pursue establishing a new punt station for independent punt operators as set out in this report; and if so~~
- ~~2.2 The preferred location for a new punt station is agreed; and~~
- ~~2.3 Authority is delegated to the Head of Property Services to approve expenditure connected with the new punt station, agree and implement the appropriate application process for licensees and complete the licences.~~

2.1 The Council has reviewed the topic of providing an extra punt station via the detail included in the report and has considered factors such as the views of elected members and local residents, as well as congestion and likely environmental and planning issues.

2.2 The Council's conclusion is that there is no currently identified site available on public land adjacent to the river that is suitable for additional development.

On a show of hands this was agreed by 5 votes to 0.

The amended recommendation was therefore put to the vote:

2.1 The Council has reviewed the topic of providing an extra punt station via the detail included in the report and has considered factors such as the views of elected members and local residents, as well as congestion and likely environmental and planning issues.

2.2 The Council's conclusion is that there is no currently identified site available on public land adjacent to the river that is suitable for additional development.

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

The Leader approved the recommendations.

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

No conflicts of interest were declared by the Leader.

16/20/SR Public Spaces Protection Order – Punt and Tour Touting**Matter for Decision**

The report considered the statutory consultation exercise conducted by the Council in relation to the proposal to introduce a Public Spaces Protection Order (PSPO) to restrict the advertising or soliciting for custom of a punt tour, walking tour, hire or use of punt boats or similar craft.

Decision of the Leader

- i. Approved the proposed PSPO as worded in Appendix B
- ii. Approved the area of the PSPO as indicated on the map at Appendix A
- iii. Delegated authority to officers to implement signage appropriate to any PSPO that may be agreed.

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 Community Services.

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

- i. Commented that punting was very popular and that there were huge quantities of money to be made from it. The area needed to be looked at closely. Supported the PSPO.
- ii. Expressed concern as a PSPO was a powerful tool and enabled the Council to outlaw activities which were not against the law of the land. Felt that the Council was mixing its objectives and could be subject to challenge. The focus should be on actual behaviour. The hatched areas of the PSPO were problematic and 'detrimental effect' should be defined.
- iii. Asked if the Council had a contractual relationship with all the operators on the river. Commented that the Committee had previously raised issues about the level of signage and that the level of signage was still very extensive and reading p197 of the agenda pack more would be added. Did not feel that this was the correct way to respond to the issue.
- iv. Asked what the implications were for Granta punts.
- v. Asked what the position was of operators for un-approved punt stations for touting in excepted areas.

Officers said the following in response to Members' questions:

- i. The Council had more control over people with whom the Council had licences with as they could be identified more easily and action could be taken against them if necessary.
- ii. The Council had agreements that restricted touting with 7 operators at La Mimosa, Scudamores at Quayside and Cambridge Chaffeur Punts at Silver Street.
- iii. Confirmed that Granta punts would still be able to tout in excepted areas.
- iv. Stated that the voluntary Code of Practice required operators to be licensed and operate from an approved punt station.

The Leader said the following:

- i. Referred back to p43 of the agenda pack.
- ii. Commented that detrimental effect was a judgement for the Committee.
- iii. He spoke to Cambridge Bid who commented that punt touting was one of the most significant issues for them.
- iv. Noted the points made by Mr Arnold and referred to p81 of the agenda pack with regards to the discussion about kiosks.
- v. Referred to p89 of the agenda pack and the areas of the river where people would get punts.
- vi. There was logic that people near the river were probably interested in punting.
- vii. There was a Destination Management Organisation (DMO) which could make arrangements to sell tickets; this company was independent of the Council. The DMO was free to make its own choices.
- viii. This was a reasonable measure given the interruptions to people going about their day to day life.
- ix. He wanted to get this right.
- x. Signage had been mentioned and commented that there were only a few new sign locations.
- xi. This would be for a 12 month trial period.
- xii. Did not think that this would be the end of the debate but believed it was an appropriate measure given the scale of the impact.

The Committee resolved by 3 votes to 0 to endorse the recommendations.

The Leader approved the recommendations.

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

No conflicts of interest were declared by the Leader.

16/21/SR Investment Partner**Matter for Decision**

The report recommended the establishment of an Investment Partnership as the best way for the Council to secure its objectives from the redevelopment of many of its sites.

Decision of the Leader

- i. Delegated authority to a Strategic Director to set up an Investment Partnership subject to legal due diligence and following consultation with all members of the Strategy and Resources Scrutiny 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 Managing Director, Housing Development Agency.

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

- i. Questioned what would happen to the vehicle if the partner became financially distressed and asked if the Council would have the right to acquire shareholdings.
- ii. Questioned what the scenario was for the vehicle to be wound up either voluntarily or non-voluntarily.
- iii. Commented that it would be difficult to draft the shareholders agreement to cover all eventualities but expressed concern about the counterparty using their position to extract a leverage on a commercial basis.
- iv. Asked what was meant by 'invest' and how the land would be valued.

The Managing Director, Housing Development Agency and Strategic Director said the following in response to Members' questions:

- i. The Council could write what it wanted into the Member Agreement. The vehicle used would be determined on a site by site basis. These arrangements would be no worse than if the Council used a development agreement.

- ii. The Council would learn from partner agreements that were in place at the moment and ensure that they covered the Council as far as legally possible.
- iii. Would ensure that there were provisions within the member agreement to deal with the scenarios outlined by members.
- iv. Clarified that the term 'invest' meant that the Council would value its land at the point it was put into an investment partnership, technically no money changed hands at this point. The Partner would put money into the scheme. The Council would retain freehold ownership of the land and would either take a capital receipt or take a value of the capital receipt in revenue terms as part of the partnership deal.

Councillor Cantrill requested that all members of the Strategy and Resources Scrutiny Committee were consulted prior to the set-up of an Investment Partnership and that the recommendation was amended accordingly.

The amended recommendation (additional text underlined, deleted text ~~struck through~~):

To delegate authority to a Strategic Director to set up an Investment Partnership subject to legal due diligence and following consultation with ~~the Leader and Opposition Spokesperson~~ all members of the Strategy and Resources Scrutiny Committee.

The Committee unanimously resolved to endorse the amended recommendation.

The Leader approved the amended recommendation.

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

No conflicts of interest were declared by the Leader.

16/22/SR Single Equality Scheme 2015-2018

Matter for Decision

This report provided an update on the progress in delivering key actions set out in the Single Equality Scheme for 2015/16. It also proposed some new actions for delivery during 2016/17.

Decision of the Leader

- i. Noted the progress in delivering equalities actions during 2015/16.

- ii. Approved the actions proposed in Appendix A for delivery during 2016/17.

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.

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

- i. Thanked the Officer for the work that had been put into the Strategy.
- ii. Referred to objective 5 and commented that they were concerned how representative the City Council's workforce was particularly with regard to BAME employees where representation in the Council's workforce was below the current target and lower than in the Cambridge population as a whole.

The Strategy and Partnerships Manager and the Chief Executive said the following in response to Members' questions:

- i. The Head of Human Resources leads on recruitment and reviews the targets for BAME employees on an annual basis and whether there were any steps that could be taken to increase the BAME representation within the Council. The Council recently carried out a recruitment survey, but the analysis of the responses to the survey did not identify any specific barriers to recruitment of BAME employees.
- ii. The Head of Human Resources produces an annual 'Equality in Employment' report, which provides detailed data and analysis of trends relating to the Council's workforce. The report had been seriously discussed at the Equalities Panel on the 14 June. It revealed a number of issues, including that there were a limited number of BAME applicants for many of the technical roles required by the Council. A number of existing BAME employees were also in posts which had been transferred under TUPE to shared services and other new arrangements, which had an impact on BAME representation in the workforce.

Councillor Bick requested that action 5.1 in the Single Equality Scheme Action Plan be amended to include a specific reference to taking forward work to address BAME representation in the workforce, which was agreed.

The Committee unanimously resolved to endorse the recommendations.

The Leader approved the recommendation.

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

No conflicts of interest were declared by the Leader.

16/23/SR 2015/16 Revenue and Capital Outturn, Carry Forwards and Significant Variances - Strategy and Transformation Portfolio

Matter for Decision

The report presented a summary for the Strategy and Transformation Portfolio of the actual income and expenditure compared to the final budget for 2015/16 (outturn position). The revenue and capital budget variances with explanations and specific requests to carry forward funding available from budget underspends into 2016/17.

Decision of the Leader

Requested that the Executive Councillor for Finance and Resources approved:

- i. Carry forward requests totaling £122.65k revenue funding from 2015/16 to 2016/17 as detailed in Appendix C.
- ii. Carry forward requests of £325k capital resources from 2015/16 to 2016/17 to fund rephased net capital spending as detailed in Appendix D.

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 made the following comments in response to the report:

- i. Questioned if there was a different way to present variance information.

- ii. Questioned if the over and underspends on p335 of the agenda packs were one off savings or whether permanent savings could be made.

The Head of Finance said the following in response to Members' questions:

- i. Next year individual overhead variances would be shown against originating cost centres for clarity.
- ii. The underspends were only one-off savings not permanent.

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

The Leader approved the recommendation.

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

No conflicts of interest were declared by the Leader.

16/24/SR Annual Treasury Management (Outturn) Report 2015/16

Matter for Decision

The Council was required by regulations issued under the Local Government Act 2003, to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for each financial year.

Decision of Executive Councillor for Finance and Resources

- i. Recommended the report to Council, which included the Council's actual Prudential and Treasury Indicators for 2015/16.

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 the Council's s151 Officer.

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

- i. Asked whether the Council had taken any advice following the EU referendum result regarding counterparty risk and asked if the Council had a strategy for managing volatility or if the Council was evolving a strategy.

The Head of Finance and s151 Officer said the following in response to Members' questions:

- i. The Council followed the advice of Capita which was updated on a daily basis. The Council did not invest in the equity of business and all money was on deposit. Advice indicated that the banks were in a better position now than they were pre-2008. There was still a lot that was unknown following the EU referendum; a set of recommendations had been presented. The Council would work to the savings targets that it had to make.

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

The Executive Councillor approved the recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

16/25/SR 2015/16 Revenue and Capital Outturn, Carry Forwards and Significant Variances - Finance and Resources Portfolio

Matter for Decision

The report presented a summary for the Finance and Resources Portfolio of the actual income and expenditure compared to the final budget for 2015/16 (outturn position). The revenue and capital budget variances with explanations and specific requests to carry forward funding available from budget underspends into 2016/17.

Decision of Executive Councillor for Finance and Resources

- i. Approved the carry forward requests totalling £233.1k revenue funding from 2015/16 to 2016/17 as detailed in Appendix C.
- ii. Approved the carry forward requests of £3,243k capital resources from 2015/16 to 2016/17 to fund rephrased net capital spending as detailed in Appendix D.

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 4 votes to 0 to endorse the recommendations.

The Executive Councillor approved the recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

16/26/SR 2015/16 Revenue and Capital Outturn, Carry Forwards and Significant Variances – all General Fund Portfolios

Matter for Decision

The report presented a summary for all the Portfolios of the actual income and expenditure compared to the final budget for 2015/16 (outturn position). The revenue and capital budget variances with explanations as reported to individual Executive Councillors and Scrutiny Committees and specific requests to carry forward funding available from budget underspends into 2016/17.

Decision of Executive Councillor for Finance and Resources

To seek Council approval for the:

- i. Carry forward requests totalling £485.3k revenue funding from 2015/16 to 2016/17 as detailed in Appendix C.
- ii. Carry forward requests of £18,616k (including 2,171k relating to the Housing Capital Investment Plan) capital resources from 2015/16 to 2016/17 to fund rephrased net capital spending as detailed in Appendix D – Overview.

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 made the following comments in response to the report:

- i. Asked for the Executive Councillor's comments on a revenue underspend of 15.4% and capital HRA and General Fund 40% underspend.
- ii. Questioned the Environmental Improvement variance on p388 of the agenda pack. Asked that the Executive Councillor worked with his colleagues to deliver the projects and expressed concern regarding the internal audit report which was reported to the Civic Affairs Committee on 29 June 2016.

The Executive Councillor made the following comments:

- i. The areas of underspend would be looked at to see whether a permanent saving could be made or if it was a one-time specific instance. With regards to the HRA the Council wanted to invest and had an ambitious capital programme.
- ii. The Environmental Improvement programme involved a lot of small schemes which took time to complete. He would work with colleagues to try to ensure that schemes were completed but commented that these schemes did take a lot of officer time.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 7.32 pm

CHAIR



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

Report by: Joel Carré, Head of Environmental Services

Relevant scrutiny committee: Strategy & Resources
10/10/2016
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

PUBLIC SPACES PROTECTION ORDER

Proposed Public Spaces Protection Orders For Dog Control in Cambridge **Non Key Decision**

1. Executive summary

The purpose of this report is to ask the Executive Councillor to approve, in principle, the proposal to make public spaces protection orders in respect of dog control (including dog fouling, dog exclusion and dogs on leads requirements) within Cambridge, in the form set out at Appendix A and the locations set out in Appendix B; and to authorise officers to publicise the proposed orders and to consult, as required by the Anti-Social Behaviour, Crime and Policing Act 2014.

2. Recommendations

The Executive Councillor is recommended:

1. To approve, in principle, the proposal to make public spaces protection orders for dog control within Cambridge in the form set out at Appendix A and the locations set out in Appendix B;
2. To authorise officers to publicise the proposed orders and to carry out consultation as required by the Anti-Social Behaviour, Crime and Policing Act 2014.

3. Background

Dog Control Orders

- 3.1. Dog Control Orders were made by Cambridge City Council in July 2013 and created offences of:
 - Failing to remove dog faeces;
 - Not keeping a dog on a lead in designated areas;
 - Not putting, and keeping, a dog on a lead when directed to do so by an authorised officer; and
 - Permitting a dog to enter land from which dogs are excluded
- 3.2. The introduction of Dog Control Orders created transparency and consistency within the City Council boundary and gave authorised officers¹ the ability to issue fixed penalty notices for offences that were previously not enforced. The power for local authorities to make Dog Control Orders was granted under the Clean Neighbourhoods and Environment Act 2005.
- 3.3. The City Council currently has 8 authorised officers (Dog Warden (1 FTE) and Public Realm Enforcement Officers (6 FTE) who undertake public realm education and enforcement, including around responsible dog ownership, in line with the Council's Enforcement Policy. Enforcement action for environmental crime is either taken under current legislation or byelaws
- 3.4. Keep Britain Tidy, the national campaigning group for improving local environmental quality states that in 2010 the UK dog population was estimated to be 8 million, with dogs producing approximately 1,000 tonnes of excrement each day. In a survey of over 10,000 sites across the UK dog fouling was present on 7% of these sites. Some dog owners still fail to clean up after their dogs and the highest level of dog fouling can be found in areas where people actually live.
- 3.5. The penalty for committing an offence contained in a Dog Control Order is a maximum fine of level 3 on the standard scale (currently £1000). Alternatively the opportunity to pay a fixed penalty (currently £75) is offered in place of prosecution. A fixed penalty notice (FPN) is an 'on the spot' fine for committing criminal offences such as breach of Dog Control Orders. Payment of a FPN means that no further action will be taken for that particular offence, it doesn't constitute an admission of guilt by the offender, but it does mean that such cases are diverted away from the Magistrates Court which may lead to the court imposing a larger penalty of up to £1000 and a criminal record.

¹ Officers authorised to issue fixed penalty notices for dog control offences includes two dog wardens and six enforcement officers.

Transition from Dog Control Orders

- 3.6. Where a Dog Control Order is currently in force, it will continue to be valid for a period of three years following commencement of the Anti-social, Crime and Policing Act 2014. At this point it then is to be treated as a PSPO (with effect from October 2017).
- 3.7. Home Office guidance² has identified that there is not the need to wait for this to happen and local authorities can decide to review the need for orders ahead of the transition. The council have opted to review current areas of dog control ahead of October 2017, as an early review will allow for new areas of dog control to be considered and consulted on, for public spaces protection order signage requirements to be reviewed and for a smooth transition that allows fixed penalties to continue to be issued for those that breach orders.

Anti-social Behaviour, Crime and Policing Act 2014 – Public Spaces Protection Orders

- 3.8. Section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 gives the Council new powers to make public spaces protection orders (PSPOs). These orders are intended to deal with a nuisance or problem in a particular area that is detrimental to the local community's quality of life, by imposing conditions on the use of the area. They are designed to ensure that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.
- 3.9. The definition of public space is wide and includes any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.
- 3.10. The Council can make a public spaces protection order if satisfied on reasonable grounds that two conditions are met. The first condition is that:
 - a. Activities carried on in a public place within the Council's area have had a detrimental effect on the quality of life of those in the locality; or,
 - b. It is likely that activities will be carried on in a public place within that area and that they will have such an effect.

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

- a. Is or is likely to be, of a persistent or continuing nature;

² Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers: Statutory guidance for frontline professionals
Report Page No: 3

- b. Is, or is likely to be, such as to make the activities unreasonable; and,
 - c. Justifies the restrictions imposed by the notice.
- 3.11. A public spaces protection order is an order that identifies the public place and:
 - a. Prohibits specified things being done in that public place;
 - b. Requires specified things to be done by persons carrying on specified activities in that place; or
 - c. Does both of those things.
- 3.12. The only prohibitions or requirements that may be imposed are ones that are reasonable to impose in order to prevent or reduce the risk of the detrimental effect continuing, occurring or recurring.
- 3.13. Prohibitions can apply to all persons, or only to persons in specified categories, or to all persons except those in specified categories.
- 3.14. The order can specify the times at which it applies and the circumstances in which it applies or does not apply.
- 3.15. Unless extended the order may not have effect for more than 3 years.
- 3.16. Before making a public spaces protection order, the Council must consult with the Chief Officer of Police, the local policing body, whatever community representatives the Council thinks appropriate to consult and the owner or occupier of land within the restricted area.
- 3.17. In deciding whether to make a public spaces protection order and if so, what it should include, the Council must have particular regard to the rights of freedom of expression and freedom of assembly set out in articles 10 and 11 of the European Convention on Human Rights
- 3.18. The Council must publish the text of a proposed order on its website.

Proposed Dog Control Public Spaces Protection Order

- 3.19. There are a number of differences between Dog Control Orders and the Public spaces protection orders, which are:
 - a. The test for making a PSPO covers the same activities previously prohibited under DCOs, but also provides flexibility for local authorities to vary them as necessary
 - b. Multiple orders are replaced by a single order, thereby streamlining the process for making orders

- c. A PSPO continues to allow for the same type of restrictions set out in Dog Control Orders, but allows the local authority to be more flexible when responding to local problems
 - d. PSPOs can be used to place restrictions on public rights of way, including the highways which could not previously be applied
- 3.20. The proposed locations for the PSPO as set out in appendix B vary from the existing Dog Control Orders in the following:
- a. Introduction of dog exclusion areas in parks which are fenced in
 - b. Removal of dogs on leads restrictions in areas where residents and officers have found restrictions impractical or unsuitable
 - c. Introduction of dogs on leads restrictions in areas where complaints have been received e.g. Cherry Hinton Hall and Ravensworth Gardens
- 3.21. Currently the City Council Dog Control Orders for clearing up dog faeces (i.e. dog fouling) and dog exclusion areas do not apply to all people.

Dog fouling is not required to be cleared by people who are:

- a. Registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- b. Have a disability which affects the person's mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which the person relies for assistance.

Dog exclusion areas are not required to be complied with by people who are:

- a. Registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- b. Are deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which the person relies for assistance; or
- c. Have disability which affects the person's mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which the person relies for assistance

It is proposed that the same exemptions, as above, are created within the proposed new Dog Control PSPO to ensure that the restrictions placed on dog owners / handlers are reasonable and take into account conditions where it is not possible to comply.

Consultation

- 3.22. In accordance with the Anti-social Behaviour, Crime and Policing Act 2014, if a PSPO is approved in principle the Council is then required to consult the Chief Officer of Police, the local policing body, and appropriate community representatives.
- 3.23. In addition, Government guidance recommends that a community survey is undertaken to see if people support the introduction of the proposed PSPO. Subject to the Council approving the principle of the proposed PSPO, it is recommended that a community survey be undertaken using the Council website to run from 17 October to 21 November 2016 asking people if they would support the introduction of the proposed PSPOs, as detailed on the attached draft order (Appendix A).
- 3.24. In addition to Cambridge residents, visitors and businesses it is recommended that the following specific stakeholder groups should also be consulted (during the period set out in 3.21):
- All residents groups / associations near to proposed PSPOs
 - Ward councillors
 - Friends of Groups for land subject to proposed PSPOs
 - Chair of the Parishes Committee – regarding Mill Road Cemetery
 - Dog welfare organisations including Wood Green, the RSPCA and the Dogs Trust
 - Organisations associated with assistance dogs including Guide Dogs for the Blind
 - Organisations associated with the homeless including Wintercomfort and the Street Outreach Team
 - Local Access Forum for Access Land subject to proposed PSPOs
- 3.25. Officers will report the outcome of the consultation to the Executive Councillor at the Strategy and Resources Committee meeting on 23 January 2017, including any proposed amendments to the public space protection order, together with a recommendation for the order's formal agreement.

4. Implications

(a) Financial Implications

In accordance with Anti-social Behaviour, Crime and Policing Act 2014, once a public space protection order is agreed, the Council must 'cause to be erected on or adjacent to the land in relation to which the public spaces protection order has been made such notice or notices as it considers sufficient to draw the attention of any member of the public using that land to –

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

Consequently, there will be a financial cost to introducing the proposed order which will need to be met, either at the time the order is agreed, or after October 2017 (after this time Dog Control Orders automatically become PSPOs and the requirement to change signage will apply). The signs will cost approximately £9.60 each plus delivery charge of £15. Approximately the total cost is in the region of £3000 which will be met from within existing departmental cost centres.

Dog Fouling and Dogs on Leads by direction are city-wide offences and therefore advisory warning signs will be placed in hotspot areas. Dog exclusion and dogs on leads areas will have advisory signs placed at entrances to the designated areas under these orders.

The issuing of Fixed Penalty Notices will generate additional income, which can offset the cost of signage in future years if considered appropriate.

(b) Staffing Implications

There are no additional staffing implications as officers are already equipped to deal with dog fouling and nuisances.

(c) Equality and Poverty Implications

An Equality Impact Assessment (EQIA) has been completed; please see attached Appendix C.

The impact on residents, visitors and businesses is expected to be positive, as these proposals should continue to act as a deterrent to irresponsible dog ownership. Exemptions are currently in place for those with disabilities and it is recommended that the same exemptions are considered in the proposed public spaces protection order. There is no adverse impact on any other Protected Groups from its adoption.

(d) Environmental Implications

There will continue to be a positive effect on local environmental quality with the conversion of Dog Control Orders to Public Space Protection Orders and the continued enforcement against dog fouling.

(e) Procurement

Costs for the purchase of signage are estimated to be in the region of £3000 and fall below the threshold of £10,000 within the corporate procurement procedures. Therefore best value will be demonstrated by obtaining at least one written quotation.

(f) Consultation and communication

The order will also be published on the website and social media. Further consultation will take place with the groups detailed in section 3.22

(g) Community Safety

The introduction of the proposed public space protection order for dog control will continue to have a positive effect on Community Safety, reducing the risks associated with Toxocariasis and nuisance dogs.

h) Human Rights

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

5. Background papers

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

- Anti-social Behaviour, Crime and Policing Act 2014:
<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted/data.htm>
- DEFRA Dealing Practitioner's Manual on dealing with irresponsible dog ownership:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/373429/dog-ownership-practitioners-manual-201411.pdf
- The Anti-Social Behaviour, Crime and Policing Act 2014 Statutory guidance for frontline professionals:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf

6. Appendices

Draft Orders Appendix A
Proposed locations for Orders Appendix B
EQIA Appendix C

7. Inspection of papers

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

Author's Name: Wendy Young
Author's Phone Number: 01223 – 458578
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ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 SECTION 59

PUBLIC SPACES PROTECTION ORDER 2017

Cambridge City Council (in this Order called “the Council”) hereby makes the following order:

This Order comes into force on the 23 January 2017 for a period of 3 years

General provisions:

1. This Order applies to the all land within the Council’s administrative area, which is open to the air (which includes land that is covered but open to the air on at least one side) and to which the public are entitled or permitted to have access (with or without payment).
2. A person who fails to comply with any obligation imposed by this order is guilty of a criminal offence by virtue of section 67(1) of the Anti-social Behaviour Crime and Policing Act 2014 and liable to a fine on summary conviction not exceeding level 3 on the standard scale.

Obligations on persons with dogs:

3. Fouling

If a dog defecates at any time on land to which this order applies a person who is in charge of the dog at the time must remove the faeces from the land immediately unless:

- They have reasonable excuse for failing to do so; or
- The owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

4. Leads by order

A person in charge of a dog on land to which this order applies must comply with a direction given to him by an authorised officer of the Authority to put and keep the dog on a lead unless:

- They have reasonable excuse for failing to do so; or
- The owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

An authorised officer may only give a direction under this order if such restraint is reasonably necessary to prevent a nuisance or behaviour by the dog that is likely to cause annoyance or disturbance to any other person, or to a bird or another animal.

5. Leads

A person in charge of a dog on land detailed in Schedule 1 below must keep the dog on a lead at all times unless

- They have reasonable excuse for failing to do so; or
- The owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

6. Exclusion

A person in charge of a dog on land detailed in Schedule 2 below must not take it into or keep it in this land at all times unless

- They have reasonable excuse for failing to do so; or
- The owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

7. Exemptions

Nothing in section 3 of this order shall apply to a person who:

- Is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- Has a disability which affects the person's mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which the person relies for assistance.

Nothing in section 6 of this order shall apply to a person who:

- Is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- Is deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which the person relies for assistance; or
- Has disability which affects the person's mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which the person relies for assistance.

For the purpose of this order:

- A person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog;
- Placing the faeces in a receptacle on the land which is provided for the purpose, or for the disposal of waste, shall be sufficient removal from the land;
- Being unaware of the defecation (whether by reason of not being in the vicinity or otherwise), or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces
- "An authorised officer of the Authority" means an employee, partnership agency or contractor of Cambridge City Council who is authorised in writing by Cambridge City Council for the purposes of giving directions under the Order.
- For the purposes of the Order, a "disability" means a condition that qualifies as a disability for the purposes of the Equality Act 2010.
- Each of the following is a " Prescribed Charity" –
 - Dogs for the Disabled (registered charity number 700454)
 - Support Dogs (registered charity number 1088281)
 - Canine Partners for Independence (registered charity number 803680)

Dated.....

Schedule 1

Dogs on leads areas:

- Cemeteries
 - Newmarket Road Cemetery – the whole of the cemetery
 - Histon Road Cemetery – the whole of the cemetery
- Abbey Pool play area (Access Land)
- Coldhams Lane play area (Access Land)
- Ditton Fields – *the whole of the park*
- Kings Hedges Recreation Ground (Pulley) – *the part of the park that contains the children's play equipment, but excluding the fenced area that contains the paddling pool*
- Molewood Close – *the whole of the park*
- Ravensworth Gardens – *Green area (upper area)*
- Velos Walk – *the whole of the park*

Schedule 2

Dog exclusion areas

- Fenced bowling greens at the following locations:
 - Alexandra Gardens
 - Christs Pieces
 - Coleridge Recreation Ground
 - Lammas Land
 - Nightingale Avenue
 - Trumpington Recreation Ground
- Fenced tennis courts at the following locations:
 - Cherry Hinton Hall
 - Christs Pieces
 - Coleridge Recreation Ground
 - Jesus Green (Access Land)
 - Lammas Land
 - Nightingale Avenue
 - Trumpington Recreation Ground
- Outdoor paddling pools at the following locations:
 - Abbey Pool Paddling Pool (Access Land)
 - Cherry Hinton Hall
 - Coleridge Paddling Pool
 - Lammas Land
 - Sheep's Green Learner Pool
- Fenced children's play areas at the following locations:
 - Aberdeen Avenue
 - Ainsdale
 - Alexandra Gardens
 - Arbury Court
 - Atkins Close
 - Bateson Road
 - Beales Way
 - Brooks Road
 - Cherry Hinton Hall
 - Cherry Hinton Recreation Ground
 - Chesterton Recreation Ground

- Chestnut Grove
- Christs Pieces
- Church End
- Coleridge Recreation Ground
- Discovery Way
- Dudley Road
- Edgecombe Flats
- Flower Street
- Green End Road
- Gunhild Way/Close
- Histon Road
- Humphreys Road
- Jesus Green (Access Land)
- Kathleen Elliot Way
- Kingfisher Way
- Neptune Close
- Nightingale Avenue
- Nuns Way
- Pearl Close
- Petersfield
- Peverel Road
- Ramsden Square
- Ravensworth Gardens (1)
- Ravensworth Gardens (2)
- Ravensworth Gardens (Upper Green)
- Reily Way
- River Lane
- Robert May Close
- Romsey Recreation Ground
- Scotland Road
- Sleaford Street/Ainsworth Street
- St Barnabas Court
- St Matthews Recreation Ground
- St Thomas's Square
- Stourbridge Common (Access Land)
- The Bath House
- Thorpe Way/Fison Road
- Trumpington Recreation Ground
- Whytford Close

Appendix B: Proposed locations of Orders

Location	Area	Restriction	Introduction date	Proposal	Comments
Abbey Pool Paddling Pool (Access Land)	Outdoor paddling pool	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Abbey Pool Paddling Pool (Access Land)	Children's play area	Dog on leads area	July 2013	Keep as a dogs on leads area	Has right of way through the park
Aberdeen Avenue	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Ainsdale	The whole of the park	Dog on leads area	July 2013	Create a dog exclusion area	Park has now been fully enclosed since 2013
Alexandra Gardens	Fenced bowling green	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Alexandra Gardens	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Arbury Court	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Arbury Court	The whole of the park, excluding the fenced area	Dog on leads area	July 2013	Remove dogs on leads restriction	
Ashbury Close	The whole of the park	Dog on leads area	July 2013	Remove dogs on leads restriction	
Atkins Close	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Barnwell Road	Fenced bowling greens	Dog exclusion area	July 2013	Remove dog exclusion restriction	
Barnwell Road	Fenced tennis courts	Dog exclusion area	July 2013	Remove dog exclusion restriction	
Bateson Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Beales Way	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	

Location	Area	Restriction	Introduction date	Proposal	Comments
Brooks Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Brooks Road	The whole of the park, excluding the fenced area	Dog on leads area	July 2013	Remove dogs on leads restriction	
Cambridge Lakes	The whole area	None	None	Consider dog on leads restriction	
Cherry Hinton Hall	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Cherry Hinton Hall	Outdoor paddling pools	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Cherry Hinton Hall	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Cherry Hinton Recreation Ground	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Cherry Hinton Hall	Pond / stream	None	None	Create a dogs on lead area	
Chesterton Recreation Ground	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Chestnut Grove	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Christ's Pieces	Fenced bowling greens	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Christ's Pieces	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Christ's Pieces	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Church End	Fenced children's play areas	None	None	Create a dog exclusion area	Park has now been fully enclosed since 2013
Coldhams Lane play area (Access Land)	Play area	Dog on leads area	July 2013	Keep as a dogs on leads area	

Location	Area	Restriction	Introduction date	Proposal	Comments
Coleridge Recreation Ground	Fenced bowling greens	Dog exclusion area	July 2013	Consider removal	
Coleridge Paddling Pool	Outdoor paddling pools	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Coleridge Recreation Ground	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Coleridge Recreation Ground	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Discovery Way	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Ditton Fields	The whole of the park	Dog on leads area	July 2013	Keep as a dog on leads area	
Dudley Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Dundee Close	the whole of the park	Dog on leads area	July 2013	Remove dogs on leads restriction	
Edgecombe Flats	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Ekin Road	Fenced children's play areas	Dog exclusion area	July 2013	Remove dogs exclusion restriction	
Flower Street	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
George Nuttall Close	the whole of the park	Dog on leads area	July 2013	Remove dogs on leads restriction	
Great Eastern Street	the whole of the park	Dog on leads area	July 2013	Remove dogs on leads restriction	
Green End Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Green End Road	the whole of the park, excluding the fenced area	Dog on leads area	July 2013	Remove dogs on leads restriction	

Location	Area	Restriction	Introduction date	Proposal	Comments
Gunhild Way/Close	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Histon Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Histon Road Cemetery	the whole of the cemetery	Dog on leads area	July 2013	Keep as a dogs on leads area	
Humphreys Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Jesus Green (Access Land)	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Jesus Green (Access Land)	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Kathleen Elliot Way	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Kingfisher Way	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Kings Hedges Recreation Ground	The part of the park that contains the children's play equipment	Dog on leads area	July 2013	Keep as a dog on leads area	
Kings Hedges Recreation Ground	Outdoor paddling pools	Dog exclusion area	July 2013	Remove dogs exclusion restriction	Area no longer fenced off
Lammas Land	Fenced bowling greens	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Lammas Land	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Lammas Land	the part of the park that contains the children's play equipment, but excluding the unfenced area that contains the paddling pool	Dog on leads area	July 2013	Remove dogs on leads restriction	

Location	Area	Restriction	Introduction date	Proposal	Comments
Lammas Land	Outdoor paddling pools	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Hampden Gardens	Fenced children's play area	None	None	Add as a dog exclusion area	
Mill Road Cemetery	the whole of the cemetery	Dog on leads area	July 2013	Remove dogs on leads area	Currently suspended
Molewood Close	the whole of the park	Dog on leads area	July 2013	Keep as a dogs on leads area	
Neptune Close	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Newmarket Road Cemetery	the whole of the cemetery	Dog on leads area	July 2013	Keep as a dogs on leads area	
Nightingale Avenue	Fenced bowling greens	Dog exclusion area	July 2013	Keep as a dogs on leads area	
Nightingale Avenue	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Nightingale Avenue	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Nuns Way	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Pearl Close	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Petersfield	Fenced children's play areas	Dog exclusion area	July 2013	Keep	
Peveler Road	Children's play area	None	None	Add a dog exclusion area	
Ramsden Square	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Ravensworth Gardens (1)	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	

Location	Area	Restriction	Introduction date	Proposal	Comments
Ravensworth Gardens (2)	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Ravensworth Gardens	Green area (upper area)	None	None	Add a dog exclusion or dogs on leads restriction	
Reilly Way	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
River Lane	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Robert May Close	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Romsey Recreation Ground	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Scotland Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Sheep's Green Learner Pool	Outdoor paddling pools	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Shelly Road	the whole of the park	Dog on leads area	July 2013	Remove dogs on leads area	
Shenstone House	the whole of the park	Dog on leads area	July 2013	Remove dogs on leads area	
Sleaford Street/Ainsworth Street	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
St Barnabas Court	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
St Matthews Recreation Ground	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
St Thomas's Square	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	

Location	Area	Restriction	Introduction date	Proposal	Comments
Stourbridge Common (Access Land)	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Tenby Close	the whole of the park	Dog on leads area	July 2013	Remove dogs on leads area	
The Bath House	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Thorpe Way play	the whole of the park, excluding the fenced area that contains children's play equipment.	Dog on leads area	July 2013	Remove dogs on leads area	
Thorpe Way/Fison Road	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Trumpington Recreation Ground	Fenced bowling greens	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Trumpington Recreation Ground	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Trumpington Recreation Ground	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Velos Walk	the whole of the park	Dog on leads area	July 2013	Keep as a dog on leads area	
Whytford Close	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	

Appendix C - Cambridge City Council Equality Impact Assessment



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

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

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

Proposed Public Spaces Protection Orders For Dog Control in Cambridge

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

Dog control orders were made by Cambridge City Council in July 2013 and created offences of:

- Failing to remove dog faeces;
- Not keeping a dog on a lead in designated areas;
- Not putting, and keeping, a dog on a lead when directed to do so by an authorised officer; and
- Permitting a dog to enter land from which dogs are excluded

The introduction of Dog Control Orders created transparency and consistency within the City Council boundary and gave authorised officers the ability to issue fixed penalty notices for offences that were previously not enforced.

Where a dog control order is currently in force, it will continue to be valid for a period of three years following commencement of the Anti-social, Crime and Policing Act 2014. At this point it then is to be treated as a PSPO (with effect from October 2017). Guidance has identified that there is not the need to wait for this to happen and local authorities can decide to review the need for orders ahead of the transition.

Section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 gives the Council new powers to make public spaces protection orders (PSPOs). These orders are intended to deal with a nuisance or problem in a particular area that is detrimental to the local community's quality of life, by imposing conditions on the use of the area. They are designed to ensure that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.

The definition of public space is wide and includes any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.

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

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

- c. Activities carried on in a public place within the Council's area have had a detrimental effect on the quality of life of those in the locality; or,
- d. It is likely that activities will be carried on in a public place within that area and that they will have such an effect.

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

- d. Is or is likely to be, of a persistent or continuing nature;
- e. Is, or is likely to be, such as to make the activities unreasonable; and,
- f. Justifies the restrictions imposed by the notice.

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

- Residents
- Visitors
- Staff

A specific client group or groups (please state):

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

- New
- Revised
- Existing

5. Responsible directorate and service

Directorate: Environment

Service: Streets and Open Spaces Operations

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):

All council officers and external agencies who are involved with dog control and responsibility gathering can be involved with dog control, including but not limited to Cambridgeshire Police, Wood Green Animal Shelter, RSPCA and local dog welfare organisations.

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)

Data for this characteristic is not held.

(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)

Currently the dog control orders for clearing up dog faeces and dog exclusion areas do not apply to all people.

Dog fouling is not required to be cleared by people who are:

- c. Registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- d. Have a disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which he relies for assistance.

Dog exclusion areas are not required to be complied with by people who are:

- d. Registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- e. Are deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which he relies for assistance; or
- f. Have disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which he relies for assistance

It is proposed that the same exemptions are created within the PSPO to ensure that the restrictions placed on dog owners / handlers are reasonable and take into account conditions where it is not possible to comply.

(c) Gender

Data for this characteristic is not held..

(d) Pregnancy and maternity

Data for this characteristic is not held..

(e) Transgender (including gender re-assignment)

Data for this characteristic is not held.

(f) Marriage and Civil Partnership

Data for this characteristic is not held.

(g) Race or Ethnicity

Data for this characteristic is not held.

(h) Religion or Belief

Data for this characteristic is not held.

(i) Sexual Orientation

Data for this characteristic is not held.

(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 for offences of dog control does not hold records of any of the above characteristics, so it is not possible to quantify / consider how specific groups might or might not be affected in Cambridge.

All enforcement action is undertaken in accordance with the council's [Corporate Enforcement Policy](#).

Currently the option for dealing with dog control is fixed penalty notices, which offers individuals and businesses the opportunity to pay a monetary fine, and in turn discharge their liability to prosecution (they will not end up with a criminal record). The continuation of fines at the same level, including an early repayment amount continues to offer a lower threshold that individuals and businesses can also take advantage of, reducing financial impacts.

The council does not offer payment by instalments or payment plans. Payment for fixed penalties can only be accepted for the full amount. However in cases of extreme financial difficulties, officers have discretion to be able to extend the lower threshold payment period (subject to legal restrictions), and will work together with those issued fixed penalties to avoid prosecution where possible.

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

All communication by the Streets and Open Spaces Operations team is undertaken in accordance with the [Service Standards](#) which details what customers can expect of us.

Usage and payment of FPNS will be monitored and the EqIA kept under review as required.

9. Conclusions and Next Steps

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

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

Email suzanne.goff@cambridge.gov.uk

10. Sign off

Name and job title of assessment lead officer: Wendy Young, Operations Manager
(Community Engagement and Enforcement)

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

Date of completion: 8 August 2016

Date of next review of the assessment:



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
10/10/2016
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

AMENDMENTS TO GREATER CAMBRIDGE CITY DEAL JOINT ASSEMBLY & EXECUTIVE BOARD STANDING ORDERS
Not a Key Decision

1. Executive summary

- 1.1 This proposal to modify Standing Orders aims to improve the way public questions work at the Greater Cambridge City Deal Executive Board and Joint Assembly. Essentially the changes are to increase the amount of notice of question required before the meeting, whilst aiming to maintain the amount of time between publication of agenda and deadline for questions. The changes also ensure questions relate to agenda items (whilst retaining Chair's discretion on this), and limit the number of words in a question.
- 1.2 The proposals reflect learning for the first year and a half of the Executive Board and Joint Assembly, member feedback and suggestions from several key stakeholders representing those who have exercised their public speaking rights at the Board and Assembly. These are Cambridge Past, Present and Future, Federation of Cambridge Residents' Associations, Cambridge Cycling Campaign, Smarter Cambridge Transport, Coton Parish Council and Maddingley Parish Council.
- 1.3 In essence, by allowing more time between notice being given of public questions and the relevant meeting (whilst maintaining the time between publication of papers and the deadline for public questions), and making public questions more focused, transparency in decision-making and public information will be improved, as well as the efficient discharge of City Deal business.

2. Recommendations

2.1 The Executive Councillor is recommended:

- To endorse the proposed modified Standing Orders for the Greater Cambridge City Deal Joint Assembly and Executive Board to Council.

3. Background

- 3.1 For both the Joint Assembly and Executive Board, agendas and reports are currently published five clear working days before the relevant meeting. Each Executive Board meeting also considers a forward plan, which gives advance notice of decisions that are expected to be taken.
- 3.2 The existing Standing Orders for both Committees require notice to be given of public questions by 10am the day before the relevant meeting. Responses are then prepared by officers where appropriate, in order to advise Joint Assembly and Executive Board members on responding to questions in the meeting. Meetings of both Committees have to date often taken a larger number of questions than is generally the case with other Committees of the three partner Councils – the June 2016 Executive Board had 32 public questions.
- 3.3 Responses to public questions are currently published in the minutes of the relevant meeting.
- 3.4 Alongside the Joint Assembly and Executive Board, there are other forums through which members of the public can effectively engage with and ask questions to the City Deal. Where the infrastructure programme is concerned, questions can be asked at Local Liaison Forums, which have been established to allow local Members and the public in areas directly affected by schemes to engage with the detailed proposals and to keep informed of plans. These are useful forums for questions to be directed where they relate to specific schemes, and are able to provide detailed responses.
- 3.5 Officers are also available to answer questions across the City Deal programme if contacted, with the City Deal email address being the most obvious channel for queries.
- 3.6 Similar reports are being considered by the relevant Committees at Cambridgeshire County Council and South Cambridgeshire District Council, as any changes to the Terms of Reference and Standing Orders for these Committees requires approval from all three

Councils. Proposed modifications are shown in the two Appendices with tracked changes. All three Councils will need to agree the changes as proposed in order for them to take effect.

Quality of responses to public questions

- 3.7 Members of the public, officers and members all consider that the current turnaround time of just over one day allowed between receipt of public questions and the relevant meeting means that often detailed and technical questions are not always answered sufficiently. The proposed modifications to the Standing Orders of both committees are intended to give officers more time to advise Joint Assembly and Executive Board members on the issues involved in those public questions, and therefore to improve the quality of responses given at the meetings, while ensuring the public have the same length of time to prepare their questions.
- 3.8 Increasing the time allowed for preparation of responses as proposed would also allow for questions and responses to be more effectively published, including where questions are not fully answered in the relevant meetings, so responses would be more easily accessible. This would also facilitate an aspiration to publish written responses to some questions where possible in advance of the relevant meeting, where those questions are of a technical nature.
- 3.9 By bringing forward both the deadline for receipt of public questions and the publication period for agendas and reports, the proposed modifications would retain the existing time period between publication of agendas and the deadline for submitting questions. It should be noted that this would mean reports needing to be completed 2-3 days earlier than is currently the case, although with effective work planning that should not be problematic.

Implications of not approving the proposed changes

- 3.10 If the Executive Councillor chooses not to support the recommendations, the existing Standing Orders would continue to be in force.

4. Implications

(a) Financial Implications

n/a

(b) Staffing Implications

Officers will have more time to prepare more complete answers to public questions ahead of meetings.

(c) **Equality and Poverty Implications**

No differential equality implications are anticipated from this decision not least since the time available for stakeholders to prepare and submit a question is expected to be maintained). An Equality Impact Assessment has not been completed.

(d) **Environmental Implications**

n/a

(e) **Procurement**

n/a

(f) **Consultation and communication**

The proposed changes have arisen from a proactive proposal by key stakeholders to improve the functioning of public questions at City Deal meetings.

The proposed changes have been discussed with members of the City Deal Executive Board and the Chair and Vice-Chair of the City Deal Joint Assembly. They have also been discussed with the authors of the letter.

(g) **Community Safety**

n/a

5. Background papers

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

Standing Orders for the City Deal Joint Assembly and Executive Board

6. Appendices

Appendix 1 Proposed modifications to Joint Assembly Standing orders, Relevant extracts

Appendix 2 Proposed modifications to Executive Board Standing Orders, Relevant extracts

7. Inspection of papers

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

Author's Name: Andrew Limb
Author's Phone Number: 01223 - 457004
Author's Email: andrew.limb@cambridge.gov.uk

Appendix 1: Proposed modifications to Joint Assembly Standing orders

Relevant extracts

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 Assembly in accordance with the Access to Information rules of South Cambridgeshire District Council.
- 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 Assembly. Other than in exceptional circumstances this will take place one week before the deadline for submission of public questions. 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

The Joint Assembly may set its own timetable for meetings but will initially meet quarterly, normally on a date preceding meetings of the Executive Board in order to allow the Assembly to consider issues the Board will be taking decisions on and advise accordingly.

11. Questions by the public and public speaking

At the discretion of the Chairman, members of the public may ask questions at meetings of the Joint Assembly. This standard protocol is to be observed by public speakers:

- (a) notice of the question should be given to the Democratic Services team at South Cambridgeshire District Council (as administering authority) by 10am at least three working days before the meeting;
- (b) questions must be limited to a maximum of 300 words;
- (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 Assembly members to ask questions;
- (e) the questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote;
- (f) the Chairman will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting. Normally questions will be received as the first substantive item of the meeting;
- (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.
- (i) a question must indicate which agenda item it relates to (and must relate to only one agenda item; multiple questions can be asked if the questioner wishes to ask about more than one agenda item). If the question does not relate to any agenda item, the Chairman has discretion to allow it to be asked, and to select the point in the meeting at which it is asked.

Appendix 2: Proposed modifications to Executive Board Standing Orders

Relevant extracts

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 Executive Board in accordance with the Access to Information rules of South Cambridgeshire District Council.
- 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 Executive Board. Other than in exceptional circumstances this will take place one week before the deadline for submission of public questions. 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.

11. Questions by the public and public speaking

At the discretion of the Chairman, members of the public may ask questions at meetings of the Executive Board. This standard protocol is to be observed by public speakers:

- (a) notice of the question should be given to the Democratic Services team at South Cambridgeshire District Council (as administering authority) by 10am at least three working days before the meeting;
- (b) questions should be limited to a maximum of 300 words;
- (b) questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Executive Board, 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 Board members to ask questions;
- (e) the questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote;
- (f) the Chairman will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting. Normally questions will be received as the first substantive item of the meeting;
- (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.
- (i) questions should relate to items that are on the agenda for discussion at the meeting in question. The Chairman will have the discretion to allow questions to be asked on other issues if it is a pressing issue.

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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
10/10/2016
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

DEVOLUTION PROPOSALS FOR CAMBRIDGESHIRE AND PETERBOROUGH CONSULTATION RESULTS
Not a Key Decision

1. Executive summary

This report gives the committee and Leader an opportunity to discuss the devolution consultation ahead of a decision at Full Council.

Council debated the proposed Cambridgeshire and Peterborough devolution deal on 27 June 2016. Council supported, and the Leader agreed to, the Deal, the conclusions of the Governance Review and the Governance Scheme. Council supported, and the Leader agreed, to public consultation on the proposals.

Consultation took place from 8th July to 23rd August 2016. More than 4,000 people responded. The report attached at Appendix A brings together the findings, the methods and scope of the consultation and the responses received.

The Leader will be asked to decide whether to proceed with the devolution deal at Full Council. If the Leader, and all other councils involved in the proposals agree, it is anticipated that the Combined Authority would be in place by February 2017, with Mayoral elections in May 2017.

2. Recommendations

The Executive Councillor is recommended:
To consider the outcome of devolution consultation and related issues.

3. Background

3.1 Cambridge City Council has been engaged, since late 2014, in developing a devolution proposal with government covering all the councils in Cambridgeshire and Peterborough. A Government proposed deal for Cambridgeshire, Peterborough, Norfolk and Suffolk was rejected by Cambridgeshire and Peterborough in March 2016.

3.2 Negotiations with Government continued for a Cambridgeshire and Peterborough deal. The key elements of that deal are set out in section 4 below (and in full in the background documents).

3.3 The consultation report at Appendix A sets out the consultation activity that took place and the results. A summary of the responses for Cambridge City, and comparison with whole-area responses, is attached at Appendix B. Full consultation reports are attached at Appendix C (MORI poll) and D (online survey).

3.4 If the Leader agrees, and if the other partner councils also agree, it is anticipated that the final order would be laid in Parliament in November, paving the way for the establishment of the Combined Authority by February 2017, and for the election of a Mayor for Cambridgeshire and Peterborough in May 2017.

3.5 It is anticipated that proposals for scrutiny including by constituent councils/councillors will be put forward for when the Combined Authority is in place, and a report taken to Civic Affairs Committee in February.

3.6 The Leader has indicated that ahead of those formal proposals, he intends to bring a report to each Full Council meeting, starting at the next meeting and providing an opportunity for questions. There may also be further reports to this committee, for instance potentially on emerging proposals for arrangements associated with the devolution deal and mayoral combined authority, as appropriate.

4 The Proposed Deal

4.1 A copy of the proposed Cambridgeshire and Peterborough deal is available as a [background paper](#). In summary the deal delivers

- A new £20 million annual fund for Cambridgeshire and Peterborough for the next 30 years (£600 million) to support economic growth, development of local infrastructure and jobs.
- An additional £70 million fund specifically for affordable housing in Cambridge which the council would have the freedom to use in its entirety to build new council homes.
- £100 million for non-HRA affordable, rent and shared ownership across Cambridgeshire and Peterborough particularly in response to

affordable housing issues in South Cambridgeshire and Cambridge City.

- Transport infrastructure improvements such as the A14/A142 junction and upgrades to the A10 and the A47 as well as Ely North Junction. Also it would support development at Wyton and St Neots and Wisbech Garden Town and the Wisbech- Cambridge rail connection.
- Rail improvements (new rolling stock, improved King's Lynn, Cambridge, London rail).
- Investment in developing a Peterborough University with degree-awarding powers.
- A local integrated job service working alongside the Department of Work and Pensions.
- Co-design with government a National Work and Health Programme focussed on those with a health condition or disability, as well as the long-term employed.
- Further integration of local health and social care resources to provide better outcomes for residents.
- Devolved skills and apprenticeship budget – to give more opportunities to our young people.
- Working with government to secure a Peterborough Enterprise Zone

4.2 This proposal is to be the first in a series of proposals which devolve more funding and powers from Government to the Cambridgeshire and Peterborough area.

4.3 A Cambridgeshire and Peterborough Combined Authority chaired by a directly elected Mayor would be created to oversee and deliver the deal. This is a requirement from government before such extensive powers and funding can be devolved.

4.4 As well as benefiting from the range of initiatives and funding covered in the deal listed above, Cambridge specifically benefits from the £70 million targeted investment in affordable housing which the Council can control and use to fund new council homes owned and managed through the Council's Housing Revenue Account (HRA). The grant will be made available to the City Council via the Combined Authority.

4.5 This grant would deliver at least 500 new social rented homes (defined as rents at Local Housing Allowance levels). The City Council would be able spend the grant over a five year period. £10 million of the £70 million grant would also be available to the City Council to replace any of the 500 subsequently sold through the Right to Buy. The Council will have the freedom to choose the extent that it provides the new homes on land that it owns or land owned by others (including through section 106 planning agreements).

4. Implications

(a) Financial Implications

If the proposed deal is agreed, it will bring millions of pounds of investment to Cambridgeshire and Peterborough, as set out in section 4 above. In particular it would bring £70m for affordable housing in Cambridge.

The detail of the costs and funding of the Mayoral Combined Authority are still being worked up. While the proposed new Mayor would be able to raise a precept once established, it may be necessary for partner councils to provide resources to establish the Combined Authority in the first year.

It is anticipated that these costs could potentially be covered by savings to the partner councils achieved through public sector reforms. It may also be possible to fund some of the infrastructure delivery functions of the authority through capitalisation of some of the revenue costs from the infrastructure grant.

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

Officers of the Council have contributed to the development of the devolution proposals, and will continue to contribute to partnership work on the further detailed development and implementation of the proposals.

(c) Equality and Poverty Implications

An Equality Impact Assessment was prepared for the report to all partner Councils in June, and will be updated ahead of the next Council discussion and the Leader's executive decision.

(d) Environmental Implications

It is anticipated that the establishment of the Mayoral Combined Authority would have limited direct environmental impacts, not least if it proves possible to co-locate the Combined Authority's staff and functions at existing partner premises. There will be some additional travel to meetings and other ancillary impacts.

More significantly it is anticipated that the combined authority will facilitate more efficient use of public buildings and assets in the longer term. And that funding made available through the deal would allow for investment in key transport challenges.

(e) Procurement

n/a

(f) **Consultation and communication**

The approach to consultation, and the results, are set out in the appendices.

(g) **Community Safety**

n/a

5. Background papers

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

[Cambridgeshire & Peterborough Devolution Proposal](#)

[Cambridgeshire & Peterborough Authorities' Statutory Governance Review](#)

[Cambridgeshire and Peterborough Devolution Scheme](#)

6. Appendices

Appendix A	Cambridgeshire & Peterborough Devolution Consultation
Appendix B	Summary of Cambridge City devolution consultation results
Appendix C	Cambridge & Peterborough Devolution Research (MORI poll)
Appendix D	Cambridge & Peterborough devolution consultation online survey results

7. Inspection of papers

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

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Cambridgeshire and Peterborough East Anglia Devolution Consultation

7th September 2016

Final



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Executive Summary

The seven Local Authorities of Cambridgeshire and Peterborough, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership have undertaken an extensive consultation exercise with residents and businesses about the proposals for devolution of powers and funding from central government to the local area.

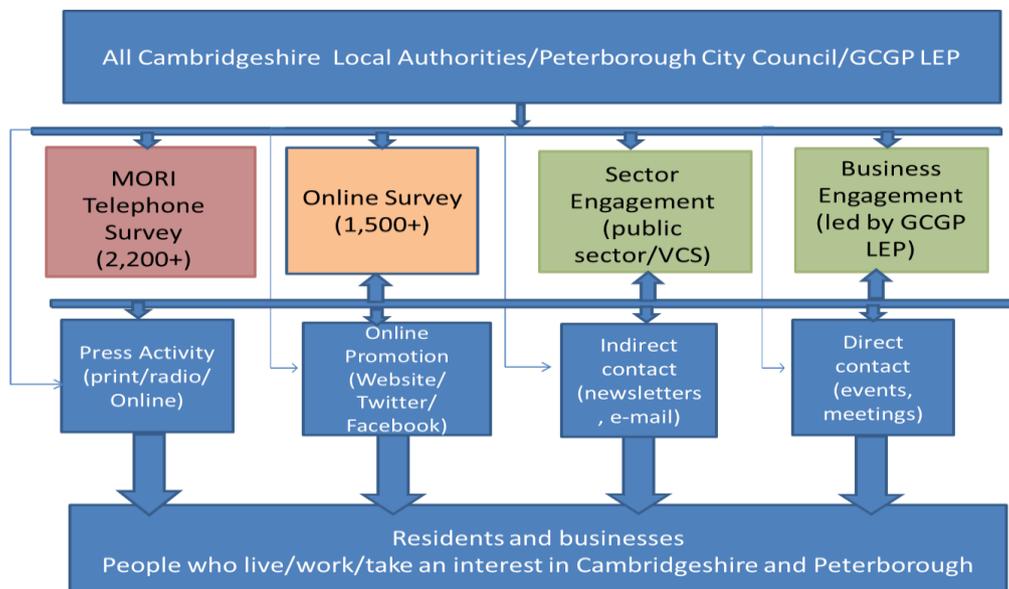
The consultation ran from 8 July to 23 August 2016. This paper brings together the findings, it summarises the methods and scope of the consultation, and the responses received.

Background to the Consultaion

Cambridgeshire and Peterborough have been developing their proposals for devolution with local and national stakeholders for many months. In June 2016, Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, and South Cambridgeshire District Council, all agreed at full council meetings, to take the Cambridgeshire and Peterborough Devolution Proposal, with accompanying Governance Review and Governance Scheme out for public consultation. Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP) Board also agreed this.

The Methods and Scope of the Consultation

The Cambridgeshire and Peterborough Devolution Consultation exercise was planned to provide comprehensive engagement with residents and businesses. An overview of the approach is shown in the diagram below.



Specifically consultation included:

- **Business engagement** led and conducted by the GCGP Local Enterprise Partnership. This involved tailored events with business groups from Cambridge, Huntingdonshire and Peterborough. There was on-going dialogue

with representative bodies such as the Federation of Small Businesses, local Chambers of Commerce, Cambridge Ahead, Opportunity Peterborough and Cambridge Network. Key areas such as Housing, Transport and Skills provision were directly targeted.

- Meetings and engagement with **community, voluntary and local public sector stakeholders**, including our important network of almost 250 local Town and Parish Councils and over 100 organisations and networks, including Peterborough Disability Forum, Cambridge Pinpoint, Peterborough Youth Council, and Cambridgeshire Alliance.
- An **independent survey of residents** was commissioned and undertaken by MORI. The statistically valid telephone poll saw over 2,200 residents contacted and asked for their views on the full range of the devolution proposals.
- **Online consultation** was a prominent feature of all seven Councils and the LEP's websites, generating over 1,500 responses. (in comparison, Greater Manchester's equivalent consultation received 240 responses, covering a population of 2.8m people)
- **Engagement with the public sector** and higher education establishments, including the Police and Crime Commissioner, the Clinical Commissioning Group and health organisations, Cambridge University, Anglian Ruskin University, and Schools.

This activity was generated through a full range of communications channels and regular promotion activities including press releases and use of social media to further encourage participation in the exercise. The aim of the process was to enable all Cambridgeshire and Peterborough residents and stakeholders to have a say on the devolution proposals.

The Response

There has been a positive response from residents and businesses to devolution for Cambridgeshire and Peterborough. In particular:

Business Engagement

- The overwhelming response from this was that **businesses strongly supports the devolution proposals** and are very keen that the opportunities these present are taken up. There was a general consensus across different audiences in favour of devolution, with a strong Mayor (who could provide the right leadership and strategic focus).

Local Stakeholders

- Community and voluntary sector groups and local Parish and Town Councils made direct submissions to the consultation. Overall these demonstrated

support for the opportunity that the proposals represented **and a strong desire for ongoing engagement.**

- There was also a clear steer that in practice devolution should not mean an extra layer of government and bureaucracy and it should mean further powers being devolved down to the most appropriate local level.

Independent Survey of Residents

- The MORI telephone poll of over 2,200 residents showed that **55% of all respondents in the local community support devolution with only 15% of residents being opposed.** Over 80% of residents felt that decisions are better made locally with generally three quarters supporting the range of devolved housing, transport and infrastructure powers and budgets contained in the proposals.
- In every authority area for Cambridgeshire and Peterborough significantly more people supported the principle of devolution than opposed it.
- In the same survey 57% of residents supported the election of a Mayor to access the devolution deal (with 25% opposed) and 61% supported a Combined Authority involving that Mayor and Cambridgeshire and Peterborough Councils (with 23% opposed).

Online Consultation

- From the online poll **55% supported the general principle of devolving powers down from central government** to Cambridgeshire and Peterborough. In every authority area for Cambridgeshire and Peterborough more people supported the principle of devolution than opposed it.
- Online, just under a third of respondents (31%) supported having an elected mayor for Cambridgeshire & Peterborough with 59% opposed.

Public Sector

- There is **widespread support for devolution from across the public sector** including Police, Fire Health and Education, including Cambridge University. A number of organisations highlighted the opportunities that they felt devolution represented for public service reform, given the high-level of co-terminosity across Cambridgeshire and Peterborough.

1 The Business Voice

- 1.1 The Local Enterprise Partnership brought together members of the business community at a series of local events and also gathered views through social media engagement (see section five). They then submitted a response to the consultation, bringing together all the views expressed by local businesses (including Cambridge Ahead, the Federation of Small Businesses, Cambridgeshire Chamber of Commerce, and Cambridge Network).
- 1.2 The overwhelming response from this is that **businesses strongly support the devolution proposals** and are very keen that the opportunities these present are taken up. There was a general consensus across different audiences in favour of devolution, with a strong Mayor (who could provide the right leadership and strategic focus).
- 1.3 Not only did they support the additional powers and funding coming for much needed investment in areas like infrastructure. They also recognised the opportunity to improve local governance and decision-making through the new structures, including the leadership role a Directly-Elected Mayor could provide in lobbying government for further funding on behalf of the area.
- 1.4 Concerns that were voiced about the devolution proposals covered the level of funding on offer, compared to the scale of investment required in both infrastructure and skills across the Cambridgeshire and Peterborough area.
- 1.5 A separate submission from the CBI supported the principle of devolution and also welcomed the clear terms within the Cambridgeshire and Peterborough Deal. However there was also a call to *“sustain visible, accessible leadership over the long term, executing the plan as outlined”* together with a focus on improvements to local education, in-work training and business practices as being keys to the region’s success. The submission also called for on-going in-depth engagement with the business community.

2 The response to the consultation from stakeholders (including the public sector)

- 2.1 These responses are particularly informative regarding views as to whether the devolution deal and proposed scheme would improve the delivery of statutory functions, as they include larger organisations with particular expertise in delivery of areas of the devolution deal.
- 2.2 In terms of public services, a number of organisations highlighted the opportunities that they felt devolution represented for public service reform, given the high-level of co-terminosity across Cambridgeshire and Peterborough public services. Which it was felt could be built upon to further increase co-operation and reduce duplication and operational costs. Many also indicated a desire for further devolution in areas like health and social care, policing, and fire services to enable more of a whole-system approach. Greater devolution in this way would enable more successful upfront preventative activity that would reduce longer-term costs.
- 2.3 Specifically, the Cambridgeshire and Peterborough Police and Crime Commissioner expressed his support for the proposals, specifically around the ability to access devolved funding and make more decisions locally. Which he felt would provide opportunities for public sector reform, including more integrated approaches to community safety. Cambridgeshire Constabulary and Cambridgeshire and Peterborough Fire Authority also expressed their support for Cambridgeshire and Peterborough devolution, highlighting the opportunities it would offer for new, innovative, and collaborative approaches to supporting communities, and for drawing down additional powers to ensure a more cohesive approach to community safety.
- 2.4 Cambridgeshire and Peterborough Clinical Commissioning Group also expressed their support for the proposals, highlighting the co-terminosity of the local health and social care sector and the opportunities for close working through devolution across the local health system.
- 2.5 The Greater London Authority also stated their desire to work with the devolution proposals, to support the London-Stansted-Cambridge-Peterborough growth corridor, and welcomed the opportunities for collaboration between London and the Wider South East on strategic infrastructure issues.
- 2.6 Cambridgeshire and Peterborough's network of community and voluntary sector and local Parish and Town Councils also made direct submissions to the consultation. Overall these demonstrated support for the opportunity that the proposals represented and a strong desire for ongoing engagement in how the devolution proposals are delivered in practice. There was also a clear steer that devolution should not mean an extra layer of government and bureaucracy and it should mean further powers being devolved down to the most appropriate local level. These concerns were relayed in submissions from Caxton and Histon and Impington Parish Councils amongst others.
- 2.7 In their response UNISON acknowledged that the overarching aims of devolution to a combined authority are, in principle, positives for both UNISON

and its members. However concerns were expressed about the initial development of the Combined Authority, its future financing and structure. Unison expressed the wish to work closely with any future authority on matters concerning employees through a joint protocol agreement and the creation of a Workforce Engagement Board. This would be in line with arrangements that have been successfully implemented in the Greater Manchester Combined Authority.

- 2.8 From the Higher Education sector, Cambridge University also expressed their support for devolution as a means of enhancing the area's competitiveness, including the proposed powers and funding around housing, infrastructure and skills. They did however want to see measures to ensure that opportunities for joint-working across East Anglia in areas like transport, academic and business links were maximised and also commented upon the governance changes, the role of GCGP LEP and the need to address inequality and deprivation.

3 Responses received from the surveys

MORI Survey

3.1 Who was surveyed?

3.1.1 MORI surveyed 2,280 Cambridgeshire and Peterborough residents using questions developed by the partners, and quality assured by MORI. The respondents were chosen according to MORI's criteria (not self-selecting as in the online poll).

3.1.2 MORI completing 380 telephone interviews per district, giving statistical robustness to the consultation, with sound confidence levels of +/- 5 per cent from the 'true' value. This is generally an accepted level of confidence used within the research industry.

3.1.3 It is also worth noting that changing the sample from 380 per district/ city area to 1000 only changes the level of confidence to +/-3 percent.

3.1.4 The detailed responses are set out in annexes but in summary, of Cambridgeshire and Peterborough respondents, the survey demonstrated:

- 89% of respondents identified themselves as English/Welsh/Scottish/Northern Irish/British.
- Almost half of respondents (48%) owned their own homes outright, followed by those buying with a mortgage (38%).
- 83% of respondents did not identify themselves as having a health problem or disability lasting, or expecting to last, over a year.
- With a view to the public sector equality duty MORI were instructed to interview a demographic representative sample of the population.

3.2 What did the responses to the survey say?

Understanding and support for devolution

3.2.1 MORI initially asked about the level of understanding of respondents of devolution in England with 63% stating that they knew at least 'a little bit' about devolution. Respondents were then asked the extent to which they supported or opposed the principle of devolution and 55% either tended to support or strongly support it with only 15% opposed. Support within each of the local authorities was strong, ranging from 57% support (and 17% opposed) in Huntingdonshire to 48% support (15% opposed) in Peterborough.

Devolution of powers and funding

3.2.2 On the proposals for particular powers to be devolved from Westminster to a Cambridgeshire and Peterborough Combined Authority and Mayor, the survey of respondents showed that:

- In relation to **housing**, over 80% (83%) supported this for decisions on housing and development strategy, almost three quarters (73%)

supported this for the proposed £100m fund for new housing and affordable homes and over 80% (83%) supported this for the proposed £70m fund for council rented homes in Cambridge.

- In relation to **transport and infrastructure**, almost three quarters (73%) supported this for decisions on transport planning (to better co-ordinate road, rail and bus services), over 80% (85%) supported this for decisions on road maintenance and over two thirds (68%) supported this for the annual £20m fund to improve local infrastructure, such as road and rail improvements.
- In relation to **education and skills**, (70%) supported this for reviewing 16+ Further Education provision, over three quarters (79%) supported this for apprenticeship funding and training, around three quarters (76%) supported this for 19+ adult education and skills training.
- In other areas of **public services**, (63%) supported this for joining up health and social care services and over two thirds (69%) supported this for reviewing all public sector land and property for development.
- Just over half (52%) did however think that programmes to help people with health conditions or disability and the long-term unemployed back into work should be done nationally.

Governance, scrutiny and accountability issues

3.2.3 On the proposals in relation to questions governance, the survey of respondents showed:

- In regard to the **Mayor and Combined Authority**, 57% either strongly or tended to support the election of a mayor (25% opposed) in order to access the powers and funding in the devolution deal and 61% either strongly or tended to support (23% opposed) an elected Mayor becoming part of a Combined Authority with other councils and Charing that Authority.
- In regard to **decision making**, around three quarters (77%) either strongly or tended to agree that decisions should be made by everyone, including the Mayor, having a vote, 90% either strongly or tended to agree that the Mayor should require the support of a number of Combined Authority members to progress proposals and almost three quarters (71%) strongly or tended to agree that some decisions, such as seeking new powers from Government or funding the authority's running costs, should require a majority of members to agree, including the Mayor.
- In regard to **scrutiny and accountability**, 67% thought an independent scrutiny committee was either essential or very important, around two thirds (63%) thought that the scrutiny committee being able to review Combined Authority decision was either essential or very important, 83% thought that having an audit committee to hold the Combined Authority's finances to account was either essential or very important, 81% thought that residents' ability to directly-elect a mayor was either essential or very important means of accountability and over two thirds thought that a Government Assessment every five years was either essential or very important for accountability.

3.2.4 Overall the MORI telephone poll showed clear majorities amongst respondents in favour of the overall combination of funding, powers, governance, scrutiny and accountability proposals being put forward by Cambridgeshire and Peterborough.

4.3 Online Poll

4.3.1 Who was surveyed?

4.3.2 The promotional activity outlined later on in this report drove people towards the online survey, which yielded over 1,500 results across Cambridgeshire and Peterborough. Hard copy versions sent in were also inputted into the survey.

4.3.3 While this response is significantly greater than responses generated by other areas in their devolution consultations and demonstrates the reach of the consultation work, this is still **a self-selecting sample of people** and hence much less representative of the population as a whole compared to the MORI survey.

4.3.4 The full survey results will be published in a separate annex but in terms of the respondents:

- 61% of respondents were male, over 79% were local residents, and almost half of respondents (48%) were 45-64 year-olds with a further 25% being over 64.
- Over 90% (91%) of respondents who disclosed their ethnic identity identified as British.
- The highest response rate to the on-line survey was from Huntingdonshire with 452 people responding (2.57 per 1000) and the lowest response rate was for Fenland with 127 people responding (1.33 per 1,000). Response numbers are included in the table in Annex B.

4.4 What did the responses to the survey say?

Support for devolution

4.4.1 Initial questions focused upon the principle of devolution, with 55% either strongly or tended to support the general principle of devolving powers down from central government to Cambridgeshire and Peterborough. In every authority area for Cambridgeshire and Peterborough more people supported the principle of devolution than opposed it.

Governance, scrutiny and accountability issues

4.4.2 The second set of questions focused upon the proposed governance, decision-making and accountability questions and here the answers were mixed, specifically:

- In regard to the **Mayor and Combined Authority** 44% of respondents either strongly or tended to support the transfer of powers from central

government and then District, City and County Councils becoming part of a Combined Authority.

- Just under a third of respondents (31%) supported having an **elected mayor** for Cambridgeshire & Peterborough, with 59% opposed.
- In regard to **decision-making**, over two thirds (68%) of respondents strongly or tended to agree with the proposal that decisions by the Mayor should require the support of Combined Authority members, around three fifths (59%) strongly or tended to support the proposal that a majority of the Combined Authority members, including the Mayor, must agree to proposals around borrowing, funding and costs of the Combined Authority.
- In regard to **scrutiny and accountability**, 83% of respondents thought having an independent scrutiny committee to hold the Mayor and Combined Authority to account was essential or very important, 81% thought that the ability for a scrutiny committee to review Combined Authority decisions was essential or very important, 89% thought an audit committee to monitor Combined Authority finances was essential or very important, about three quarters (74%) thought it was essential or very important to have accountability through regular Mayoral elections, 93% thought that open and transparent decision-making with mostly public meetings was essential or very important for accountability and 68% thought that Government Assessments every five years were essential or very important for accountability.

Devolution of powers and funding

4.4.3 The final set of content questions focused on views about the key policy areas and specific measures proposed in the deal to be devolved from a central government to a Cambridgeshire and Peterborough Mayoral Combined Authority. These all showed a majority of respondents supporting devolution of these proposals, varying from very strong to simple majorities.

- In relation to **housing**, 67% either strongly or tended to support devolved decision-making around building new and affordable homes, (69%) strongly or tended to support it for devolution of housing and development strategy, 52% for devolution of the housing infrastructure fund (£100m) and 56% for devolution of the additional housing fund for council rented homes in Cambridge.
- In relation to **transport** 65% either strongly or tending to support devolved infrastructure project funding (such as road and rail), nearly three quarters of respondents 71% either strongly or tended to support devolution of area wide transport planning, 69% strongly or tended to support devolution of road maintenance budgets and 53.2%% strongly or tended to support devolution of the infrastructure funding pot (£20m x 30 years).
- In relation to **skills**, 57% either strongly or tended to support devolution of apprenticeship funding, 61%.strongly or tended to support devolution of 16+ skills provision, and 61% strongly or tended to support devolution of adult skills funding.
- In relation to **public services**, 58% either strongly or tended to support devolution of joined-up health and social care services and (62%) of

respondents either strongly or tended to support devolution of powers to review public sector land.

- In relation to **employment** 56% either strongly or tended to support devolution of powers to helping people with health conditions or a disability back into work and 57% either strongly or tended to support devolution of employment service provision.

Summary of comments

4.4.4 The survey contained two sets of open questions where respondents could explain their answers. The first question asked for further explanation of the views on the principle of devolution. Of those supporting devolution these comments tended to broadly focus on the “benefits of local control and decisions being taken closer to local communities”. In the negative comments there was a strong consistency in the language about “not wanting another layer of government”.

4.4.5 The second open text question was a broad request for further comments, did not have the same consistency in responses. Positive comments tended to focus on the potential benefits of more local devolution and mentioned specific positive benefits of the deal like local infrastructure and housing funds. On the other side, a number of negative comments mentioned the directly elected Mayor, and perceived extra bureaucracy and costs of the proposals.

4.4.6 Overall, these online survey results demonstrated majority support for most of the aspects Cambridgeshire and Peterborough devolution proposals. There were however a majority of respondents who did not express support for a directly elected Mayor in this survey (unlike the MORI poll), which has been a long-standing requirement of Government for this deal. There were also, for some, strongly-felt concerns that devolution might mean another layer of government, bureaucracy and cost.

5 The Methods and Scope of the Consultation (detail)

5.1 Introduction

5.1.1 It is a legal requirement that public consultation is undertaken in relation to the creation of a Combined Authority and the receiving of devolved powers and functions to that body. The consultation was co-ordinated by Cambridgeshire County Council and Peterborough City Council in conjunction with Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP), and South Cambridgeshire District Council.

5.1.2 The consultation was launched on 8 July and ran over six weeks until 23 August. It aimed to offer the opportunity for every Cambridgeshire and Peterborough resident, business and stakeholder to respond if they wished to do so regarding the proposed devolution of powers and functions and governance changes set out in the scheme.

5.1.3 The consultation process included the following key elements:

- Business engagement – led by GCGP.
- Stakeholder engagement (including key public sector delivery agencies, parish and town councils and the community and voluntary sector).
- An independent telephone survey of residents conducted by MORI.
- An online survey across all eight partners:

5.1.4 The following communications channels were used to promote these elements:

- Pro-active media releases and engagement with local and regional media.
- Social media promotion using all channels of local authorities in Cambridgeshire and Peterborough and GCGP.
- Online information/links, newsletters, articles.
- Stakeholder events and meetings
- Staff messaging, employee engagement.
- E-mails to stakeholders organisations and networks.
- Specific meetings with organisations and groups.

5.1.5 These different mechanisms enabled stakeholders and the public to enter submissions, make comments and answer questions to the extent that they wished. Digital responses were encouraged but hard copies and alternative formats/language versions of the consultation were available on request and information provided at locations across Cambridgeshire and Peterborough e.g. Libraries, community hubs, business centres. Results for the on-line survey were checked to ensure that specific parts of the Community had been reached. Older people (aged 65+) formed 23% of the sample, people of a non-white British ethnicity formed 7.2% of the sample and those with a disability or limiting health condition formed 6.7% of the sample.

5.2 Press and Media Promotion

Press activity

- 5.2.1 A co-ordinated media strategy across Cambridgeshire and Peterborough was developed and delivered to inform the public and stakeholders through the press and media about the devolution consultation and survey.
- 5.2.2 A shared press release on the launch of the consultation exercise across all the organisations involved was issued on 8 July, which generated significant coverage across web, radio, TV and appeared in print, including links to the online survey. A subsequent reminder release was also launched on 5th August. Alongside the GCGP/Cambridge Ahead event, this generated coverage, and the print, online and broadcast media ran stories just before the close of the consultation. In total more than 30 media stories were run during the period about devolution and that a consultation was being held.

Examples include:

- Articles in the Peterborough Telegraph, EDP, the Ely News, Archant titles such as the Cambs Times, Wisbech Standard, Ely Standard, Hunts post.
- Coverage on Radio Cambridgeshire, Cambridge News as well as Look East, Anglia TV.
- The Leader of Peterborough Council also highlighted the devolution consultation in three Leaders Columns in the Peterborough Telegraph.
- The Leader of Cambridge City Council contributed an article in The Guardian around the Devolution proposals.
- An article in the CambsTimes featuring the Leader of Fenland on 19 July.
- The Leader of Cambridgeshire County Council was interviewed on BBC Radio Cambridgeshire.
- The Leader of South Cambridgeshire District Council was featured in a BBC Look East news feature on devolution.
- Cambridge News covered the GCCP business devolution event and wrote a feature on it.

Social Media

- 5.2.3 All seven Cambridgeshire and Peterborough Local Authorities and the LEP used social media promotion, particularly Twitter, to increase awareness of the consultation and online survey with stakeholders and the public. Partners in the proposed deal used Social Media and supported each other's campaigns as well as using a range of online materials such as animations, films and Gifs. In the last week alone of the survey the phrase Cambridgeshire and Peterborough Devolution had an estimated reach of 71,499 Twitter Accounts and 179,282 Impressions.

5.2.4 Facebook adverts were also produced and published by Cambridgeshire and Peterborough, directing people to the online survey. This went out to a potential audience of over 11,000 but reached 32,531 and had received over 1,102 post clicks by the 23 August.

5.2.5 Individual councils conducted their own local approaches to this activity, including:

- Peterborough City Council posted 14 tweets which generated 18,947 impressions. Peterborough's Facebook adverts directly generated 443 clicks, with a reach of over 21,000 people.
- Huntingdonshire District Council posted five tweets between the 5th July and the 3rd August either specifically about the survey or linking to other articles that linked to the survey to their almost 3,000 followers. They also posted four Facebook posts to their over 1,000 followers. They hosted a banner constantly showing the devolution page links and their devolution webpage had around 600 unique page views.
- Cambridge City Council created and promoted Youtube videos they produced of their Leader and Deputy Leader and a presentation summarising devolution highlights to drive up interest.
- East Cambridgeshire District Council tweeted the launch of the consultation, including tweets from all the Senior Directors, as well as keeping the consultation on the front of their website.
- Cambridgeshire County Council sent out 17 Tweets to its 24,000 followers producing 35,968 impressions. In addition the Council Retweeted partner and residents tweets.
- South Cambridgeshire District Council produced animated Gifs and Tweets that was shared across Social media channels reminding people to have their say.
- Fenland District Council posted 9 tweets generating 6,297 impressions. There were also 7 posts on Facebook which reached nearly 700 people.

Online activity

5.2.6 All Cambridgeshire and Peterborough Local Authorities and the LEP shared joint lines, information and questions and answers around the consultation, tailoring it to their own local approach, but pointing people towards the online consultation via their own websites. Pages with shared information were set up on partner websites to explain the proposals and point people to the online survey.

5.2.7 Shared materials and templates were also provided for District Councils to share with their Parish and Town Councils for their own newsletters. This resulted in a range of activity and results including:

- All councils disseminated information and the survey to their network of around 240 Parish and Town Councils.
- Messages and briefings to council staff, articles for council stakeholders to share with their staff, information to schools, community connectors, e-mails to key contacts and people who have responded to earlier survey work on devolution.

- Cambridgeshire County Council received over 2,000 unique page views for its Devolution web pages.
- GCGP sent their newsletter out to approximately 900 people receiving over 130 click-throughs, posted 31 consultation and related tweets with 23,518 impressions and had 500 visits to devolution articles on their website.

Additional promotional activity

5.2.8 Hard copies of information and the survey were also made available across Cambridgeshire and Peterborough on Council premises. For example Fenland District Council made paper copies of the survey available in all their one-stop shops, community hubs and libraries in the following locations:

- March @ your service shop.
- March Library.
- Wisbech @ your service shop.
- Wisbech Library.
- Chatteris Community Hub.
- Whittlesey Community Hub.
- South Fens business centre.
- Boathouse business centre.
- Fenland District Council business reception.
- Rosmini Centre
- Oasis Centre.

This helped to ensure that people without access to the internet across the entire geography were able to be informed and have their say.

5.3 Business Engagement

5.3.1 The LEP led and conducted a process of business engagement that:

- Targeted companies with specific sectoral interests of particular relevance to the devolution deal i.e. housing, development, construction, transport, digital and technology, skills and education.
- Utilised existing business networks to disseminate and gather opinion, such as the Federation of Small Business, Cambridgeshire Chamber of Commerce, Opportunity Peterborough and Cambridge Network.
- Contacted large, small and medium-sized businesses to ensure companies of all sizes of companies could share their views.
- Sought to share information and seek views from businesses right across the entire Cambridgeshire and Peterborough geography.

This approach sought to ensure that all types of local firms were approached with information and invited for their thoughts.

5.3.2 The LEPs engagement took the form of:

- Encouraging the GCGP Business Representatives Group, to disseminate the online survey link to their members.
- Encouraging businesses to complete the online survey through direct contact (e-mail, face-to-face, Twitter and website).
- Hosting a Devolution business engagement event on 4th August, with Cambridge Ahead.
- Hosting a Devolution business engagement event on 9th August, with Opportunity Peterborough.
- Supporting a Devolution engagement event on 16th August for local businesses and voluntary organisations with Huntingdonshire District Council.

This combination of channels sought to enable businesses that wished to be informed or have their say to do so through their preferred means of communication.

5.3.3 Other partners also carried out business engagement as part of this consultation. For example, Huntingdonshire District Council held a business breakfast meeting on 16 August.

5.4 Stakeholder Engagement

5.4.1 Key public sector stakeholder organisations were targeted as having particular expertise and understanding of the needs of their particular sectors in regard to Cambridgeshire and Peterborough and how they might relate to whether the Devolution proposals would improve local delivery and decision-making in the area. Submissions were sought from Cambridgeshire's Public Service Network (including (including the Police and Crime Commissioner, Clinical Commissioning Group, Constabulary, Fire and Rescue Service, Fire Authority), important public sector organisations like the Environment Agency and Homes and Communities Agency, and organisations in Higher Education, such as Cambridge University.

5.4.2 Over 100 stakeholders were contacted directly across Cambridgeshire and Peterborough. This was a combination of face-to-face meetings, e-mail, and invitations to events and briefings. A number of these submitted written submissions to the consultation.

5.4.3 In addition the views of local public, community and voluntary sector organisations, including Parish Councils were sought via direct contact, e-mail and local community meetings. This included:

- All councils disseminated information and the survey to their Parish and Town Councils (around 240).
- Presentations given to stakeholder forums e.g. Peterborough is/has engaged the Peterborough City Leaders Forum, Parish Council Forum, Peterborough Youth Council, Peterborough Disability Forum and Connect Group (church and faith groups).
- Huntingdonshire District Council held a briefing with their Huntingdonshire Voluntary Sector Forum on 6 July, and a briefing for Town and Parish Councils on 9 August.

5.5 The Methods and Scope of the Consultation Conclusion

5.5.1 The methods and scope of the consultation sought to comply with the Cabinet Office Statement of Consultation Principles 2016. It was designed to be clear, concise and informative, facilitate scrutiny, take into account stakeholders, and be part of an ongoing engagement process with the public and stakeholders on devolution for Cambridgeshire and Peterborough.

5.5.2 The results of the process conducted were as follows:

- Media coverage across all local newspapers in Cambridgeshire and Peterborough.
- Social Media work with a reach of over 500,000 people.
- Over 3,000 hits on Devolution web pages of the Cambridgeshire and Peterborough Local Authorities and LEP.
- In the last week alone of the survey the phrase Cambridgeshire and Peterborough Devolution had an estimated reach of 71,499 Twitter Accounts and 179,282 Impressions.
- Business engagement through different channels conducted by GCGP.
- Over 100 stakeholder organisations directly contacted about the consultation, including the key public sector agencies in Cambridgeshire and Peterborough and a network of around 240 Parish and Town Councils.
- Over 2,500 responses to the MORI online poll.
- Over 1,500 responses to the online survey.

6 Conclusion

6.1 Cambridgeshire and Peterborough Local Authorities and GCGP will collectively reflect on all the comments included in these responses and continue to communicate with residents and partners on the development and implementation of devolution and wider reforms.

6.2 The feedback from stakeholders, including the business community and public sector agencies, indicates very strong support for the devolution deal and a Mayoral Combined Authority on a Cambridgeshire and Peterborough geography. This provides extensive evidence that important local stakeholders believe that devolving the powers as set out in the Scheme will lead to both an improvement in the exercise of functions in relation to the area of the Combined Authority and more effective and convenient local government.

6.3 Additionally, the extensive engagement and polling activity with local residents also demonstrates a solid level of support for the devolution proposals amongst the local community. The telephone and online polls provides sufficient indicative data that local residents support the direction of travel towards greater devolution of powers for Cambridgeshire and Peterborough and believe it will reflect the identity and interests of their community.

6.4 That is not to say that support for the proposals is unanimous. The consultation does also demonstrate concerns about the proposed changes

which also need to be considered. One clear concern that comes through from some residents and stakeholders is that the new governance arrangements and Mayor will mean an extra layer of government, cost and bureaucracy. In order for the proposals to be successful and command local support it will therefore be important for Cambridgeshire and Peterborough Leaders to ensure the changes can bring about better arrangements which reduce costs and bureaucracy.

7. Next Steps.

- 7.1 Responses to the Cambridgeshire and Peterborough Devolution consultation will continue to inform the development and approach of the Cambridgeshire and Peterborough Combined Authority, as well as the strategies of the constituent members of the Combined Authority. The views expressed will support the work to strengthen transparency and accountability, ensuring that statutory duties are exercised in ways that support the diversity of communities in Cambridgeshire and Peterborough.
- 7.2 The consultation process is only part of an ongoing process of ensuring that local businesses, stakeholders and residents are kept informed and involved. As further moves are made towards devolution in Cambridgeshire and Peterborough the organisations involved will further strengthen our stakeholder engagement, engage with our parish councils and community and voluntary groups and pursue our ongoing communications activity with residents.
- 7.3 In shaping the Cambridgeshire and Peterborough Devolution Agenda and the move towards a Combined Authority, drawing on the support of the different assets within local communities is paramount and decisions need to be taken at the most appropriate spatial level to support growth and reform public services. An initial Community Impact Assessment has been undertaken alongside the Devolution Proposal, Governance Review and Governance Scheme and the results of this consultation will be used to help inform a further Community Impact Assessment on the Devolution Deal, with individual specific projects that result from Devolution having their own detailed assessments.

Appendixes to follow (MORI Poll, Online Poll, Compilation of Responses)

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Executive Summary of the findings of a representative telephone survey conducted by Ipsos MORI	Cambridgeshire & Peterborough	Cambridge City
Number of Responses	2280	380
Devolution		
Awareness % (a great deal/fair amount)	22%	24%
Support % (strongly and tend to)	55%	57%
Mayor/Combined Authority % support		
The election of a Mayor	57%	52%
Participating councils becoming part of a Combined Authority	61%	57%
Mayor/Combined Authority decision-making % agree		
Each member of the Combined Authority, including the Mayor has a vote	77%	72%
The Mayor cannot make decisions alone	90%	88%
Some decisions would require a majority of members to agree, including the Mayor	71%	67%
Accountability % essential		
An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend meetings to answer questions	36%	34%
A scrutiny committee having the power to review any of the decisions made by the Combined Authority	32%	30%
An audit committee which would monitor the Combined Authorities finances	50%	47%
Residents living in the Combined Authority able to directly elect the Mayor	48%	44%
A Government assessment every five years	36%	27%

Headlines

- *The variations between the responses of residents in the Deal Area and Cambridge City are fairly small for the majority of questions and could be bridged within the sampling tolerances at or near the applicable percentages, with the exception of a lower level of support for government assessment every five years.*
- *Residents in Cambridge City seem more knowledgeable about devolution than those in the Deal Area, at nearly a quarter of residents, but slightly less so than in residents in South Cambridgeshire.*
- *Residents in Cambridge City offered the highest level of support for the principle of devolution in the Deal Area at nearly six in ten with just-over one in ten tending to oppose or strongly oppose the principle.*
- *Residents in Cambridge City had similar preferences for decisions to be taken locally about the services they considered a part from more feeling that “reviewing further education” should be a national matter.*
- *Residents in Cambridge City offered slightly lower levels of support for the election of a Mayor, but this still represented just over half of all residents while just-under one in three were opposed. Nearly nine out ten people felt that there should be checks and balances applied to the decision-making of the Mayor although the proportion was slightly less than the Deal Area as a whole.*

Executive Summary of the findings of a self-selecting online survey carried out by the unitary/county councils	Cambridgeshire & Peterborough	Cambridge City
Number of Responses	1580	285
Devolution		
Support % (strongly and tend to support)	55%	64%
Mayor/Combined Authority % support		
The election of a Mayor	31%	28%
Participating councils becoming part of a Combined Authority	44%	39%
Mayor/Combined Authority decision-making % agree		
Each member of the Combined Authority, including the Mayor has a vote	68%	68%
The Mayor cannot make decisions alone	68%	68%
Some decisions would require a majority of members to agree, including the Mayor	59%	58%
Accountability % essential		
An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend meetings to answer questions	61%	56%
A scrutiny committee having the power to review any of the decisions made by the Combined Authority	57%	57%
An audit committee which would monitor the Combined Authorities finances	70%	64%
Residents living in the Combined Authority able to directly elect the Mayor	57%	47%
A Government assessment every five years	47%	33%

Headlines

- *The online survey, whilst not representing a reliable sample of the views of residents, shows a similarly high level of support for the principle of devolution amongst Cambridge City residents*
- *Online survey respondents in Cambridge City were less supportive of the election of a Mayor and participating councils becoming part of a combined authority than both their online counterparts in the deal area as a whole, and the Cambridge respondents in the representative sample.*
- *On the decision-making questions, Cambridge City online respondents were supportive of the propositions, in very similar proportions to those across the whole area, albeit at lower levels than in the representative sample.*
- *Whilst a higher proportion of Cambridge City online respondents feel accountability and other checks are essential than the representative sample, this is fewer than those online respondents in the Deal Area as a whole.*



Ipsos MORI
Social Research Institute

September 2016

East Anglia Devolution Research

Cambridgeshire & Peterborough

Ipsos MORI

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Executive Summary

Executive Summary

This report summarises the findings of a representative telephone survey conducted by Ipsos MORI on behalf of the five District Councils in Cambridgeshire, Cambridgeshire County Council and Peterborough City Council.

The table below provides a summary overview of key findings from the survey.

Table 1.1: Summary of responses to key questions

<i>Responses include Don't knows unless specified</i>	Residents
<i>Number of responses</i>	2280
Devolution	
Awareness % (a great deal/fair amount)	22%
Support % (strongly and tend to)	55%
Decisions are better made locally	
% agree (Excludes Don't knows)	
Strategy for housing and development plans	84%
Deciding how £100m of new funding is spent to support the building of new homes	74%
Allocating £70 million to build more council rented homes in Cambridge	83%
Creating a transport plan for Cambridgeshire and Peterborough	76%
Deciding how the budget is spent for maintaining roads in Cambridgeshire and Peterborough	84%
Deciding how to spend on improving local infrastructure	70%
Reviewing further education to help provide young people with the skills that local employers need	74%
Deciding how funding is spent on apprenticeships and training	79%
Deciding how funding is spent on adult education and skills training	78%
Joining up health and social care services	65%
Designing a new programme to support those with a health condition or disability and long-term unemployed back into work	48%
Mayor/Combined Authority	
% support	
The election of a Mayor	57%
Participating councils becoming part of a Combined Authority	61%

Mayor/Combined Authority decision-making	
% agree	
Each member of the Combined Authority, including the Mayor has a vote	77%
The Mayor cannot make decisions alone	90%
Some decisions would require a majority of members to agree, including the Mayor	71%
Accountability	
% Essential	
An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend meetings to answer questions	36%
A scrutiny committee having the power to review any of the decisions made by the Combined Authority	32%
An audit committee which would monitor the Combined Authority's finances	50%
Residents living in the Combined Authority being able to directly elect the Mayor	48%
A Government assessment every five years	36%

Headline Findings

One fifth of residents within the Deal area (22%) know a great deal or a fair amount about devolution. It is interesting to note that the degree of knowledge has not moved on significantly in a year. In 2015 Ipsos MORI undertook a National survey¹ which measured public awareness, and recorded 21% in the East of England to the same question. A further 18% of residents have never heard of the concept or state that they 'don't know'.

At a county level, residents in Cambridgeshire are more knowledgeable about devolution than those in Peterborough (24% vs. 15% respectively know a great deal or a fair amount) – overall, three in five (63%) know at least a little on the subject.

More than half of residents in the Deal area (55%) support the principle of devolution (17% 'strongly' support), a further 15% oppose the principle of devolution (7% 'strongly' oppose).

Six in ten residents (61%) support their Council becoming part of a Combined Authority (24% 'strongly' support), and this support is consistent across the county. A further 23% oppose this idea (13% 'strongly' oppose).

Residents were asked whether they felt decisions about a variety of services would be better made nationally by the Government in Westminster or locally by the proposed Mayor and Combined Authority. There is greatest support for local decision-making around road maintenance spending (84%), housing strategy (84%) and house building (83%). The only service where a majority (52%) feel it is better suited to national decision-making is designing a back to work programme to help those with a health condition or disability and the long-term unemployed.

¹ Ipsos MORI surveyed a representative sample of 3,831 adults aged 16+ across England (413 East of England). Surveys were conducted online between 18th September and 29th September 2015.

Whilst it is thought by the majority that almost all decisions should be made locally rather than by Westminster, there are some differing levels of sentiment in the Deal area. For example, there is stronger support in the County of Cambridgeshire than in Peterborough for local decision-making around how to spend an annual £20 million fund to improve local infrastructure such as road and rail improvement (71% in Cambridgeshire believe this should be a local decision rather than by Westminster vs. 63% in Peterborough), these results will therefore provide the Councils with insight into the priorities for residents at a local authority level.

It is interesting to note that whilst women are significantly less likely to strongly support the principle of devolution (14% vs. 20% of men) they are significantly more likely in many cases to think decisions on various services are better made locally. However, we know from our wider polling work that there is generally a paradoxical view among the general public where the majority want both 'more local control' of public services, but also, in the interest of perceived fairness, service standards to be the same across the country.

In total, 57% of residents in the Deal area support the election of a Mayor in order to access decision-making powers and/or funding (23% strongly support). A further 25% oppose the election of a Mayor (14% strongly).

Whilst there is a majority support for an elected Mayor, there is agreement that there needs to be checks and balances in place to ensure fair decision-making, specifically that a Mayor cannot make decisions alone (90%), that each member of the Combined Authority, including the Mayor, has a vote (77%) and that some key decisions such as new powers and running costs would require a majority of members to agree (71%).

Residents were also asked how important certain elements of the proposed plan were in being able to hold the Combined Authority to account. The most 'essential' elements were considered to be an audit committee which would monitor the Combined Authority's finances (50% stated this was essential), followed by residents in the Deal area being able to directly elect the Mayor (48%).

It should be noted that in all cases, it is older respondents who see various elements of accountability as being essential, and providing reassurance around financial accountability and regular Government assessment would go some way towards providing reassurance to this age group, as there is resistance among older residents to new ways of governance. It is the young who are more likely to support their Council becoming part of a Combined Authority (70% 18 – 34 year olds support vs. 56% of those aged 65+).

Introduction & Methodology

Introduction

Background

In his budget speech in March 2016, the then Chancellor George Osborne proposed a devolution deal for East Anglia. Since then, discussions with the Government have led to the proposal of two separate deals, one for Norfolk and Suffolk and one for Cambridgeshire and Peterborough.

These two proposed deals are worth more than £1.5bn and have been drawn up between Central Government and councils across Suffolk, Norfolk, Cambridgeshire and Peterborough, the New Anglia Local Enterprise Partnership (LEP) and the Greater Cambridge/Greater Peterborough LEP.

As part of the proposed deals, two new East Anglia Combined Authorities would be created, chaired by directly-elected Mayors. If the deals are agreed, elections for the directly-elected Mayor would take place in May 2017. If approved, the deals would see more decisions on areas like infrastructure, growth, employment and skills being made locally, rather than by Central Government - signalling the start of a fundamentally different relationship between government and local public services. As part of the deal process, a governance review and preparation for a scheme of governance must be undertaken. This has to be approved by public consultation.

The five district Councils in Cambridgeshire, Peterborough City Council and Cambridgeshire County Council wanted to formally consult local residents on the proposed governance scheme for East Anglia devolution. In order to understand the views of the entire population, Ipsos MORI recommended a representative telephone survey to be undertaken with Cambridgeshire and Peterborough residents. Alongside this, both Cambridgeshire County and Peterborough City councils ran an online consultation between 8th July and 23rd August. This consultation could be responded to via an open online survey on the Council websites, by email, or by paper survey. This consultation was run and analysed independently by the two Councils.

Purpose of Report

This report summarises the key findings of the representative telephone survey of residents conducted by Ipsos MORI on behalf of the five District Councils in Cambridgeshire, Cambridgeshire County Council and Peterborough City Council.

The main objective of the research was to understand residents' views on the proposals for devolved powers and how decision-making should be organised.

Publication of data

The research has been conducted in accordance with the ISO 20252 business quality standard that Ipsos MORI holds. As the Councils have engaged Ipsos MORI to undertake an objective programme of research, it is important to protect the organisations' interests by ensuring that the findings are accurately reflected in any press release or publication. As part of our standard terms and conditions, the publication of the findings of this report is therefore subject to the advance approval of Ipsos MORI. Such approval will only be refused on the grounds of inaccuracy or misrepresentation.

Methodology

Representative survey

Ipsos MORI were commissioned to conduct a representative telephone survey; this survey is independent to the Council run online consultation which was open to all members of the public, and was undertaken to enable the Councils to extrapolate the results to the adult populations of Cambridgeshire and Peterborough as a whole; important given the universe of the issues and services under scrutiny. Whilst an open consultation will permit any local resident to give their views, it will not necessarily compromise the responses of a representative sample of local residents; only those who choose to respond to the consultation. As such, it may over or under-represent a particular point of view if those people holding these views are disproportionately likely to respond; similarly, particular sub-groups may be under or over-represented. Running a representative survey permits measurements of residents' overall opinion and ensures the results are reflective of Cambridgeshire County and Peterborough City overall.

The methodology consisted of a 10-minute telephone survey of 2280 residents of Cambridgeshire and Peterborough aged 18+, conducted using Computer Assisted Telephone Interviewing (CATI). Fieldwork took place from 13th July to the 22nd August.

A copy of the questionnaire is provided in Appendix 1.

Sampling approach and Quotas

The resident telephone sample frame was stratified by Local Authority using postcode data to cover each local authority area. The sample was designed disproportionately to achieve 380 interviews in each local authority. The sample was carefully controlled with fixed quotas set within the county of Cambridgeshire and Peterborough City on gender, age, and work status, based on updated Census profile information. Random Digit Dialling (RDD) was undertaken to achieve a random selection of households within these contact areas. Further information about Random Digit Dialling can be found in Appendix 2.

Table 1.2: Disproportionate sample quotas

County	Local authority area	Number of interviews	Total
Peterborough City Council	Peterborough City Council	380	380
Cambridgeshire County Council	Cambridge City Council	380	1900
	South Cambridgeshire District Council	380	
	Huntingdonshire District Council	380	
	Fenland District Council	380	
	East Cambridgeshire District Council	380	

Weighting

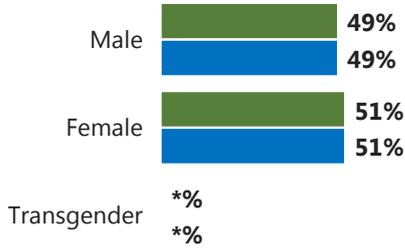
Data are weighted back to the known population profile of the county to ensure that the results are as representative as possible. Data are weighted by age within gender, and working status, as well as being balanced by local authority to reflect the distribution of the population across the county. As with sample quotas, the weighting profile is based on latest census mid-year estimates.

Sample profile

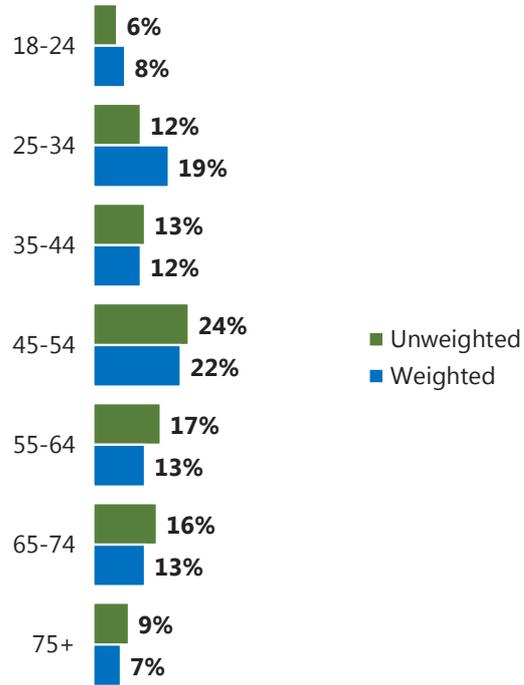
In total 2,280 residents were interviewed. The charts below show the demographic profile of the sample. The sample was designed so sub-group analysis can be undertaken at Local Authority level. Weighting has been used to ensure the sample is representative.

Demographics (1)

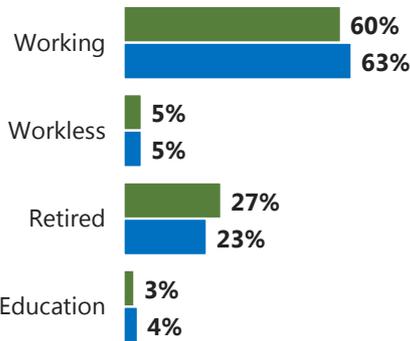
Gender



Age



Employment status

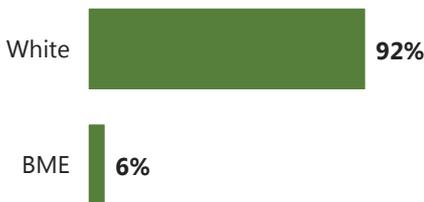


Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

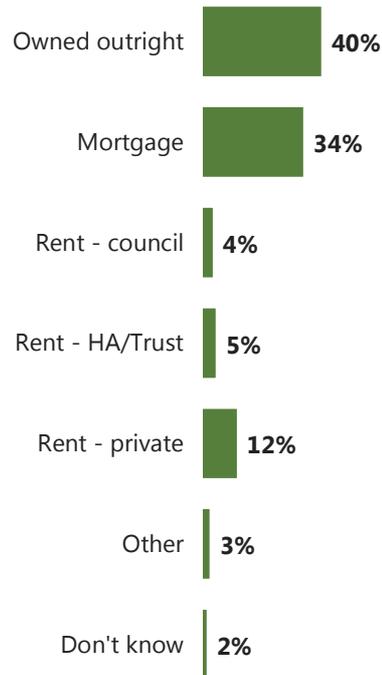
Source: Ipsos MORI

Demographics (2)

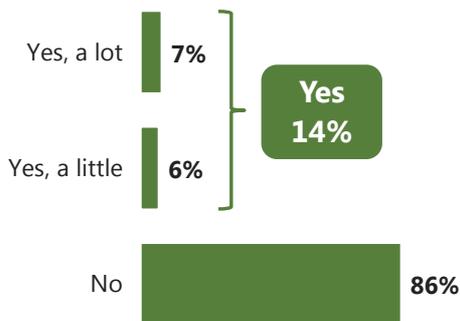
Ethnicity



Tenure



Disability



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Statistical reliability and margins of error

The residents and businesses who took part in the survey are only a sample of the total ‘population’ of residents in Cambridgeshire and Peterborough, so we cannot be certain that the figures obtained are exactly those that would have been reached had everyone responded (the ‘true’ values). We can, however, predict the variation between the sample results and the ‘true’ values from knowledge of the size of the samples on which the results to each question is based, and the number of times a particular answer is given. The confidence with which we can make this prediction is usually chosen to be 95% - that is, the chances are 95 in 100 that the ‘true’ value will fall within a specified range. The following illustrates the predicted ranges for different sample sizes and percentage results at the ‘95% confidence interval’:

The following table illustrates the predicted ranges for different sample sizes and percentage results at the “95% confidence interval”. Strictly speaking, however, the tolerances shown here apply only to random samples, so the comparison with quota sampling is indicative. In practice, good quality quota sampling has been found to be very accurate.

Table 1.3: – Sampling tolerances – overall level

Size of sample on which survey result is based	Approximate sampling tolerances applicable to percentages at or near these levels		
	10% or 90% ±	30% or 70% ±	50% ±
380 responses	3.0	4.6	5.0
1,900 responses	1.3	2.1	2.2
2,280 responses	1.2	1.9	2.1

For example, with a sample size of 380 where 10% give a particular answer, the chances are, 19 in 20 that the ‘true’ value (i.e. the one which would have been obtained if all residents aged 18+ living in the Deal area had been interviewed) will fall within the range of +/-3.0 percentage points from the survey result (i.e. between 7 and 13%).

When results are compared between separate groups within a sample (e.g. Peterborough versus Cambridgeshire) different results may be obtained. The difference may be ‘real’, or it may occur by chance (because not everyone in the population has been interviewed). To test if the difference is a real one - i.e. if it is ‘statistically significant’ - we again have to know the size of the samples, the percentage giving a certain answer and the degree of confidence chosen. If we once again assume a ‘95% confidence interval’, the differences between the results of two separate groups must be greater than the values given in the following table:

Table 1.4: Sampling tolerances – sub-group level

Size of sample on which survey result is based	Differences required for significance at or near these percentage levels		
	10% or 90% ±	30% or 70% ±	50% ±
380 vs. 380	4.3	6.5	7.1
380 vs. 1900	3.3	5.1	5.5

Again, it is important to note that, strictly speaking, the above confidence interval calculations relate only to samples that have been selected using strict probability sampling methods. However, in practice it is reasonable to assume that these calculations provide a good indication of the confidence intervals relating to this survey.

Geographical analysis

Throughout the report, the results are analysed at three tiers:

- Tier 1: The Deal Area (Cambridgeshire County and Peterborough City combined)
- Tier 2: Individual level (Cambridgeshire County and Peterborough City)
- Tier 3: Local authority level

Technical Summary

Key lines of questioning

The representative telephone survey was designed to ask questions about the proposed devolution deal. A mix of both closed and open questions were included, which sought specific responses about the proposed Combined Authority Governance Review and Scheme documents. Key lines of questioning aimed to:

- Measure awareness of devolution as a principle;
- Understand to what extent, if at all, residents support or oppose the principle of devolution;
- Understand to what extent, if at all, residents support or oppose the principle of decision-making powers being transferred from the Government in Westminster to groups of local councils, such as is being proposed with the new Combined Authority;
- Understand to what extent, if at all, residents support or oppose the election of a Mayor in order to access the decision-making powers and funding in the proposed devolution deal;
- Understand to what extent, if at all, residents support or oppose their local council becoming part of this Combined Authority;
- Test opinions about how decision-making between a directly-elected Mayor and the Combined Authority should be made;
- Test opinions about how the new Combined Authority should be held to account and give residents and stakeholders the opportunity to propose ways in which it should be held to account;
- Give residents and stakeholders the opportunity to provide any further thoughts on the proposals included in the devolution agreement.

The survey also gathered a range of information from residents including:

- Name (this was optional);
- Postcode (optional);
- Which local authority the participant was based in;
- Gender;
- Age;
- Whether the participant has a long term health problem;
- Employment status;

- Type of accommodation; and
- Ethnic group.

These details were used as cross tabulations for analysis purposes.

Interpreting the findings

The sample survey has been designed to provide a representative picture of the views of Cambridgeshire and Peterborough residents aged 18 and over. Thus, results are presented as percentages. Unless otherwise indicated, results from the sample survey are based on all 2280 respondents. Please treat answers with a base size of less than 100 with caution.

Where figures do not add up to 100%, this is the result of computer rounding or multiple responses. An asterisk (*) indicates a score less than 0.5%, but greater than zero.

The responses to the open-ended questions were coded and added to the data tables. For further information about coding please see Appendix 3.

Results are subject to statistical tolerances. Not all differences between the overall County level results and those for individual sub-groups will be significant.

Survey Findings

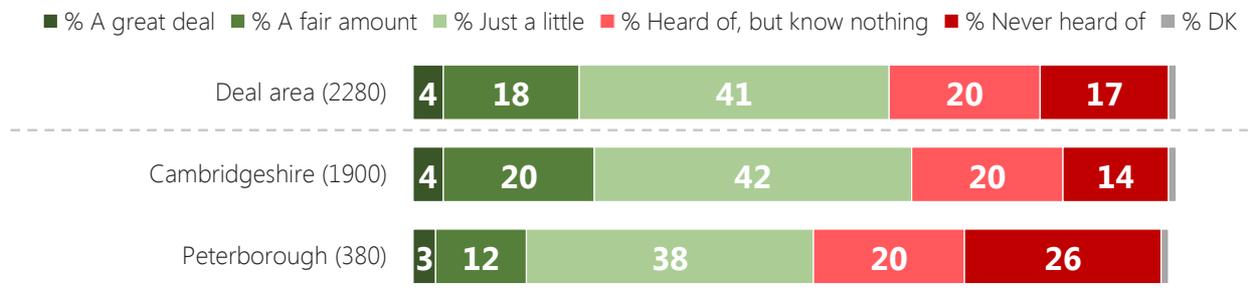
1. Awareness of devolution

Firstly, the survey sought to understand whether residents had heard of devolution before the interviews took place – and if so, how much they felt they knew about the principles underpinning it.

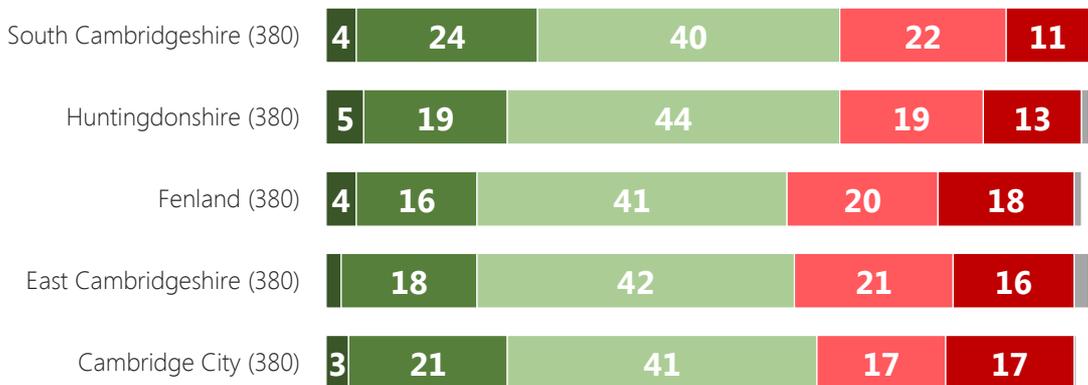
Overall, four in five residents (82%) have heard of devolution, and three in five (63%) say they know something about it. This falls to around one in five (22%) who say they know at least a fair amount about devolution within England – and just 4% who say they know a great deal.

One in five residents (20%) have heard of devolution but know nothing about it, and around one in six (17%) say they have never heard of it.

Q1. Before today, how much, if anything, would you say you knew about devolution within England?



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

At county level, residents in Cambridgeshire are significantly more likely than those in Peterborough to say they know at least a fair amount about devolution (24% vs. 15%). Within Cambridgeshire, residents in South Cambridgeshire are more likely than average to say they know a great deal or a fair amount (28% vs. 22% overall).

There are a number of significant differences by demographic sub-groups. Men are more likely than women to say they know at least a fair amount about devolution (29% vs. 15%) – a pattern that is often the case across social research studies. Those aged 45-64 are more likely than average to say they know at least a fair amount about devolution (28% vs. 15% of those aged 18-44), as are owner occupiers (25% vs. 12% of social tenants and 12% of private renters).

Perhaps intuitively, those who either support *or* oppose devolution are both more likely than average to say they know a great deal or a fair amount about it (24% and 35% respectively vs. 22% overall).

2. Attitudes to devolution

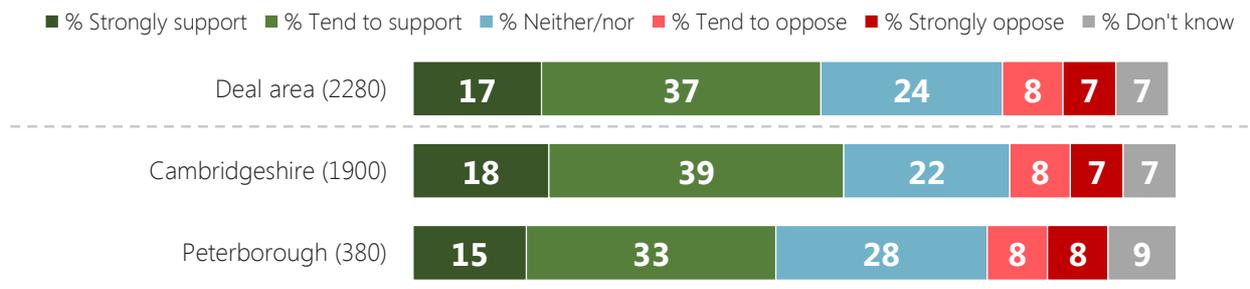
Survey participants were provided with the information below outlining the basic ideas behind devolution:

“Devolution is when certain decision-making powers, as well as funding, are transferred down from Central Government to a local area. In this instance the area is Cambridgeshire and Peterborough. It means that decisions are taken close to where they have an effect.”

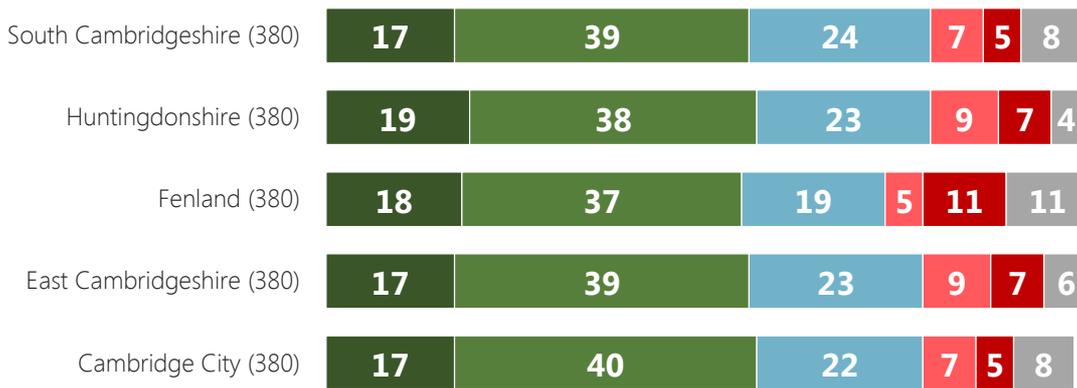
Residents were then asked about the extent to which they support or oppose the principle of devolution.

Overall, over half (55%) say they support the principle of devolution, with 17% saying they *strongly* support it. Around one in seven (15%) oppose the principle of devolution, with 7% saying they *strongly* oppose it. Around a quarter say they neither support nor oppose devolution (24%), with 7% saying they ‘don’t know’.

Q2. To what extent, if at all, do you support or oppose the principle of devolution?



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Residents in Cambridgeshire are significantly more likely to be supportive of devolution than those in Peterborough (56% vs. 48%). Despite this, *opposition* is not significantly higher in Peterborough than Cambridgeshire – rather, it is the proportion who ‘Neither agree nor disagree’ that is higher in Peterborough (28% vs. 22% in Cambridgeshire). Within Cambridgeshire, findings are broadly consistent at district level.

Looking at the results by demographic groups, men are more likely than women to *strongly* support the principle of devolution (20% vs. 14%). By age, the proportion who either strongly support or tend to support devolution is higher than average amongst the middling age groups (58% of those aged 45-64 vs. 55% overall). But despite this, *opposition* to devolution appears to increase with age – 10% of those aged 18-44 either tend to oppose or strongly oppose devolution, compared to 16% of those aged 45-64, and 18% of those aged 65+.

Workless residents – that is, those who are unemployed and available for work, or those who are permanently sick or disabled – are less likely than average to be supportive of devolution (43% vs. 55% overall), as are social tenants (40% vs. 56% of owner occupiers and 61% of private renters). Levels of *opposition* are higher than average amongst those with a disability or long-term health condition (19% vs. 15% overall).

Intuitively, those with at least a fair amount of knowledge about devolution are also more opinionated on the topic – 60% say they support devolution (vs. 55% overall), while 23% oppose it (vs. 15% overall). Of those who know just a little about devolution – the largest group in the survey – almost three in five (57%) support devolution, while 14% oppose it.

Those who are supportive of the election of the Mayor and of their Council joining a Combined Authority are both more likely to support devolution, while those who oppose these proposals are more likely to oppose devolution more generally.

3. Local vs. national

Residents were asked whether they felt decisions about a variety of services would be better made nationally by the government in Westminster, or locally by the proposed Mayor and Combined Authority. To ensure participants gave an informed answer to these questions, they were first provided with the following information about the proposals to establish a Combined Authority in Cambridgeshire and Peterborough:

“In Cambridgeshire and Peterborough the proposed devolution agreement includes the creation of a Combined Authority.

This would consist of the five Councils in Cambridgeshire, as well as Cambridgeshire County Council, Peterborough City Council and the Local Enterprise Partnership, which represents the view of local businesses.

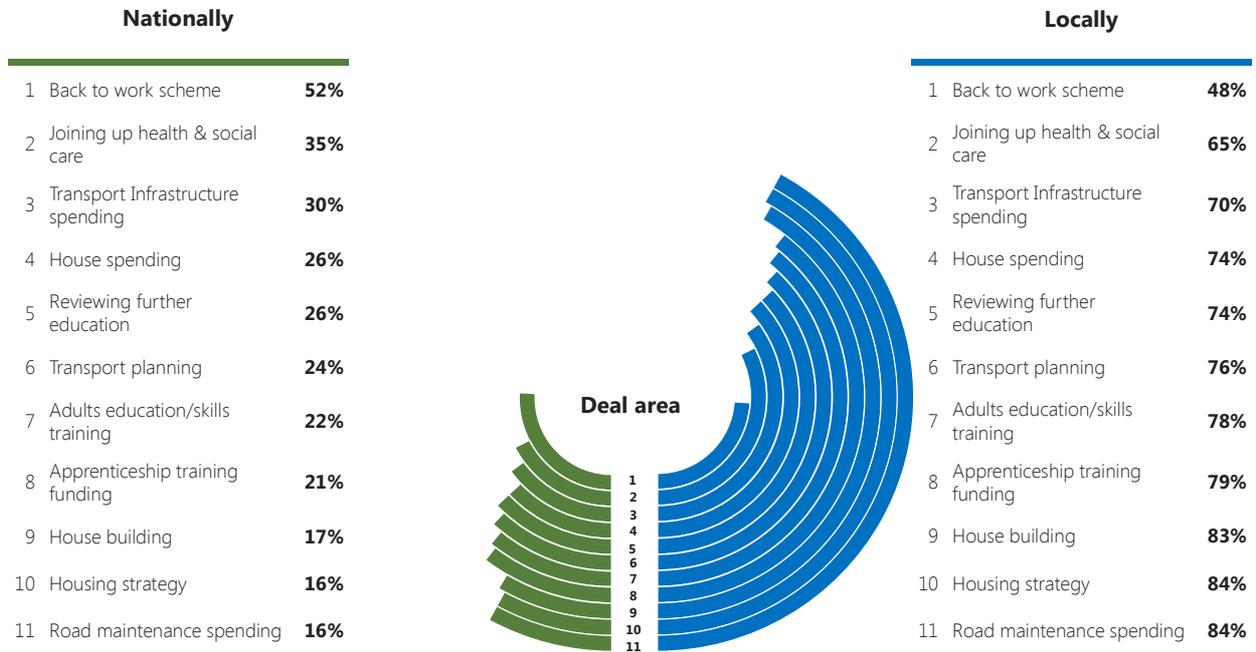
The new Combined Authority would not replace any existing Councils, or any existing Town or Parish Councils.

The proposed agreement would also create the role of a Mayor, who would be directly elected by residents in Cambridgeshire and Peterborough”

For ten out of the eleven services included in the question, a majority of those giving an opinion (i.e. excluding ‘Don’t know’ responses) think that decisions are better made locally than nationally. Residents are most likely to think decisions should be made locally with regard to spending on road maintenance (84% think that decisions are better made locally), developing a new housing and development strategy (84%), and allocating a £70 million fund to build more Council rented homes in Cambridge (83%).

The only service where a majority feel it is better suited to national decision-making is designing a back to work programme to help those with a health condition or disability and the long-term unemployed (52% think decisions are better made nationally). After this, the services thought to be best-suited to national decision-making are joining up health and social care services (35% think decisions are better made nationally) and deciding how to spend an annual £20 million fund to improve local infrastructure (30%) – however, it should be noted that for both of these services, a majority of those giving an opinion still prefer local decision-making.

Q3. For each of the following, do you think decisions are better made nationally by the government in Westminster, or locally by the proposed Mayor and Combined Authority I have just described?



Base: All valid responses (excluding DK's) (ranging from 2173 to 2227) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs Source: Ipsos MORI

Findings tend to be fairly consistent at county level, with one exception: Cambridgeshire residents are more likely than average to think decisions are better made *locally* when it comes to spending a £20 million infrastructure fund (71% vs. 63% of Peterborough residents).

At district level, there are a number of significant differences:

- Those in South Cambridgeshire tend to prefer *local* decision-making with regard to developing a housing strategy (89% vs. 84% overall), and deciding how funds are spent on support to build new homes (79% vs. 74% overall), road maintenance (88% vs. 84% overall) and apprenticeships and training (83% vs. 79% overall);
- Those in Fenland are more likely to think decisions are better made *locally* with regard to reviewing further education (80% vs. 74% overall), joining up health and social care services (72% vs. 65% overall), and designing a back to work programme for those with disabilities and the long-term unemployed (54% vs. 48% overall); and
- Those in East Cambridgeshire are more likely to prefer *national* decision-making with regard to developing a housing strategy (21% vs. 16% overall) and creating a transport plan (29% vs. 24% overall), while those in Cambridge City favour *national* decision-making when reviewing further education (34% vs. 26% overall).

There is a clear gender dimension at this question: for six of the eleven services mentioned, women are significantly more likely than men to think decisions are better made locally – this is despite the fact that men are more likely to say they strongly support the principle of devolution, and that women are more likely to say that they ‘don’t know’. It should be

noted that this question offered no 'neutral' or 'mid-point' option, so it is interesting to observe which side of the debate women tend to come down on when presented with the dichotomy between local and national decision-making.

Other notable sub-group differences include the findings that:

- Those aged 65+ are more likely than average to think decisions should be taken *locally* with regard to joining up health and social care services (74% vs. 65% overall), designing a new programme to help those with disabilities and the long-term unemployed back to work (57% vs. 48% overall) and deciding how funding is spent on apprenticeships and training (83% vs. 79% overall).
- Social tenants (61%) and those with a disability or long-term health condition (55%) are both more likely than average to prefer *local* decision-making when it comes to designing a back to work programme for those with a health condition or disability and the long-term unemployed (vs. 48% overall).
- Owner occupiers are more likely to think decisions should be taken *locally* with regard to spending on road maintenance (85% vs. 84% overall).

4. Directly-elected Mayor

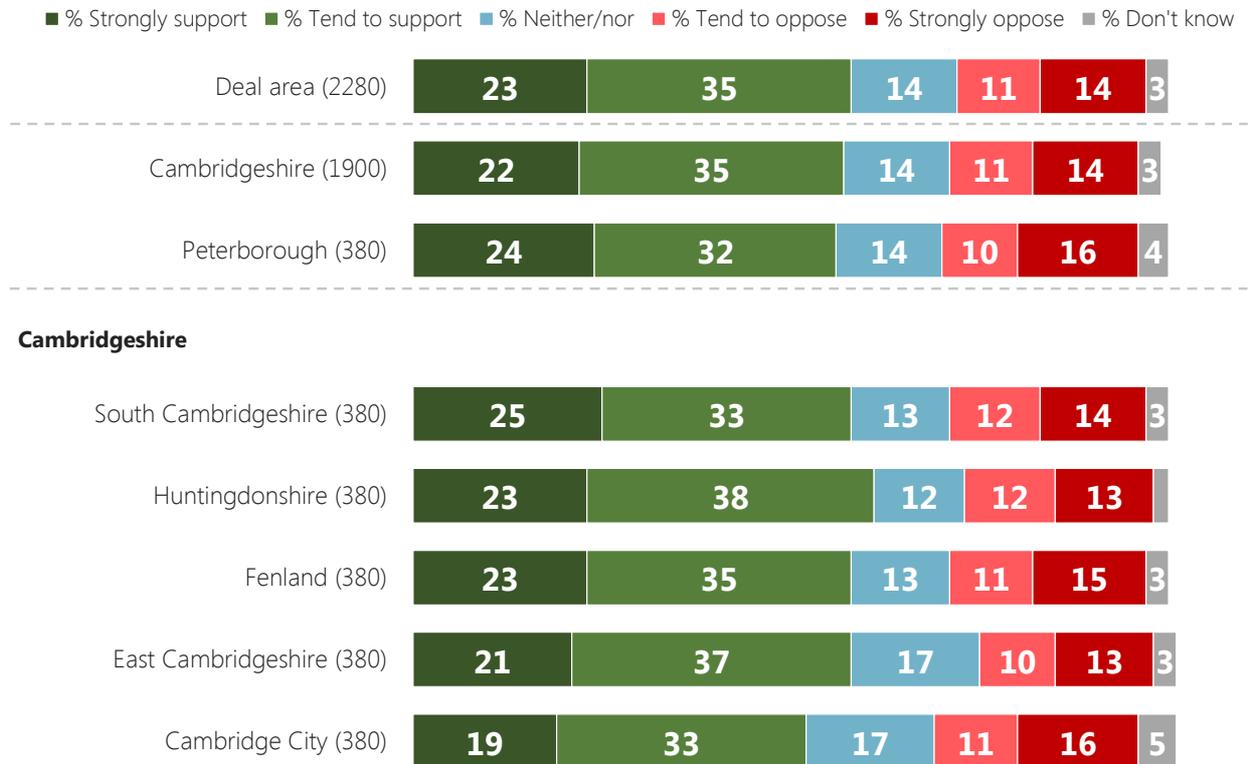
Participants were asked about the extent to which they support or oppose the election of a Mayor in order to access the decision-making powers and funding that have been outlined in the proposed devolution deal.

Again, to ensure an informed answer could be given, participants were provided with the following information:

“The Government has said that a Mayor for Peterborough and Cambridgeshire would need to be elected for any new local decision-making powers and/or funding as part of this devolution agreement to be transferred from the Government to the Mayor and/or Combined Authority. The Mayor would work with existing elected members from the District, County and City Councils and a business representative appointed by the Local Enterprise Partnership.”

Almost three in five residents (57%) support the election of a Mayor in order to access the decision-making powers and funding – however, more say they *tend to support* (35%) than *strongly support* this proposal (23%). A quarter (25%) say they oppose the election of a Mayor, with 14% saying they strongly oppose. The remainder say they neither agree nor disagree (14%) or that they ‘don’t know’ (3%).

Q4. To what extent, if at all, do you support or oppose the election of a mayor in order to access the decision making powers and funding in the proposed devolution deal?



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Opinion is relatively consistent at a county level between Cambridgeshire and Peterborough, and at district level within Cambridgeshire.

At sub-group level, those aged 18-44 are more likely to be supportive of the proposal to directly elect the Mayor (65% vs. 55% of those aged 45-64, and 52% of those aged 65+). Notably, those in the youngest age group are particularly positive in this regard – 71% of those aged 18-24 support the election of a Mayor vs. 57% overall.

Reflecting the age profiles of each tenure type, support is also higher amongst private renters than owner occupiers (71% vs. 55%). BME residents are more likely to support the election of a Mayor (71% vs. 57% overall) – although again, this reflects the younger age profile of this group. Men are more likely than women to *strongly* support the election of a Mayor (25% vs. 21%).

Looking at residents' perceived knowledge of devolution, support falls and opposition increases the more that residents say they know about devolution in general – for example, two in five (41%) of those who say they know a great deal about devolution say they oppose the election of a Mayor, compared with just under one in five (18%) of those who have heard of devolution, but know nothing about it.

Those who oppose devolution in principle and those who oppose their Council becoming part of a Combined Authority are both more likely to oppose the election of a Mayor (70% and 78% respectively vs. 25% overall).

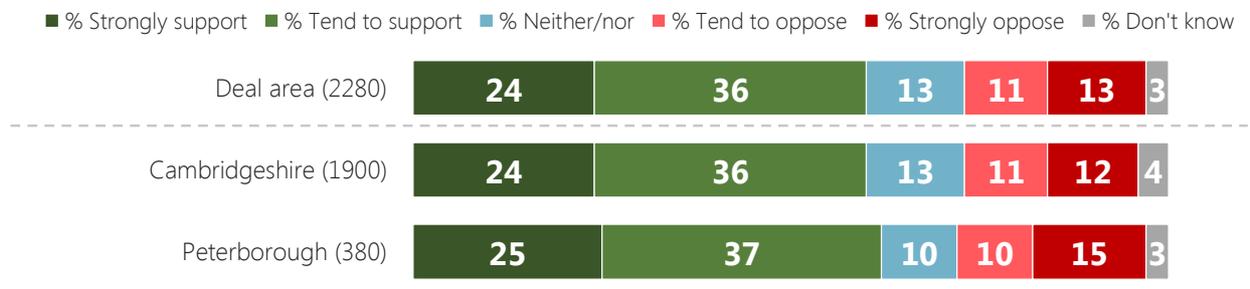
5. Setting up a Combined Authority

Residents were then asked whether they would support or oppose their local Council becoming part of a Combined Authority, and were given the following background information by way of context:

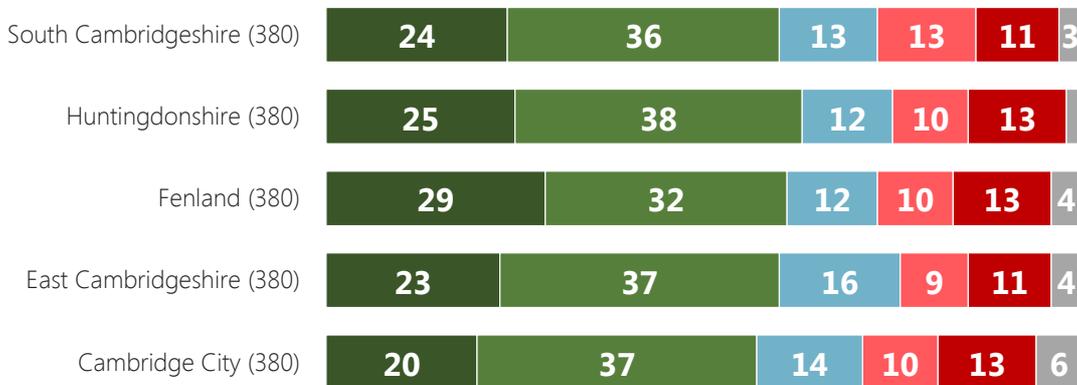
“In Cambridgeshire and Peterborough, the Combined Authority would be made up of the directly-elected Mayor, a Councillor from each District, County and City Councils, and an appointed business representative.”

Overall, three in five residents (61%) support their Council becoming part of a Combined Authority. Around a quarter oppose (23%) the idea, while the remainder either say they are neutral (13%) or that they ‘don’t know’ (3%).

Q5. To what extent, if at all, do you support or oppose your local council becoming part of a Combined Authority along with other councils in Cambridge and Peterborough, which is chaired by a directly elected Mayor?



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Findings are consistent at county level, and are broadly similar at district level within Cambridgeshire – although those in Fenland are more likely to say they *strongly* support their Council becoming part of a Combined Authority (29% vs. 24% overall).

Men are more likely than women to oppose joining a Combined Authority (25% vs. 21%), and – as seen with attitudes to the election of a Mayor – opposition also increases with age. For example, 30% of those aged 65+ oppose their local Council joining a Combined Authority compared with 15% of those aged 18-44. Again, it is the youngest age groups who are particularly positive about the idea – seven in ten (70%) of those aged 18-34 support a Combined Authority (vs. 61% overall).

Again, other groups more likely to oppose a Combined Authority include those who tend to have an older profile – owner occupiers (25%), those with a disability (28%) and retired residents (32% vs. 23% overall).

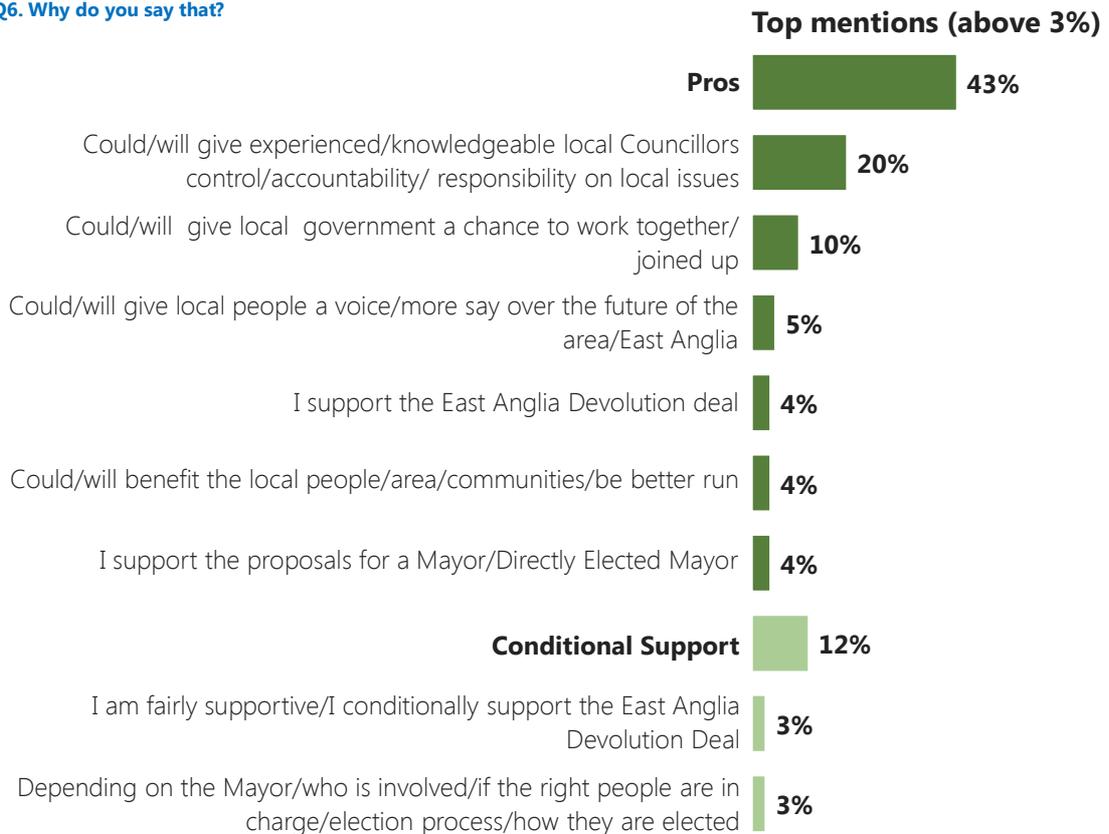
Mirroring views on the election of a Mayor, support falls and opposition increases with self-assessed knowledge of devolution in general – for example, two in five (40%) of those who say they know a great deal about devolution oppose a Combined Authority, compared to 17% of those who have heard of it, but know nothing about it, and 16% of those who have never heard of it.

As may be expected, those who oppose devolution in general and those who oppose the election of a Mayor are significantly more likely to oppose a Combined Authority (70% and 72% respectively vs. 23% overall).

Further to this question, participants were asked to explain the reasoning behind their answer – the answers were coded and the most common themes are outlined in the charts below.

Positive mentions included giving experienced Councillors more control (20%), giving local government a chance to work together (10%) and giving local people more of a say on local issues (5%). Negative comments touched on opposition to the election of a Mayor (7%), creating additional layers of bureaucracy (7%) and different areas having different needs (5%).

Q6. Why do you say that?

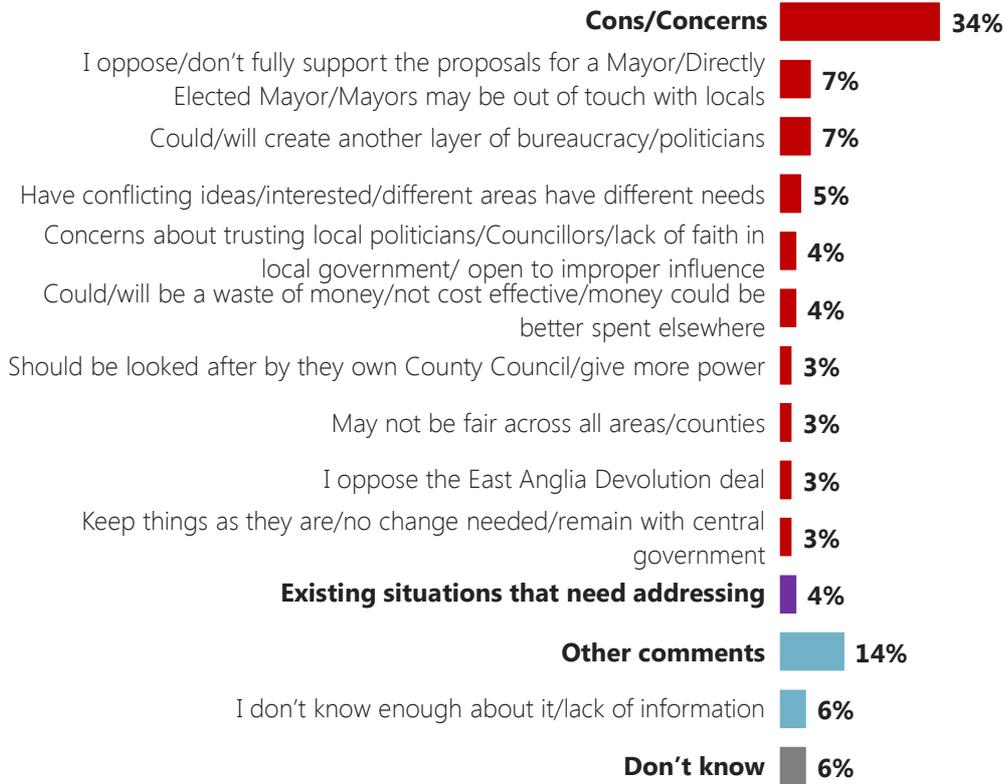


Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Q6. Why do you say that?

Top mentions (above 3%)



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs

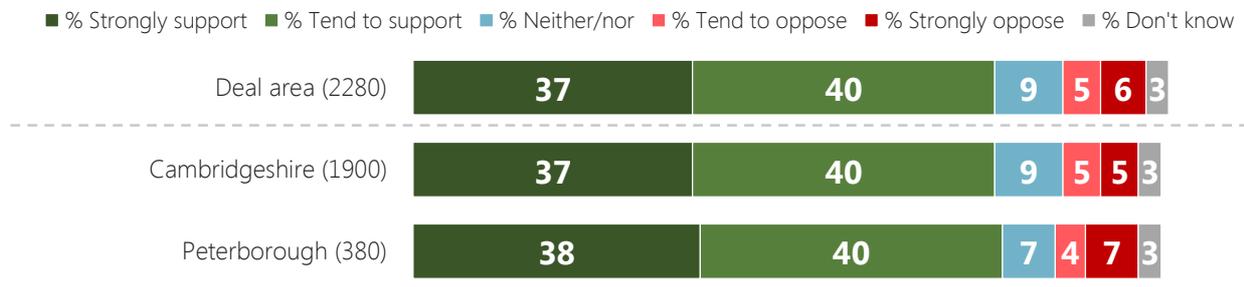
Source: Ipsos MORI

6. Decision-making

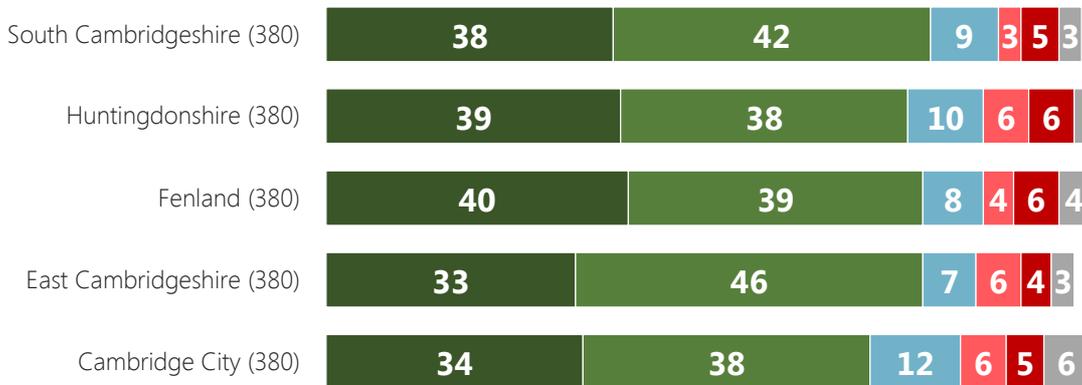
The survey included statements about three aspects of how decisions would be made by the Combined Authority and the directly-elected Mayor. Participants were asked about the extent to which they agree or disagree with each.

Three quarters (77%) of residents agree with the proposal that “each member of the Combined Authority, including the Mayor, has a vote” – with the proportion saying they strongly agree (37%) or tend to agree (40%) being relatively even. One in ten (10%) disagree, with 6% saying they strongly disagree.

Q7a. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made? Each member of the Combined Authority, including the Mayor, has a vote



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

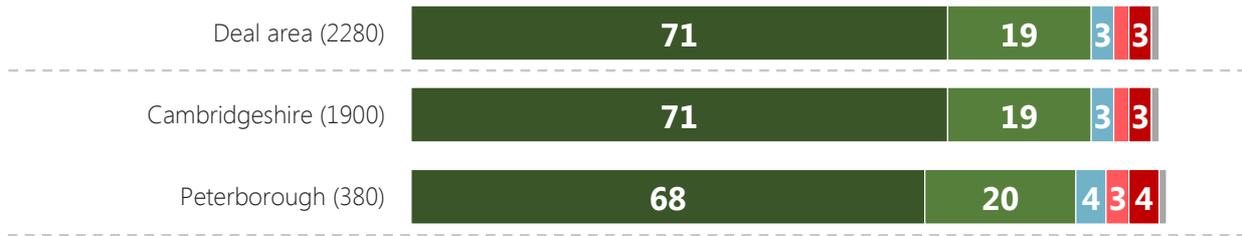
Findings are consistent at county level, and at district level within Cambridgeshire.

As with other areas of the survey, opposition to the statement increases with age, and also with residents’ knowledge of devolution in general. Furthermore, those who are supportive of the proposals in other areas of the survey are more likely to agree with the statement – for example, 90% of those who support their Council becoming part of a Combined Authority, compared to 77% overall.

Nine in ten (90%) residents agree with the proposal that “the directly-elected Mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals”. 6% disagree with this aspect of decision-making.

Q7b. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made? The directly elected mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals

■ % Strongly support ■ % Tend to support ■ % Neither/nor ■ % Tend to oppose ■ % Strongly oppose ■ % Don't know



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

At county level, those in Cambridgeshire are more likely than those in Peterborough to agree with the statement (91% vs. 88%). Within Cambridgeshire, district level findings are consistent.

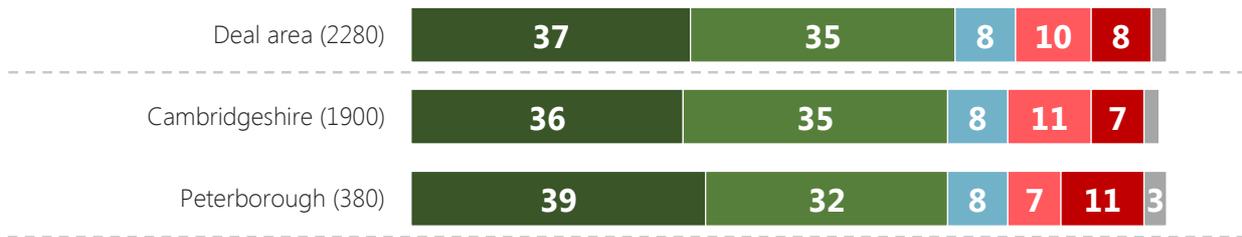
Those aged 45-64 are more likely than average to agree with this statement (92% vs. 90% overall), while those aged 65+ are more likely to disagree (11% vs. 6% overall). As with other areas of the survey, opposition increases with self-assessed knowledge of devolution.

The third aspect covered in this section was the principle of majority decision-making – “some decisions, such as the Combined Authority asking the Government for new powers and how much the authority would cost to run, would require a majority of members to agree”.

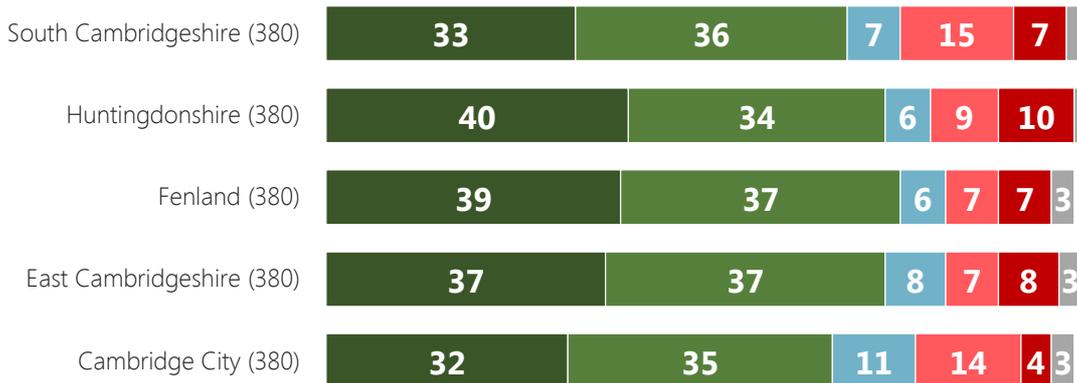
Overall, seven in ten residents (71%) agree with the statement, while 18% disagree. One in ten are either neutral (8%) or say that they ‘don’t know’ (2%).

Q7c. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made? Some decisions, such as the Combined Authority asking the Government for new powers and how much the authority would cost to run, would require a majority of members to agree. That majority must include the Directly Elected Mayor

■ % Strongly support ■ % Tend to support ■ % Neither/nor ■ % Tend to oppose ■ % Strongly oppose ■ % Don't know



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Opinion on this statement is broadly similar at county level, although those in Peterborough are more likely than average to *strongly* disagree (11% vs. 7% in Cambridgeshire).

Within Cambridgeshire, those in Fenland are more likely to agree with the statement (76% vs. 71% overall), while those in South Cambridgeshire are more likely to disagree (22% vs. 18% overall).

The attitudinal differences echo those seen in other areas of the survey with regard to residents’ attitudes towards devolution in general, the election of a Mayor and the creation of a Combined Authority.

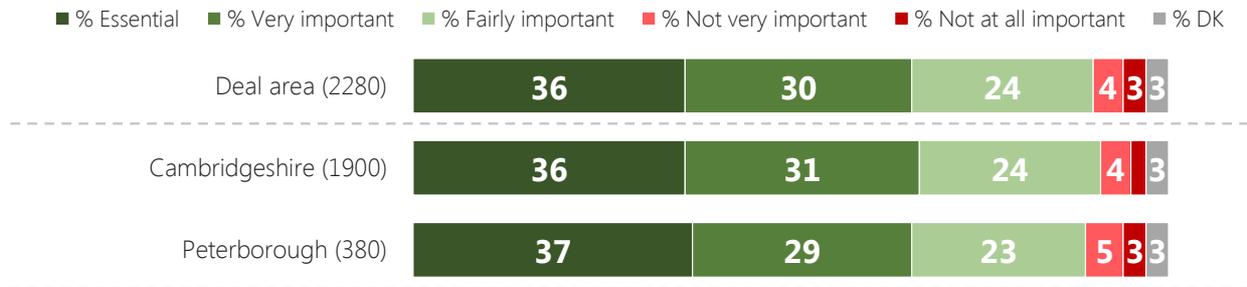
7. Accountability

The Councils of Cambridgeshire and Peterborough wanted to understand residents’ views about how the new Combined Authority should be held to account. Participants were given a list of statements outlining ways in which this may be done and were then asked to rate the level of importance of each aspect of accountability.

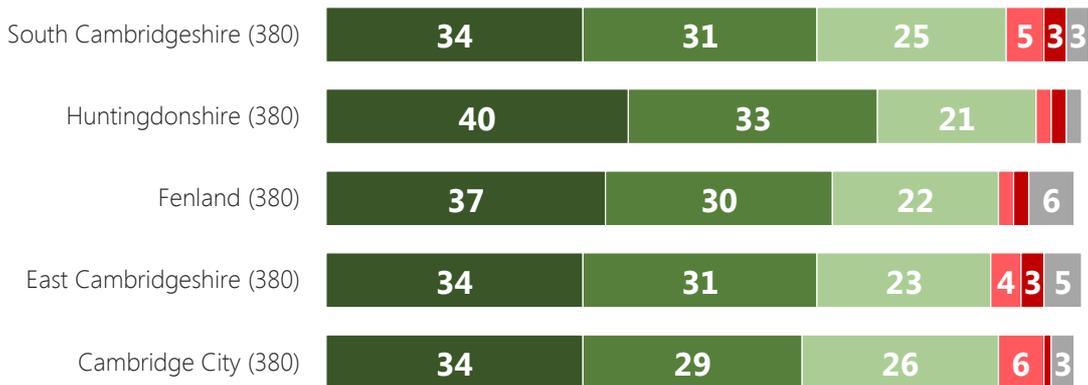
The first statement residents were asked concerned the creation of “an independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions”.

Overall, 36% see this element of accountability as ‘essential’ – 30% think it is ‘very important’ and 24% think it is ‘fairly important’. Less than one in ten (7%) think the creation of a scrutiny committee is not important – either ‘not very’ (4%) or ‘not at all’ (3%).

Q8a. How important, if at all, is each of these in holding the Combined Authority to account? An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions. This would be made up of councillors from participating councils who are not members of the Combined Authority itself



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

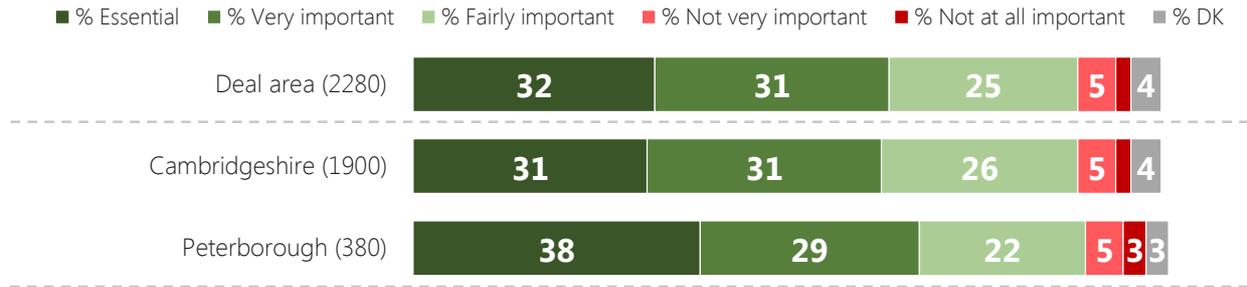
Source: Ipsos MORI

Findings are relatively consistent at county and district level. In terms of age differences, those aged 45+ are more likely to see this form of accountability as ‘essential’ (41% vs. 30% of those aged 18-44).

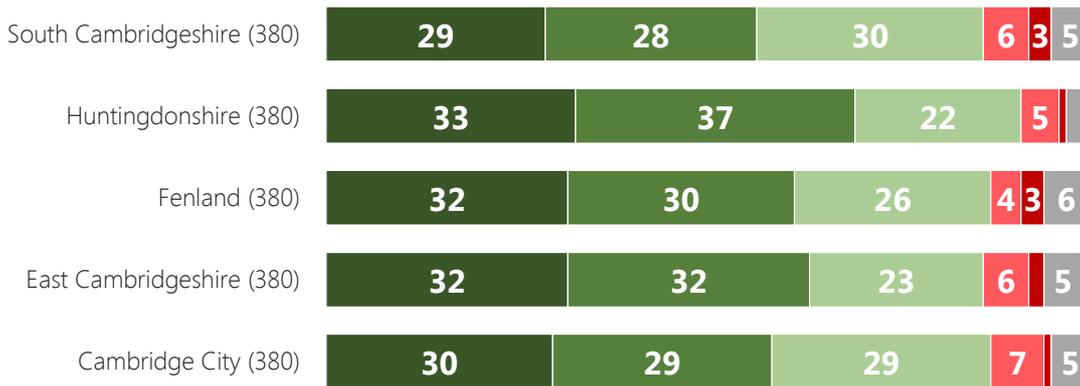
Again, on the theme of scrutiny committees, residents were also asked whether the committee should have “the power to review any of the decisions made by the Combined Authority”.

Three in ten residents (32%) view this as ‘essential’, with a similar proportion (31%) viewing it as ‘very important’ and a quarter (25%) seeing it as ‘fairly important’. Less than one in ten (8%) see this proposal as unimportant.

Q8b. How important, if at all, is each of these in holding the Combined Authority to account? This scrutiny committee having the power to review any of the decisions made by the Combined Authority



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

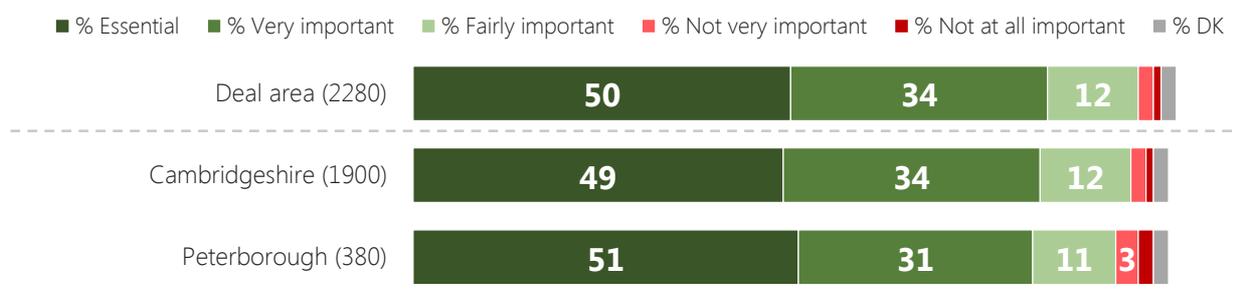
Source: Ipsos MORI

Residents in Peterborough are more likely than those in Cambridgeshire to view this measure as ‘essential’ (38% vs. 31%) – however, findings are broadly consistent at district level within Cambridgeshire.

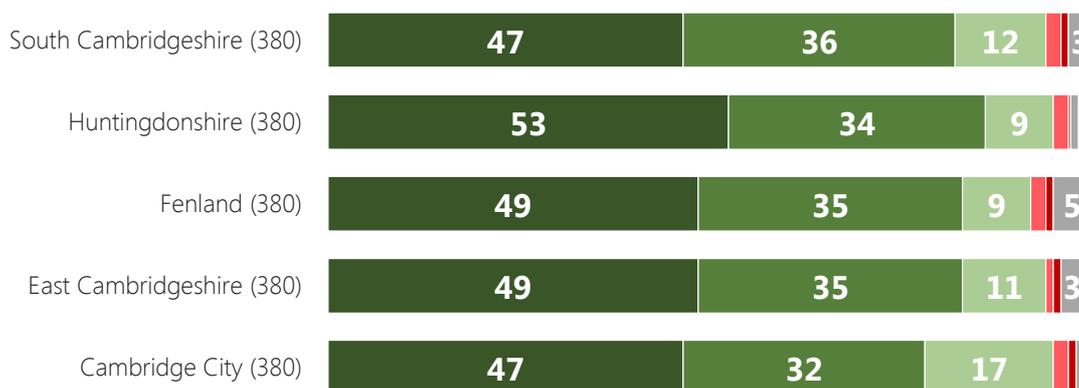
Those aged 45-64 are more likely to see this is an ‘essential’ measure of accountability (38% vs. 26% of those aged 18-44).

Residents were then asked for their views on the importance of “an audit committee which would monitor the Combined Authority’s finances”. Half of residents (50%) see this as ‘essential’ – considerably higher than the equivalent figure with regard to the creation of a scrutiny committee. Around a third (34%) see the establishment of an audit committee as ‘very important’, while 12% see it as fairly important. Just 3% think an audit committee is not important.

Q8c. How important, if at all, is each of these in holding the Combined Authority to account? An audit committee which would monitor the Combined Authority’s finances



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

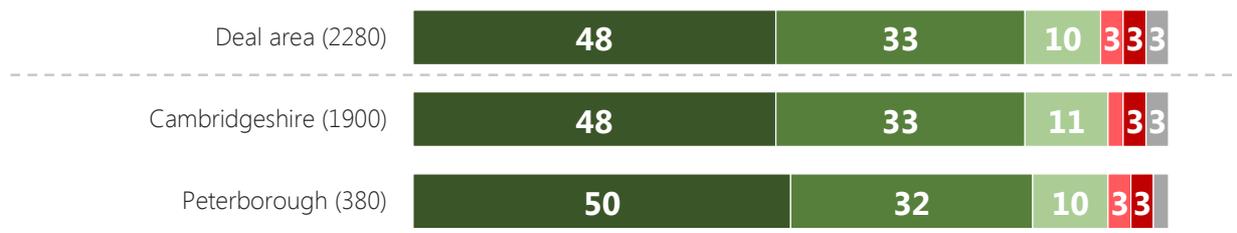
Source: Ipsos MORI

There are no significant differences at either county or district level in terms of the proportion viewing this measure as ‘essential’. As with other accountability measures, those aged 45+ are more likely to think this is an ‘essential’ measure (54% vs. 43% of those aged 18-44).

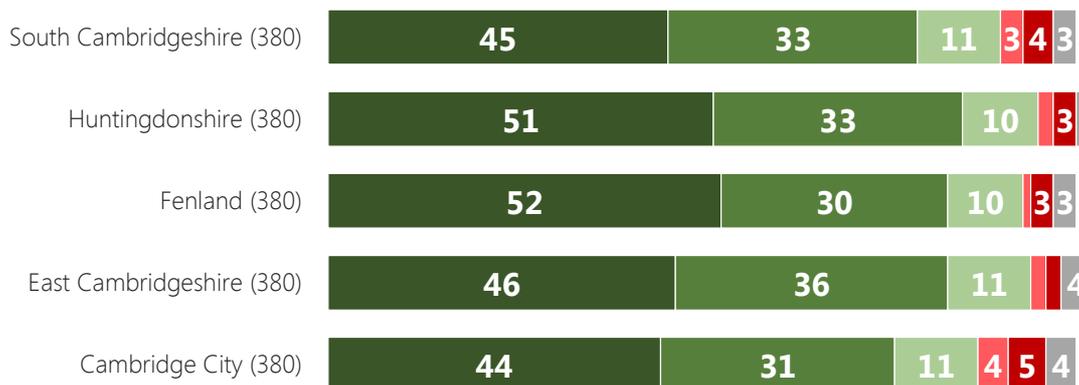
Looking at more direct forms of accountability, residents were also asked about the importance of “residents living in the Combined Authority area being able to directly elect the Mayor”. Just under half (48%) see this as ‘essential’, with a third (33%) seeing it as ‘very important’ and one in ten (10%) seeing it as ‘fairly important’. As with other aspects of accountability covered in the survey, less than one in ten (6%) see the ability to directly elect the Mayor as unimportant.

Q8d. How important, if at all, is each of these in holding the Combined Authority to account? Residents living in Cambridgeshire/ Peterborough being able to directly elect the Mayor

■ % Essential ■ % Very important ■ % Fairly important ■ % Not very important ■ % Not at all important ■ % DK



Cambridgeshire



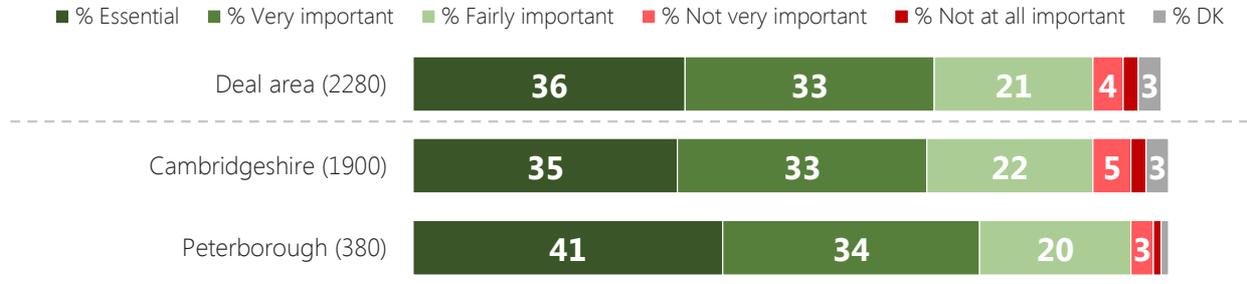
Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

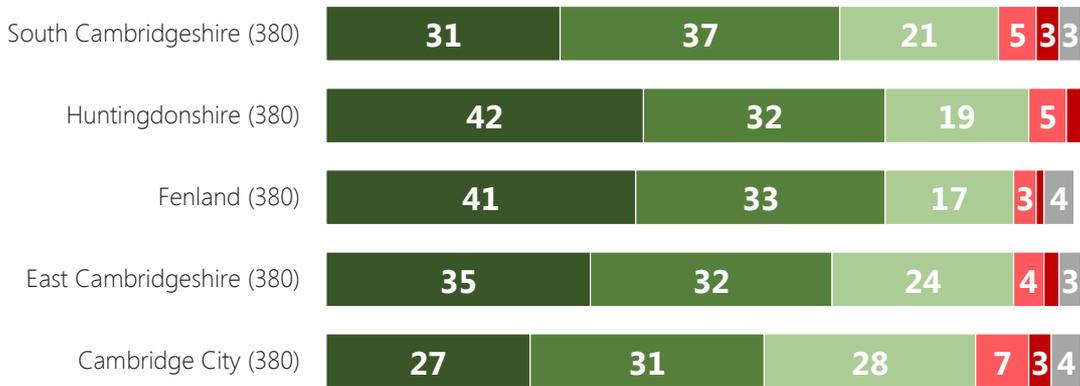
There are no significant differences by county or district in terms of the proportion viewing this measure as ‘essential’.

The final aspect of accountability covered in the survey was the idea of a “government assessment every five years”. 36% of residents see proposal as ‘essential’, with a third (33%) seeing it as ‘very important’ and one in five (21%) seeing it as ‘fairly important’. Again, less than one in ten (6%) view this aspect of accountability as unimportant.

Q8e. How important, if at all, is each of these in holding the Combined Authority to account? A Government assessment every five years



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs Source: Ipsos MORI

At county level, residents in Peterborough are significantly more likely than those in Cambridgeshire to view this measure as ‘essential’ (41% vs. 35%). Within Cambridgeshire, the districts of Huntingdonshire (42%) and Fenland (41%) are both more likely than average to view this as ‘essential’, whereas those in South Cambridgeshire are less likely (31% vs. 36% overall).

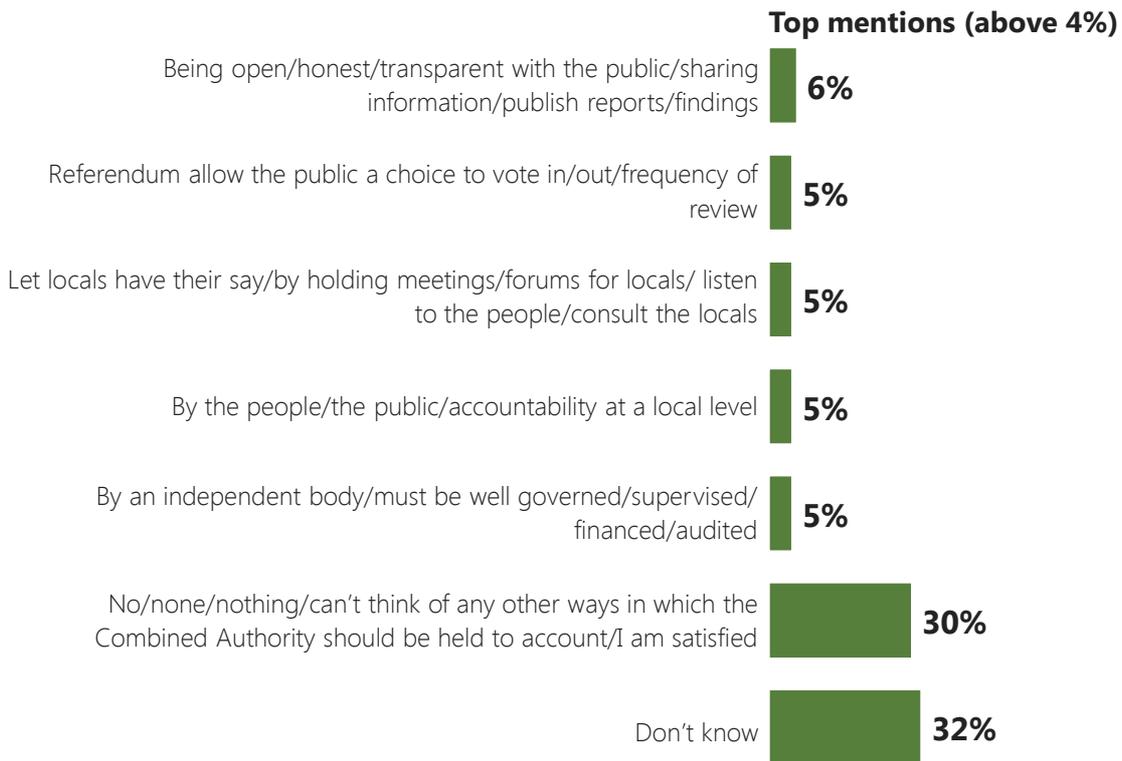
Women are more likely than men to view a five-yearly government assessment as ‘essential’ (39% vs. 34%), and the proportion seeing this as ‘essential’ also increases with age (30% of those aged 18-44 vs. 39% of those aged 45-64, rising to 43% of those aged 65+).

Overall, from the five aspects of accountability included in the survey, the creation of an audit committee is seen as the most ‘essential’ (50%), followed by residents being able to elect the Mayor (48%) and having a government assessment every five years (36%). Establishing an independent scrutiny committee, and this committee having the power to review any decisions made by the Combined Authority are seen as the least essential in this regard (36% and 32% respectively).

Participants were then asked, via an open ended question, if there were any other ways in which they thought the Combined Authority should be held to account. The answers were then coded and the most common themes are shown in the chart below.

The responses to this question were varied and touched on transparency/information sharing (6%), the possibility of holding a referendum (5%), public meetings and forums (5%), accountability by the public (5%) and a well-governed independent body (5%).

Q9. Other than the ways we have just outlined that are already included in the proposed devolution agreement, are there any other ways in which you think the Combined Authority should be held to account?



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs

Source: Ipsos MORI

8. Further comments

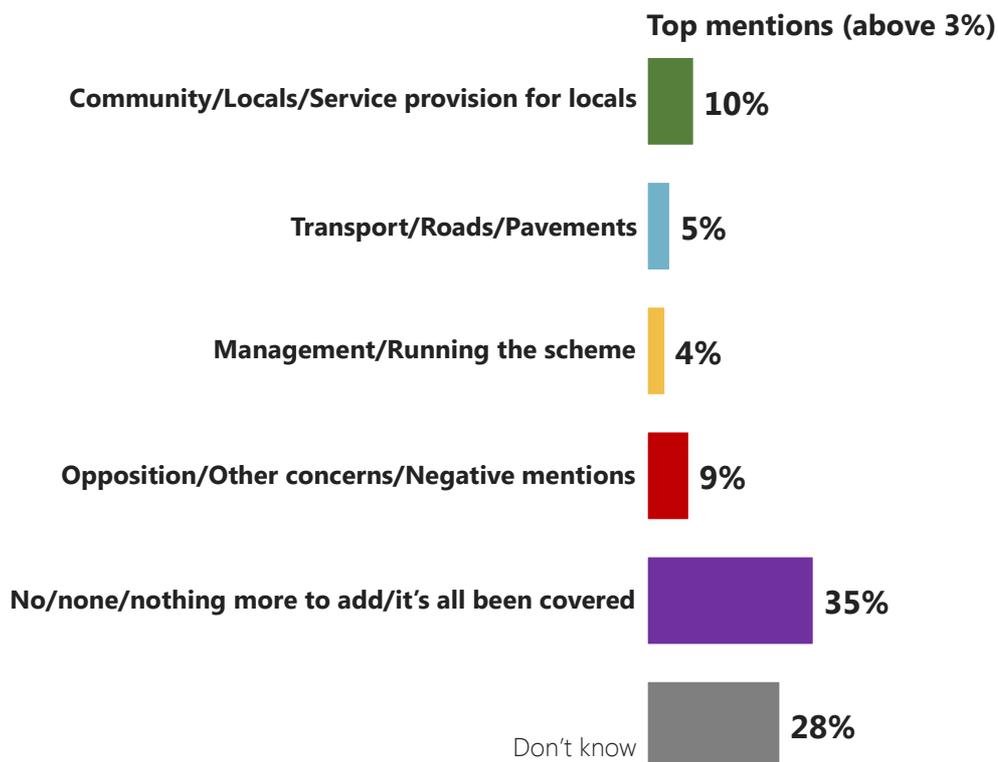
Finally, participants were asked if there was anything else they would like to add in relation to the proposals included in the devolution agreement. Responses were coded and the most common themes are shown in the chart below.

A majority of residents either said they had nothing else to add beyond what had been covered in the survey, or that they didn't know. 10% of residents gave answers referring to their local communities on a variety of services – e.g. healthcare (2%), affordable housing (2%) and education (2%).

Other common themes included comments relating to transport and road maintenance (5%), as well as comments relating to the management of the proposed Combined Authority (4%) – for example, that those in charge need to be experienced and knowledgeable (2%), to ensure councils work well together (1%) and that it is well-governed and financed (1%).

In total, 9% gave negative comments relating to points such as their opposition to the Combined Authority (3%), the cost to taxpayers (2%) and creating an additional layer of bureaucracy (2%).

Q11. The proposals included in the devolution agreement are intended to improve local services in Cambridgeshire and Peterborough. Is there anything else you would like to add to what we have discussed?



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Appendices

Appendix 1: Sample survey questionnaire

CAMBRIDGESHIRE AND SUFFOLK COUNTY COUNCIL DEVOLUTION SURVEY

FINAL VERSION

TELEPHONE SURVEY Your views on the East Anglia Devolution Deal

Good morning/afternoon/evening. My name is and I'm calling from Ipsos MORI, the research organisation. We are carrying out a survey about some potential changes to local government in Cambridgeshire and Peterborough

Could you help by running through some questions at the moment, please?

The interview will take around 10 minutes, and this research will be conducted in line with the rules of the Market Research Society's Code of Conduct.

Demographics

Firstly I am going to ask a few questions about you and your personal situation.

ASK ALL

S1. In which local authority area do you live?

1. **Norfolk County**
2. Norwich City
3. South Norfolk
4. Great Yarmouth
5. Broadland
6. North Norfolk
7. Breckland
8. Kings Lynn & West Norfolk

9. **Suffolk County**
10. Ipswich
11. Suffolk Coastal
12. Waveney
13. Mid Suffolk
14. Babergh
15. St Edmundsbury
16. Forest Heath

Cambridgeshire County

17. South Cambridgeshire
18. Huntingdonshire
19. Fenland
20. East Cambridgeshire
21. Cambridge City

Peterborough City
22. Peterborough City

ASK ALL

S2. Are you...?

- Male
 Female
 Transgender

ASK ALL

S3. How old are you?

WRITE IN AND CODE TO RANGE

ASK ALL

S4. Which of these activities best describes what you are doing at present?

1. Employee in full-time job (30 hours plus per week)
2. Employee in part-time job (under 30 hours per week)
3. Self-employed full or part-time
4. On a government supported training programme (e.g. Modern Apprenticeship/Training for Work)
5. Full-time education at school, college or university
6. Unemployed and available for work
7. Permanently sick/disabled
8. Wholly retired from work
9. Looking after the home
10. Doing something else (please specify)

Awareness of devolution

ASK ALL

Firstly, I would like to ask some questions about devolution, which means transferring powers over budgets and services from central government in Westminster to local councils. This could include the transfer of powers to new groups of councils, called 'Combined Authorities'.

1. Before today, how much, if anything, would you say you knew about devolution within England? Please select one only:

- A great deal
 A fair amount
 Just a little
 Heard of, but know nothing about
 Never heard of
 Don't know

The principle of devolution**ASK ALL**

Devolution is when certain decision-making powers, as well as funding, are transferred down from Central Government to a local area. In this instance the area is Cambridgeshire and Peterborough. It means that decisions are taken close to where they have an effect.

2. To what extent, if at all, do you support or oppose the principle of devolution? Please select one only:

- Strongly support
- Tend to support
- Neither support nor oppose
- Tend to oppose
- Strongly oppose
- Don't know

New powers and responsibilities**ASK ALL**

In Cambridgeshire and Peterborough the proposed devolution agreement includes the creation of a Combined Authority.

This would consist of the five district councils in Cambridgeshire, as well as Cambridgeshire County Council, Peterborough City Council and the Local Enterprise Partnership, which represents the views of local businesses.

The new Combined Authority would not replace any existing councils, or any existing Town or Parish Councils.

The proposed agreement would also create the role of a Mayor, who would be directly elected by residents in Cambridgeshire/Peterborough.

3. For each of the following, do you think decisions are better made nationally by the government in Westminster, or locally by the proposed Mayor and Combined Authority I have just described?

	Decisions are better made nationally	Decisions are better made locally	Don't know (DO NOT READ OUT)
Working with local councils to develop a new strategy for housing and development in line with existing local plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding how £100m of new	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Decisions are better made nationally	Decisions are better made locally	Don't know (DO NOT READ OUT)
funding is spent to support the building of new homes, including affordable housing			
Allocating £70million to build more council rented homes in Cambridge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating a transport plan for Cambridgeshire and Peterborough that helps to better coordinate road, rail and bus services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding how the budget is spent for maintaining roads in Cambridgeshire and Peterborough	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding how to spend an annual £20million fund to improve local infrastructure - such as road and rail improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reviewing further education in Cambridgeshire and Peterborough to help provide young people aged 16 and over with the skills that local employers need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding how funding is spent on apprenticeships and training in Cambridgeshire and Peterborough to produce a workforce with the skills that local employers need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding how funding is spent on adult education and skills training in Cambridgeshire and Peterborough for people aged 19 and over to help produce a workforce with the skills that local employers need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joining up health and social care services so that they better support people and reduce the pressure on existing services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designing a new programme to support those with a health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Decisions are better made nationally	Decisions are better made locally	Don't know (DO NOT READ OUT)
condition or disability and the long-term unemployed back into work			
Reviewing all land and property held by the public sector and creating a list of land and property available for development in Norfolk and Suffolk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To summarise, the proposed devolution deal for Cambridgeshire and Peterborough includes a new annual £20million fund to invest in infrastructure and support economic growth. The government would also provide £100million to invest in building new homes across the county and an additional £70million to build more council rented homes in Cambridge.

Mayor ASK ALL

The Government has said that a Mayor for Peterborough/Cambridgeshire would need to be elected for any new local decision-making powers and/or funding as part of this devolution agreement to be transferred from the Government to the Mayor and/or Combined Authority. The Mayor would work with existing elected members from each of the District, County and City Councils and a business representative appointed by the Local Enterprise Partnership.

4. To what extent, if at all, do you support or oppose the election of a mayor in order to access the decision making powers and funding in the proposed devolution deal?

- Strongly support
- Tend to support
- Neither support nor oppose
- Tend to oppose
- Strongly oppose
- Don't know

A new Combined Authority with an elected mayor

ASK ALL

In Cambridgeshire and Peterborough, the Combined Authority would be made up of the directly-elected Mayor, a Councillor from District, County and City Councils, and an appointed business representative.

5. To what extent, if at all, do you support or oppose your local council becoming part of a Combined Authority along with other councils in Cambridgeshire and Peterborough, which is chaired by a directly elected Mayor?

- Strongly support
- Tend to support
- Neither support nor oppose
- Tend to oppose
- Strongly oppose
- Don't know

ASK ALL

6. Why do you say that?

OPEN ENDED

Decision making

ASK ALL

There are proposals for how the Combined Authority and directly elected mayor would take decisions. I am going to read out a number of statements outlining how it is proposed that this will be done

7. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made?

1. Each member of the Combined Authority, including the Mayor, has a vote.
2. The directly elected mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals.
3. Some decisions, such as the Combined Authority asking the Government for new powers and how much the authority would cost to run, would require a majority of members to agree. That majority must include the Directly Elected Mayor.

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

Accountability

ASK ALL

Plans will be put in place for how the new Combined Authority will be held to account. I am going to read out a number of statements outlining how it is proposed this will be done.

8. How important, if at all, is each of these in holding the Combined Authority to account?

1. An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions. This would be made up of councillors from participating councils who are not members of the Combined Authority itself.
 2. This scrutiny committee having the power to review any of the decisions made by the Combined Authority.
 3. An audit committee which would monitor the Combined Authority's finances.
 4. Residents living in Cambridgeshire/Peterborough being able to directly elect the Mayor.
 5. A Government assessment every five years
1. Essential
 2. Very important
 3. Fairly important
 4. Not very important
 5. Not at all important
 6. Don't know

ASK ALL

9. Other than the ways we have just outlined that are already included in the proposed devolution agreement, are there any other ways in which you think the Combined Authority should be held to account?

OPEN ENDED

Other comments

11. The proposals included in the devolution agreement are intended to improve local services in Cambridgeshire and Peterborough. Is there anything else you would like to add to what we have discussed?

WRITE IN

Demographics

ASK ALL

12. What is your ethnic group?

White – THIS IS A TITLE ONLY

1. English / Welsh / Scottish / Northern Irish / British
2. Irish
3. Gypsy or Irish traveller
4. Eastern European
5. Any other White background

Mixed / multiple ethnic groups – THIS IS A TITLE ONLY

6. White and Black Caribbean
7. White and Black African
8. White and Asian
9. Any other Mixed / multiple ethnic background

Asian / Asian British – THIS IS A TITLE ONLY

10. Indian
11. Pakistani
12. Bangladeshi
13. Chinese
14. Kashmiri
15. Any other Asian background

Black / African / Caribbean / Black British – THIS IS A TITLE ONLY

16. African
17. Caribbean
18. Any other Black / African / Caribbean background

Other ethnic group – THIS IS A TITLE ONLY

19. Arab
20. Other ethnic group

ASK ALL

13. In which of these ways does your household occupy your current accommodation?

1. Owned outright
2. Buying on mortgage
3. Rent from council
4. Rent from Housing Association/Trust
5. Rent from private landlord
6. Other

ASK ALL

14. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

1. Yes, limited a lot
2. Yes, limited a little
3. No

Appendix 2: Random Digit Dialling

Residential landline telephone numbers in the UK are allocated geographically i.e. the first few digits of the telephone number (including the leading zero) are the area code and usually the first 7 digits of the telephone number relate to a specific telephone exchange.

There are 10,000 potential telephone numbers for each 7-digit exchange. Standard Random Digit Dial (RDD) telephone samples area generated by randomly generating the last 4 digits to create a potential telephone number for that particular telephone exchange.

Any particular geographic area e.g. a Ward area, might be covered by a number of different telephone exchanges. If Telephone Exchange "A" serves 20% of households in that Ward and has the prefix 01926 62 then 20% of the RDD sample would comprise telephone numbers starting with 01926 62 followed by 4 random digits. The larger the geographic area specified then the easier it is to be certain that all, or at least most, of the RDD telephone numbers generated are actually located within the specified geographic area.

Appendix 3: Coding Process

Receipt and handling of responses

The handling of responses was subject to a rigorous process of checking, logging and confirmation in order to minimise document loss and to support a full audit trail. All original electronic and hard copy responses remained securely filed within Ipsos MORI, catalogued and serial numbered for future reference.

Development of initial coding frame

Coding is the process by which free-text comments, answers and responses are matched against standard codes from a coding frame Ipsos MORI compiled to allow systematic statistical and tabular analysis. The codes within the coding frame represent an amalgam of responses raised by those registering their view and are comprehensive in representing the range of opinions and themes given.

The Ipsos MORI coding team drew up an initial code frame for each open-ended free-text question using the first thirty to forty response form responses. An initial set of codes was created by drawing out the common themes and points raised across all response channels by refinement. Each code thus represents a discrete view raised. The draft coding frame was then presented to the Ipsos MORI project team to fully approve before the coding process continued. The code frame was continually updated throughout the analysis process to ensure that newly emerging themes within each refinement were captured.

Coding using the Ascribe package

Ipsos MORI used the web-based Ascribe coding system to code all open-ended free-text responses found within completed response forms. Ascribe is a proven system which has been used on numerous large-scale projects. The scanned and electronic verbatim responses (from the online and postal response forms) were uploaded into the Ascribe system, where the coding team worked systematically through the verbatim comments and applied a code to each relevant part(s) of the verbatim comment.

The Ascribe software has the following key features:

- Accurate monitoring of coding progress across the whole process, from scanned image to the coding of responses;
- An “organic” coding frame that can be continually updated and refreshed; not restricting coding and analysis to initial response issues or “themes” which may change as the consultation progresses;
- Resource management features, allowing comparison across coders and question/issue areas. This is of particular importance in maintaining high quality coding across the whole coding team and allows early identification of areas where additional training may be required; and
- A full audit trail – from verbatim response to codes applied to that response.

Coders were provided with an electronic file of responses to code within Ascribe. Their screen was split, with the left side showing the response along with the unique identifier, while the right side of the screen showed the full code frame. The

coder attached the relevant code or codes to these as appropriate and, where necessary, alerted the supervisor if they believed an additional code might be required.

If there was other information that the coder wished to add they could do so in the “notes” box on the screen. If a response was difficult to decipher the coder would get a second opinion from their supervisor or a member of the project management team. As a last resort, any comment that was illegible was coded as such and reviewed by the Coding Manager.

Briefing the coding team and quality checking

A core team of coders worked on the project, all of whom were fully briefed and were conversant with the Ascribe package. This team also worked closely with the project management team during the set-up and early stages of code frame development.

The core coding team took a supervisory role throughout and undertook the quality checking of all coding. Using a reliable core team in this way minimises coding variability and thus retains data quality.

To ensure consistent and informed coding of the verbatim comments, all coders were fully briefed prior to working on this project. The Coding Manager undertook full briefings and training with each coding team member. All coding was carefully monitored to ensure data consistency and to ensure that all coders were sufficiently competent to work on the project.

The coder briefing included background information, the consultation process and the issues involved, and discussion of the initial coding frames. The briefings were carried out by one of Ipsos MORI’s executive team members. All those attending the briefings were instructed to read, in advance, the Consultation Document and go through the response form.

The Ascribe package also afforded an effective project management tool, with the coding manager reviewing the work of each individual coder, having discussion with them where there was variance between the codes entered and those expected by the coding manager.

To check and ensure consistency of coding, 10% of coded responses from the response forms were validated by the coding supervisor team, who checked that the correct codes had been applied and made changes where necessary.

Updating the coding frame

An important feature of the Ascribe system is the ability to extend the code frame “organically” direct from actual verbatim responses throughout the coding period.

The coding teams raised any new codes during the coding process when it was felt that new issues were being registered. In order to ensure that no detail was lost, coders were briefed to raise codes that reflected the exact sentiment of a response, and these were then collapsed into a smaller number of key themes at the analysis stage. During the initial stages of the coding process, meetings were held between the coding team and Ipsos MORI executive team to ensure that a consistent approach was taken to raising new codes and that all extra codes were appropriate and correctly assigned. In particular, the coding frame sought to capture precise nuances of participants’ comments in such a way as to be comprehensive.

A second key benefit of the Ascribe system is that it provides the functionality of combining codes, revising old codes and amending existing ones as appropriate. Thus, the coding frame grew organically throughout the coding process to ensure it captured all of the important “themes”.

Once coding was complete, a series of checks were undertaken to ensure that the data set was comprehensive and complete.

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About Ipsos MORI's Social Research Institute

The Social Research Institute works closely with national governments, local public services and the not-for-profit sector. Its c.200 research staff focus on public service and policy issues. Each has expertise in a particular part of the public sector, ensuring we have a detailed understanding of specific sectors and policy challenges. This, combined with our methods and communications expertise, helps ensure that our research makes a difference for decision makers and communities.

Notes: Cambridgeshire and Peterborough Online Results

The following tables are the results for the on-line devolution consultation survey hosted on two separate websites by Cambridgeshire County Council (on behalf of all Cambridgeshire Districts) and Peterborough City Council. Both sites held the same questions and the tables have been generated by combining the two sets of answers.

There was considerable publicity produced by the sponsoring authorities and their partners to draw people's attention to the surveys. This included use of social media, print media, distribution by e-mail and some active engagement.

The results represent a 'self-selecting' sample, people who were keen to give their views once they had heard about the consultation. Inevitably this means the numbers aren't representative of the population as a whole. In particular only 35% were female and only 10% under the age of 34. Response rates also varied with 1.3 people per 1,000 responding in Fenland compared to 2.6 per 1,000 for Huntingdonshire.

In addition to the quantitative results shown here there were a considerable number of free text comments. In brief the main theme for those supporting the proposals was that they offered the chance to 'take control' and improve local infrastructure and boost the local economy. Those opposing the proposals were concerned about the 'extra layer of bureaucracy' that the proposals could potentially create as well as expressing dissatisfaction with the 'mayor' model of governance. Comments will be looked at in more detail over the coming weeks.

Any further questions about the on-line results should be directed to Research.Group@Cambridgeshire.gov.uk

Cambridgeshire and Peterborough On-line Results Tables.

Table One: To what extent, if at all, do you support or oppose the principle of devolution?

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	182	80	81	101	23	26	54		285
East Cambridgeshire	76	43	37	39	14	10	33		133
Fenland	70	49	33	37	8	16	33		127
Huntingdonshire	214	202	67	147	29	48	154	7	452
Peterborough	150	95	66	84	21	32	63	8	274
South Cambridgeshire	137	102	47	90	19	28	74	6	264
Live outside of the area / Unanswered	37	10	14	23	2	4	6		49
Grand Total	866	581	345	521	116	164	417	21	1,584
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	64%	28%	28%	35%	8%	9%	19%	0%	100%
East Cambridgeshire	57%	32%	28%	29%	11%	8%	25%	0%	100%
Fenland	55%	39%	26%	29%	6%	13%	26%	0%	100%
Huntingdonshire	47%	45%	15%	33%	6%	11%	34%	2%	100%
Peterborough	55%	35%	24%	31%	8%	12%	23%	3%	100%
South Cambridgeshire	52%	39%	18%	34%	7%	11%	28%	2%	100%
Live outside of the area / Unanswered	76%	20%	29%	47%	4%	8%	12%	0%	100%
Grand Total	55%	37%	22%	33%	7%	10%	26%	1%	100%

Table Two: To what extent, if at all, do you support or oppose the idea of transferring powers and funding down from Government and then District, City and County Councils becoming part of a Combined Authority for Cambridgeshire and Peterborough?

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	111	150	46	65	22	40	110	2	285
East Cambridgeshire	68	53	28	40	9	12	41	3	133
Fenland	62	60	27	35	3	21	39	2	127
Huntingdonshire	186	237	60	126	25	60	177	4	452
Peterborough	130	103	60	70	17	38	65	24	274
South Cambridgeshire	117	128	29	88	17	36	92	2	264
Live outside of the area / Unanswered	28	12	12	16	5	6	6		45
Grand Total	702	743	262	440	98	213	530	37	1580
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	39%	53%	16%	23%	8%	14%	39%	1%	100%
East Cambridgeshire	51%	40%	21%	30%	7%	9%	31%	2%	100%
Fenland	49%	47%	21%	28%	2%	17%	31%	2%	100%
Huntingdonshire	41%	52%	13%	28%	6%	13%	39%	1%	100%
Peterborough	47%	38%	22%	26%	6%	14%	24%	9%	100%
South Cambridgeshire	44%	48%	11%	33%	6%	14%	35%	1%	100%
Live outside of the area / Unanswered	62%	27%	27%	36%	11%	13%	13%	0%	100%
Grand Total	44%	47%	17%	28%	6%	13%	34%	2%	100%

Table Three: To what extent, if at all, do you support or oppose the election of a mayor in order to access what is in the proposed Cambridgeshire and Peterborough devolution deal?

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	81	179	28	53	22	38	141	3	285
East Cambridgeshire	45	80	16	29	8	15	65	0	133
Fenland	46	71	25	21	8	16	55	2	127
Huntingdonshire	122	287	41	81	41	59	228	2	452
Peterborough	100	130	43	57	19	38	92	25	274
South Cambridgeshire	80	167	25	55	13	37	130	4	264
Live outside of the area / Unanswered	17	20	9	8	7	10	10		44
Grand Total	491	934	187	304	118	213	721	36	1579

Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	28%	63%	10%	19%	8%	13%	49%	1%	100%
East Cambridgeshire	34%	60%	12%	22%	6%	11%	49%	0%	100%
Fenland	36%	56%	20%	17%	6%	13%	43%	2%	100%
Huntingdonshire	27%	63%	9%	18%	9%	13%	50%	0%	100%
Peterborough	36%	47%	16%	21%	7%	14%	34%	9%	100%
South Cambridgeshire	30%	63%	9%	21%	5%	14%	49%	2%	100%
Live outside of the area / Unanswered	39%	45%	20%	18%	16%	23%	23%	0%	100%
Grand Total	31%	59%	12%	19%	7%	13%	46%	2%	100%

Table Four: There are proposals for how the Combined Authority and Directly Elected Mayor would take decisions. Each member of the Combined Authority including the Mayor has one vote.

To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made?

4.1: The directly elected mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals, or in certain circumstances the business community.

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	194	47	118	76	31	17	30	13	285
East Cambridgeshire	94	25	66	28	6	6	19	8	133
Fenland	96	22	68	28	5	7	15	4	127
Huntingdonshire	320	78	213	107	31	21	57	23	452
Peterborough	145	31	96	49	8	10	21	90	274
South Cambridgeshire	197	34	126	71	17	12	22	16	264
Live outside of the area / Unanswered	33	6	27	6	3	3	3	2	44
Grand Total	1,079	243	714	365	101	76	167	156	1,579
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	68%	16%	41%	27%	11%	6%	11%	5%	100%
East Cambridgeshire	71%	19%	50%	21%	5%	5%	14%	6%	100%
Fenland	76%	17%	54%	22%	4%	6%	12%	3%	100%
Huntingdonshire	71%	17%	47%	24%	7%	5%	13%	5%	100%
Peterborough	53%	11%	35%	18%	3%	4%	8%	33%	100%
South Cambridgeshire	75%	13%	48%	27%	6%	5%	8%	6%	100%
Live outside of the area / Unanswered	75%	14%	61%	14%	7%	7%	7%	5%	100%
Grand Total	68%	15%	45%	23%	6%	5%	11%	10%	100%

4.2 Some decisions, such as how much money the Combined Authority wishes to borrow, asking the Government for new powers and how much the authority would cost to run would require a majority of members to agree. That majority must include the Directly Elected Mayor.

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	165	64	79	86	40	25	39	16	285
East Cambridgeshire	77	36	46	31	12	13	23	8	133
Fenland	84	30	52	32	10	9	21	3	127
Huntingdonshire	268	120	151	117	38	32	88	26	452
Peterborough	145	42	75	70	28	10	32	59	274
South Cambridgeshire	160	59	83	77	31	22	37	14	264
Live outside of the area / Unanswered	34	5	23	11	2	3	2	1	42
Grand Total	933	356	509	424	161	114	242	127	1,577

Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	58%	22%	28%	30%	14%	9%	14%	6%	100%
East Cambridgeshire	58%	27%	35%	23%	9%	10%	17%	6%	100%
Fenland	66%	24%	41%	25%	8%	7%	17%	2%	100%
Huntingdonshire	59%	27%	33%	26%	8%	7%	19%	6%	100%
Peterborough	53%	15%	27%	26%	10%	4%	12%	22%	100%
South Cambridgeshire	61%	22%	31%	29%	12%	8%	14%	5%	100%
Live outside of the area / Unanswered	81%	12%	55%	26%	5%	7%	5%	2%	100%
Grand Total	59%	23%	32%	27%	10%	7%	15%	8%	100%

Table Five: Plans will be put in place for how the new Combined Authority and Directly Elected Mayor would be held to account. The details of how this will work will be produced if the deal goes forward but could include ideas such as scrutiny by members from various political parties. How important, if at all, is each of these in holding the Combined Authority and Directly Elected Mayor to account?

5.1 An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions. This would be made up of councillors from participating councils who are not members of the Combined Authority itself.

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	220	13	159	61	32	5	8	20	285
East Cambridgeshire	109	8	91	18	8	5	3	8	133
Fenland	101	11	79	22	9	6	5	6	127
Huntingdonshire	378	16	293	85	29	3	13	29	452
Peterborough	214	10	161	53	10	5	5	40	274
South Cambridgeshire	216	7	158	58	21	3	4	20	264
Live outside of the area / Unanswered	32	4	22	10	6	3	1	1	43
Grand Total	1,270	69	963	307	115	30	39	124	1578
Row Labels	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	77%	5%	56%	21%	11%	2%	3%	7%	100%
East Cambridgeshire	82%	6%	68%	14%	6%	4%	2%	6%	100%
Fenland	80%	9%	62%	17%	7%	5%	4%	5%	100%
Huntingdonshire	84%	4%	65%	19%	6%	1%	3%	6%	100%
Peterborough	78%	4%	59%	19%	4%	2%	2%	15%	100%
South Cambridgeshire	82%	3%	60%	22%	8%	1%	2%	8%	100%
Live outside of the area / Unanswered	74%	9%	51%	23%	14%	7%	2%	2%	100%
Grand Total	80%	4%	61%	19%	7%	2%	2%	8%	100%

5.2 The scrutiny committee having the power to review any of the decisions made by the Combined Authority

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	215	17	149	66	31	7	10	22	285
East Cambridgeshire	108	5	82	26	14	2	3	6	133
Fenland	98	10	78	20	12	4	6	7	127
Huntingdonshire	366	25	261	105	28	8	17	33	452
Peterborough	207	13	153	54	13	8	5	41	274
South Cambridgeshire	202	17	151	51	23	8	9	22	264
Live outside of the area / Unanswered	36	2	20	16	4	1	1	1	43
Grand Total	1,232	89	894	338	125	38	51	132	1578

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	75%	6%	52%	23%	11%	2%	4%	8%	100%
East Cambridgeshire	81%	4%	62%	20%	11%	2%	2%	5%	100%
Fenland	77%	8%	61%	16%	9%	3%	5%	6%	100%
Huntingdonshire	81%	6%	58%	23%	6%	2%	4%	7%	100%
Peterborough	76%	5%	56%	20%	5%	3%	2%	15%	100%
South Cambridgeshire	77%	6%	57%	19%	9%	3%	3%	8%	100%
Live outside of the area / Unanswered	84%	5%	47%	37%	9%	2%	2%	2%	100%
Grand Total	78%	6%	57%	21%	8%	2%	3%	8%	100%

5.3: An audit committee which would monitor the Combined Authority's finances

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	242	6	182	60	18	3	3	19	285
East Cambridgeshire	118	3	106	12	7		3	5	133
Fenland	110	5	88	22	6		5	6	127
Huntingdonshire	395	17	330	65	10	7	10	30	452
Peterborough	214	4	178	36	15	3	1	41	274
South Cambridgeshire	226	4	192	34	16	1	3	18	264
Live outside of the area / Unanswered	37	-	27	10	5	0	0	1	43
Grand Total	1,342	39	1103	239	77	14	25	120	1578

Row Labels	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	85%	2%	64%	21%	6%	1%	1%	7%	100%
East Cambridgeshire	89%	2%	80%	9%	5%	0%	2%	4%	100%
Fenland	87%	4%	69%	17%	5%	0%	4%	5%	100%
Huntingdonshire	87%	4%	73%	14%	2%	2%	2%	7%	100%
Peterborough	78%	1%	65%	13%	5%	1%	0%	15%	100%
South Cambridgeshire	86%	2%	73%	13%	6%	0%	1%	7%	100%
Live outside of the area / Unanswered	86%	0%	63%	23%	12%	0%	0%	2%	100%
Grand Total	85%	2%	70%	15%	5%	1%	2%	8%	100%

5.4: Cambridgeshire and Peterborough electors being able to directly elect their mayor – through the ballot box

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	169	62	133	36	29	20	42	25	285
East Cambridgeshire	103	17	87	16	2	3	14	11	133
Fenland	97	22	83	14	3	4	18	5	127
Huntingdonshire	334	46	274	60	29	11	35	43	452
Peterborough	184	23	148	36	21	8	15	46	274
South Cambridgeshire	182	39	146	36	18	17	22	25	264
Live outside of the area / Unanswered	34	1	24	10	7	0	1	1	43
Grand Total	1,103	210	895	208	109	63	147	156	1578

Row Labels	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	59%	22%	47%	13%	10%	7%	15%	9%	100%
East Cambridgeshire	77%	13%	65%	12%	2%	2%	11%	8%	100%
Fenland	76%	17%	65%	11%	2%	3%	14%	4%	100%
Huntingdonshire	74%	10%	61%	13%	6%	2%	8%	10%	100%
Peterborough	67%	8%	54%	13%	8%	3%	5%	17%	100%
South Cambridgeshire	69%	15%	55%	14%	7%	6%	8%	9%	100%
Live outside of the area / Unanswered	79%	2%	56%	23%	16%	0%	2%	2%	100%
Grand Total	70%	13%	57%	13%	7%	4%	9%	10%	100%

5.5: The Combined Authority will be open and transparent – where it's expected that most decisions will be made in public

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	256	9	217	39	7	4	5	13	285
East Cambridgeshire	121	5	111	10	1	2	3	6	133
Fenland	116	6	95	21	3	2	4	2	127
Huntingdonshire	405	9	356	49	10	1	8	28	452
Peterborough	224	1	190	34	6	1		43	274
South Cambridgeshire	238	3	204	34	8	3		15	264
Live outside of the area / Unanswered	40	-	30	10	2	0	0	1	43
Grand Total	1,400	33	1203	197	37	13	20	108	1578

Row Labels	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	90%	3%	76%	14%	2%	1%	2%	5%	100%
East Cambridgeshire	91%	4%	83%	8%	1%	2%	2%	5%	100%
Fenland	91%	5%	75%	17%	2%	2%	3%	2%	100%
Huntingdonshire	90%	2%	79%	11%	2%	0%	2%	6%	100%
Peterborough	82%	0%	69%	12%	2%	0%	0%	16%	100%
South Cambridgeshire	90%	1%	77%	13%	3%	1%	0%	6%	100%
Live outside of the area / Unanswered	93%	0%	70%	23%	5%	0%	0%	2%	100%
Grand Total	89%	2%	76%	12%	2%	1%	1%	7%	100%

5.6: A Government assessment every five years

Row Labels	Summary Result		Full Result						
	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	139	65	95	44	48	33	32	33	285
East Cambridgeshire	101	15	71	30	9	3	12	8	133
Fenland	89	16	69	20	19	9	7	3	127
Huntingdonshire	321	38	240	81	51	22	16	42	452
Peterborough	168	19	122	46	33	5	14	54	274
South Cambridgeshire	178	29	124	54	32	18	11	25	264
Live outside of the area / Unanswered	29	6	20	9	7	3	3	1	43
Grand Total	1,025	188	741	284	199	93	95	166	1578

Row Labels	Essential / Very Important	Not Very / Not at all Important	Essential	Very important	Fairly important	Not very important	Not at all important	Don't know / Unanswered	Grand Total
Cambridge	49%	23%	33%	15%	17%	12%	11%	12%	100%
East Cambridgeshire	76%	11%	53%	23%	7%	2%	9%	6%	100%
Fenland	70%	13%	54%	16%	15%	7%	6%	2%	100%
Huntingdonshire	71%	8%	53%	18%	11%	5%	4%	9%	100%
Peterborough	61%	7%	45%	17%	12%	2%	5%	20%	100%
South Cambridgeshire	67%	11%	47%	20%	12%	7%	4%	9%	100%
Live outside of the area / Unanswered	67%	14%	47%	21%	16%	7%	7%	2%	100%
Grand Total	65%	12%	47%	18%	13%	6%	6%	11%	100%

Table Six: For each of the following, to what extent, if at all, do you support or oppose these decisions being made locally, by the Combined Authority and Mayor just described, rather than by the Government in Westminster?

6.1 Deciding how to spend funds to build new homes, including affordable homes

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	184	49	106	78	39	15	34	13	285
East Cambridgeshire	91	27	56	35	10	11	16	5	133
Fenland	85	26	52	33	14	12	14	2	127
Huntingdonshire	292	101	149	143	39	22	79	20	452
Peterborough	145	64	91	54	15	21	43	50	274
South Cambridgeshire	176	66	110	66	11	21	45	11	264
Live outside of the area / Unanswered	32	4	24	8	3	1	3	2	41
Grand Total	1,005	337	588	417	131	103	234	103	1576
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	65%	17%	37%	27%	14%	5%	12%	5%	100%
East Cambridgeshire	68%	20%	42%	26%	8%	8%	12%	4%	100%
Fenland	67%	20%	41%	26%	11%	9%	11%	2%	100%
Huntingdonshire	65%	22%	33%	32%	9%	5%	17%	4%	100%
Peterborough	53%	23%	33%	20%	5%	8%	16%	18%	100%
South Cambridgeshire	67%	25%	42%	25%	4%	8%	17%	4%	100%
Live outside of the area / Unanswered	78%	10%	59%	20%	7%	2%	7%	5%	100%
Grand Total	64%	21%	37%	26%	8%	7%	15%	7%	100%

6.2: Deciding how to spend funding on infrastructure projects, such as road and rail improvements

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	173	65	93	80	32	23	42	15	285
East Cambridgeshire	90	30	58	32	8	13	17	5	133
Fenland	94	23	63	31	7	5	18	3	127
Huntingdonshire	283	115	160	123	34	29	86	20	452
Peterborough	144	63	94	50	15	19	44	52	274
South Cambridgeshire	163	72	105	58	16	22	50	13	264
Live outside of the area / Unanswered	33	3	21	12	4	0	3	1	41
Grand Total	980	371	594	386	116	111	260	109	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	61%	23%	33%	28%	11%	8%	15%	5%	100%
East Cambridgeshire	68%	23%	44%	24%	6%	10%	13%	4%	100%
Fenland	74%	18%	50%	24%	6%	4%	14%	2%	100%
Huntingdonshire	63%	25%	35%	27%	8%	6%	19%	4%	100%
Peterborough	53%	23%	34%	18%	5%	7%	16%	19%	100%
South Cambridgeshire	62%	27%	40%	22%	6%	8%	19%	5%	100%
Live outside of the area / Unanswered	80%	7%	51%	29%	10%	0%	7%	2%	100%
Grand Total	62%	24%	38%	24%	7%	7%	16%	7%	100%

6.3: Creating a transport plan for Cambridgeshire and Peterborough that helps to coordinate road, rail and bus services

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	189	46	126	63	39	16	30	11	285
East Cambridgeshire	99	23	69	30	5	9	14	6	133
Fenland	99	17	69	30	8	3	14	3	127
Huntingdonshire	307	86	189	118	39	15	71	20	452
Peterborough	164	47	113	51	13	13	34	50	274
South Cambridgeshire	182	53	124	58	16	16	37	13	264
Live outside of the area / Unanswered	35	3	26	9	2	1	2	1	41
Grand Total	1,075	275	716	359	122	73	202	104	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	66%	16%	44%	22%	14%	6%	11%	4%	100%
East Cambridgeshire	74%	17%	52%	23%	4%	7%	11%	5%	100%
Fenland	78%	13%	54%	24%	6%	2%	11%	2%	100%
Huntingdonshire	68%	19%	42%	26%	9%	3%	16%	4%	100%
Peterborough	60%	17%	41%	19%	5%	5%	12%	18%	100%
South Cambridgeshire	69%	20%	47%	22%	6%	6%	14%	5%	100%
Live outside of the area / Unanswered	85%	7%	63%	22%	5%	2%	5%	2%	100%
Grand Total	68%	17%	45%	23%	8%	5%	13%	7%	100%

6.4: Deciding how a budget is spent to maintain roads in Cambridgeshire and Peterborough

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	176	52	93	83	43	17	35	14	285
East Cambridgeshire	96	23	61	35	8	6	17	6	133
Fenland	96	16	64	32	11	5	11	4	127
Huntingdonshire	298	95	175	123	35	21	74	24	452
Peterborough	153	47	101	52	21	13	34	53	274
South Cambridgeshire	176	58	107	69	16	19	39	14	264
Live outside of the area / Unanswered	31	5	19	12	4	2	3	1	41
Grand Total	1,026	296	620	406	138	83	213	116	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	62%	18%	33%	29%	15%	6%	12%	5%	100%
East Cambridgeshire	72%	17%	46%	26%	6%	5%	13%	5%	100%
Fenland	76%	13%	50%	25%	9%	4%	9%	3%	100%
Huntingdonshire	66%	21%	39%	27%	8%	5%	16%	5%	100%
Peterborough	56%	17%	37%	19%	8%	5%	12%	19%	100%
South Cambridgeshire	67%	22%	41%	26%	6%	7%	15%	5%	100%
Live outside of the area / Unanswered	76%	12%	46%	29%	10%	5%	7%	2%	100%
Grand Total	65%	19%	39%	26%	9%	5%	14%	7%	100%

6.5: Deciding how funding is spent on apprenticeships in Cambridgeshire and Peterborough

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	141	63	73	68	63	24	39	18	285
East Cambridgeshire	88	27	46	42	12	6	21	6	133
Fenland	79	21	46	33	21	8	13	6	127
Huntingdonshire	251	99	131	120	75	24	75	27	452
Peterborough	142	46	78	64	30	8	38	56	274
South Cambridgeshire	139	62	78	61	48	21	41	15	264
Live outside of the area / Unanswered	26	4	16	10	10	2	2	1	41
Grand Total	866	322	468	398	259	93	229	129	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	49%	22%	26%	24%	22%	8%	14%	6%	100%
East Cambridgeshire	66%	20%	35%	32%	9%	5%	16%	5%	100%
Fenland	62%	17%	36%	26%	17%	6%	10%	5%	100%
Huntingdonshire	56%	22%	29%	27%	17%	5%	17%	6%	100%
Peterborough	52%	17%	28%	23%	11%	3%	14%	20%	100%
South Cambridgeshire	53%	23%	30%	23%	18%	8%	16%	6%	100%
Live outside of the area / Unanswered	63%	10%	39%	24%	24%	5%	5%	2%	100%
Grand Total	55%	20%	30%	25%	16%	6%	15%	8%	100%

6.6: Reviewing further education in Cambridgeshire and Peterborough to help provide young people aged 16 and over with the skills that local employers need

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	151	60	72	79	58	20	40	16	285
East Cambridgeshire	94	26	51	43	8	5	21	5	133
Fenland	85	21	47	38	18	6	15	3	127
Huntingdonshire	265	105	137	128	58	31	74	24	452
Peterborough	152	46	92	60	24	10	36	52	274
South Cambridgeshire	151	62	74	77	38	18	44	13	264
Live outside of the area / Unanswered	27	4	19	8	9	2	2	1	41
Grand Total	925	324	492	433	213	92	232	114	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	53%	21%	25%	28%	20%	7%	14%	6%	100%
East Cambridgeshire	71%	20%	38%	32%	6%	4%	16%	4%	100%
Fenland	67%	17%	37%	30%	14%	5%	12%	2%	100%
Huntingdonshire	59%	23%	30%	28%	13%	7%	16%	5%	100%
Peterborough	55%	17%	34%	22%	9%	4%	13%	19%	100%
South Cambridgeshire	57%	23%	28%	29%	14%	7%	17%	5%	100%
Live outside of the area / Unanswered	66%	10%	46%	20%	22%	5%	5%	2%	100%
Grand Total	59%	21%	31%	27%	14%	6%	15%	7%	100%

6.7: Deciding how funding is spent on adult education and skills training in Cambridgeshire and Peterborough for people aged 19 and over to help produce a workforce with skills that local employers need

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	154	62	72	82	54	21	41	15	285
East Cambridgeshire	89	30	48	41	9	9	21	5	133
Fenland	86	22	47	39	16	7	15	3	127
Huntingdonshire	262	98	135	127	67	24	74	25	452
Peterborough	152	47	86	66	21	7	40	54	274
South Cambridgeshire	155	62	74	81	32	19	43	15	264
Live outside of the area / Unanswered	27	4	18	9	9	1	3	1	41
Grand Total	925	325	480	445	208	88	237	118	1576
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	54%	22%	25%	29%	19%	7%	14%	5%	100%
East Cambridgeshire	67%	23%	36%	31%	7%	7%	16%	4%	100%
Fenland	68%	17%	37%	31%	13%	6%	12%	2%	100%
Huntingdonshire	58%	22%	30%	28%	15%	5%	16%	6%	100%
Peterborough	55%	17%	31%	24%	8%	3%	15%	20%	100%
South Cambridgeshire	59%	23%	28%	31%	12%	7%	16%	6%	100%
Live outside of the area / Unanswered	66%	10%	44%	22%	22%	2%	7%	2%	100%
Grand Total	59%	21%	30%	28%	13%	6%	15%	7%	100%

6.8: Joining up health and social care services (such as elderly care) so that they better support people

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	177	52	104	73	36	16	36	20	285
East Cambridgeshire	93	28	61	32	5	7	21	7	133
Fenland	97	20	67	30	8	4	16	2	127
Huntingdonshire	293	94	188	105	38	17	77	27	452
Peterborough	156	50	118	38	13	10	40	55	274
South Cambridgeshire	170	53	108	62	26	14	39	15	264
Live outside of the area / Unanswered	31	3	20	11	6	1	2	1	41
Grand Total	1,017	300	666	351	132	69	231	127	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	62%	18%	36%	26%	13%	6%	13%	7%	100%
East Cambridgeshire	70%	21%	46%	24%	4%	5%	16%	5%	100%
Fenland	76%	16%	53%	24%	6%	3%	13%	2%	100%
Huntingdonshire	65%	21%	42%	23%	8%	4%	17%	6%	100%
Peterborough	57%	18%	43%	14%	5%	4%	15%	20%	100%
South Cambridgeshire	64%	20%	41%	23%	10%	5%	15%	6%	100%
Live outside of the area / Unanswered	76%	7%	49%	27%	15%	2%	5%	2%	100%
Grand Total	65%	19%	42%	22%	8%	4%	15%	8%	100%

6.9: Working with local councils to develop a new strategy for housing and development in line with existing local plans

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	171	47	97	74	47	18	29	20	285
East Cambridgeshire	89	27	55	34	10	8	19	7	133
Fenland	89	21	48	41	14	5	16	3	127
Huntingdonshire	274	90	147	127	59	19	71	29	452
Peterborough	147	49	86	61	23	12	37	55	274
South Cambridgeshire	174	57	92	82	20	12	45	13	264
Live outside of the area / Unanswered	34	4	26	8	2	2	2	1	41
Grand Total	978	295	551	427	175	76	219	128	1576

Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	60%	16%	34%	26%	16%	6%	10%	7%	100%
East Cambridgeshire	67%	20%	41%	26%	8%	6%	14%	5%	100%
Fenland	70%	17%	38%	32%	11%	4%	13%	2%	100%
Huntingdonshire	61%	20%	33%	28%	13%	4%	16%	6%	100%
Peterborough	54%	18%	31%	22%	8%	4%	14%	20%	100%
South Cambridgeshire	66%	22%	35%	31%	8%	5%	17%	5%	100%
Live outside of the area / Unanswered	83%	10%	63%	20%	5%	5%	5%	2%	100%
Grand Total	62%	19%	35%	27%	11%	5%	14%	8%	100%

6.10: Designing a new service to support those with a health condition or disability and the long-term unemployed back into work

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	156	56	74	82	55	14	42	18	285
East Cambridgeshire	83	30	48	35	14	10	20	6	133
Fenland	74	31	43	31	20	10	21	2	127
Huntingdonshire	244	106	128	116	70	30	76	32	452
Peterborough	135	59	84	51	23	14	45	57	274
South Cambridgeshire	133	63	74	59	47	17	46	21	264
Live outside of the area / Unanswered	24	6	15	9	10	1	5	1	41
Grand Total	849	351	466	383	239	96	255	137	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	55%	20%	26%	29%	19%	5%	15%	6%	100%
East Cambridgeshire	62%	23%	36%	26%	11%	8%	15%	5%	100%
Fenland	58%	24%	34%	24%	16%	8%	17%	2%	100%
Huntingdonshire	54%	23%	28%	26%	15%	7%	17%	7%	100%
Peterborough	49%	22%	31%	19%	8%	5%	16%	21%	100%
South Cambridgeshire	50%	24%	28%	22%	18%	6%	17%	8%	100%
Live outside of the area / Unanswered	59%	15%	37%	22%	24%	2%	12%	2%	100%
Grand Total	54%	22%	30%	24%	15%	6%	16%	9%	100%

6.11: Working with local partners as part of an integrated employment service to ensure residents have better access to the job market

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	141	53	71	70	67	16	37	24	285
East Cambridgeshire	79	26	44	35	22	6	20	6	133
Fenland	81	22	42	39	20	6	16	4	127
Huntingdonshire	247	90	128	119	89	18	72	26	452
Peterborough	140	47	88	52	32	9	38	55	274
South Cambridgeshire	146	52	61	85	49	12	40	17	264
Live outside of the area / Unanswered	24	6	19	5	10	2	4	1	41
Grand Total	858	296	453	405	289	69	227	133	1576

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	49%	19%	25%	25%	24%	6%	13%	8%	100%
East Cambridgeshire	59%	20%	33%	26%	17%	5%	15%	5%	100%
Fenland	64%	17%	33%	31%	16%	5%	13%	3%	100%
Huntingdonshire	55%	20%	28%	26%	20%	4%	16%	6%	100%
Peterborough	51%	17%	32%	19%	12%	3%	14%	20%	100%
South Cambridgeshire	55%	20%	23%	32%	19%	5%	15%	6%	100%
Live outside of the area / Unanswered	59%	15%	46%	12%	24%	5%	10%	2%	100%
Grand Total	54%	19%	29%	26%	18%	4%	14%	8%	100%

6.12: Reviewing all land and property held by the public sector and creating a list available for development in Cambridgeshire and Peterborough

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	144	77	69	75	44	34	43	20	285
East Cambridgeshire	72	32	38	34	22	7	25	7	133
Fenland	78	33	50	28	12	10	23	4	127
Huntingdonshire	248	106	131	117	69	27	79	29	452
Peterborough	139	56	85	54	26	12	44	53	274
South Cambridgeshire	154	66	74	80	31	18	48	13	264
Live outside of the area / Unanswered	29	7	18	11	4	3	4	1	41
Grand Total	864	377	465	399	208	111	266	127	1576
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	51%	27%	24%	26%	15%	12%	15%	7%	100%
East Cambridgeshire	54%	24%	29%	26%	17%	5%	19%	5%	100%
Fenland	61%	26%	39%	22%	9%	8%	18%	3%	100%
Huntingdonshire	55%	23%	29%	26%	15%	6%	17%	6%	100%
Peterborough	51%	20%	31%	20%	9%	4%	16%	19%	100%
South Cambridgeshire	58%	25%	28%	30%	12%	7%	18%	5%	100%
Live outside of the area / Unanswered	71%	17%	44%	27%	10%	7%	10%	2%	100%
Grand Total	55%	24%	30%	25%	13%	7%	17%	8%	100%

Table Seven: Government has said that it will provide Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, with a new **£20million annual fund** to improve local infrastructure (totalling £600m over 30 years) as part of a devolution deal.

To what extent, if at all, do you support or oppose Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, deciding on how to spend this infrastructure funding?

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	139	87	71	68	48	22	65	11	285
East Cambridgeshire	73	44	43	30	13	12	32	3	133
Fenland	79	38	49	30	7	15	23	3	127
Huntingdonshire	213	175	88	125	46	33	142	18	452
Peterborough	127	67	62	65	22	15	52	58	274
South Cambridgeshire	138	99	62	76	18	26	73	9	264
Live outside of the area / Unanswered	32	7	17	15	1	2	5	1	41
Grand Total	801	517	392	409	155	125	392	103	1576
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	49%	31%	25%	24%	17%	8%	23%	4%	100%
East Cambridgeshire	55%	33%	32%	23%	10%	9%	24%	2%	100%
Fenland	62%	30%	39%	24%	6%	12%	18%	2%	100%
Huntingdonshire	47%	39%	19%	28%	10%	7%	31%	4%	100%
Peterborough	46%	24%	23%	24%	8%	5%	19%	21%	100%
South Cambridgeshire	52%	38%	23%	29%	7%	10%	28%	3%	100%
Live outside of the area / Unanswered	78%	17%	41%	37%	2%	5%	12%	2%	100%
Grand Total	51%	33%	25%	26%	10%	8%	25%	7%	100%

Table Eight: Government has said it will provide Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, and the partner areas included in the deal a new **£100million housing fund** in order to build more homes across the county.

To what extent, if it all, do you support or oppose Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, deciding on how this housing fund is spent?

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	138	86	81	57	50	23	63	11	285
East Cambridgeshire	71	45	39	32	10	13	32	7	133
Fenland	69	41	39	30	13	15	26	4	127
Huntingdonshire	221	181	86	135	40	45	136	10	452
Peterborough	119	72	60	59	27	20	52	56	274
South Cambridgeshire	141	90	60	81	23	25	65	10	264
Live outside of the area / Unanswered	32	8	14	18	1	3	5	1	42
Grand Total	791	523	379	412	164	144	379	99	1577
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	48%	30%	28%	20%	18%	8%	22%	4%	100%
East Cambridgeshire	53%	34%	29%	24%	8%	10%	24%	5%	100%
Fenland	54%	32%	31%	24%	10%	12%	20%	3%	100%
Huntingdonshire	49%	40%	19%	30%	9%	10%	30%	2%	100%
Peterborough	43%	26%	22%	22%	10%	7%	19%	20%	100%
South Cambridgeshire	53%	34%	23%	31%	9%	9%	25%	4%	100%
Live outside of the area / Unanswered	76%	19%	33%	43%	2%	7%	12%	2%	100%
Grand Total	50%	33%	24%	26%	10%	9%	24%	6%	100%

Table Nine: As part of the devolution deal, Government has said it will provide the Cambridgeshire and Peterborough Combined Authority a **£70million fund** to be used to build more council rented homes **in Cambridge** because house prices are so high in the city.

To what extent, if at all, do you support or oppose this proposal?

Row Labels	Summary Result		Full Result						
	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	184	68	118	66	26	13	55	7	285
East Cambridgeshire	76	40	47	29	15	11	29	2	133
Fenland	64	44	37	27	16	16	28	3	127
Huntingdonshire	216	165	107	109	62	38	127	9	452
Peterborough	117	71	76	41	28	17	54	58	274
South Cambridgeshire	156	75	87	69	26	13	62	7	264
Live outside of the area / Unanswered	30	4	20	10	6	1	3	2	42
Grand Total	843	467	492	351	179	109	358	88	1577
Row Labels	Strongly Support / Tend to Support	Strongly Oppose / Tend to Oppose	Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know / Unanswered	Grand Total
Cambridge	65%	24%	41%	23%	9%	5%	19%	2%	100%
East Cambridgeshire	57%	30%	35%	22%	11%	8%	22%	2%	100%
Fenland	50%	35%	29%	21%	13%	13%	22%	2%	100%
Huntingdonshire	48%	37%	24%	24%	14%	8%	28%	2%	100%
Peterborough	43%	26%	28%	15%	10%	6%	20%	21%	100%
South Cambridgeshire	59%	28%	33%	26%	10%	5%	23%	3%	100%
Live outside of the area / Unanswered	71%	10%	48%	24%	14%	2%	7%	5%	100%
Grand Total	53%	30%	31%	22%	11%	7%	23%	6%	100%

Summary Demographics

Gender	%
Male	55%
Female	35%
Unanswered	10%

Age	%
16 to 24 years	2%
25 to 34 years	8%
35 to 44 years	15%
45 to 54 years	19%
55 to 64 years	22%
65 to 74 years	17%
75 years or over	3%
Unanswered	13%

Ethnicity	%
White British	77%
Other Ethnic Origin	7%
Unanswered	16%

6.7% answered 'yes' to having a disability or a limiting illness



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

Report by: Joel Carré, Head of Environmental Services

Relevant scrutiny committee: Strategy & Resources 10/10/2016
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

USE OF BODY WORN CAMERAS BY PUBLIC REALM ENFORCEMENT OFFICERS

Key Decision

1. Executive summary

Body Worn Cameras (BWCs) have been in use in the UK since 2006, and this report provides information to members on the introduction of BWC for Enforcement Officers¹ (EOs), as means of improving 'incident specific' evidence, personal safety and improving the delivery of environmental crime enforcement within Cambridge.

It is expected that the introduction of BWC will assist EOs in their duties by providing accurate, irrefutable evidence of interventions and interaction between EOs and the persons with whom they engage. This is anticipated to be of particular benefit when issuing fixed penalty notices (FPNs) on the street to persons committing environmental crime, for example leaving litter.

BWCs have the potential to significantly improve the safety of officers and the public by encouraging people to moderate their behaviour and by deterring abuse and aggression or, if necessary, by providing evidence of any abuse or aggression or misconduct that has taken place, which can then be used to support required management action.

¹ For the purposes of this report, the term "Enforcement Officers" covers both the Council's Public Realm Enforcement Officers (currently 6 FTE) and Dog Warden (currently 1 FTE)

2. Recommendations

The Executive Councillor is recommended to:

1. Note the contents of this report and agree to the implementation of the use of Body Worn Cameras by Enforcement Officers as outlined in the report from 10 October 2016.
2. Authorise the purchase of Body Worn Cameras from the Fixed Penalty Notice fund
3. Approve the Code of Practice and Operational Procedure, as set out in Appendix A and B, respectively, of this report

3. Background

- 3.1. Body Worn Cameras (BWC) have routinely been in use to capture both video and audio information by public bodies since 2006, including local authorities.
- 3.2. Studies² have shown that the use of BWC reduces abuse (physical and verbal), that officers could be exposed to and it better enables officers to perform their roles by providing a contemporaneous, irrefutable record of events. BWC are not designed to replace traditional forms of collecting evidence, such as written statements and interview, but to complement and support them.
- 3.3. Whilst EOs, to date, have not been physically assaulted, they are subjected to verbal abuse and aggressive behaviour frequently when issuing Fixed Penalty Notices (FPN's). It is estimated that approximately 75% of interactions involving the issuing of FPNs result in some degree of verbal abuse.
- 3.4. EOs perform key functions in the council's aims for making Cambridge cleaner and greener, protecting the city's unique quality of life and making Cambridge safer. Through their environmental crime function, such as enforcing against littering and the illegal dumping of waste, these aims are achieved.
- 3.5. EO work involves regular and frequent contact with the general public and business stakeholders, usually in the context of enforcing environmental law, which results in a high level of exposure to potential confrontation. Where BWC are used elsewhere it has been demonstrated that when dealing with potentially volatile situations the behaviour is far less likely to escalate to being either physically or verbally abusive when a

² Studies into the uses of body worn cameras that are referred to as part of this report are referenced in the background papers
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person is aware that they are being recorded. In line with the council policy and risk assessments officers undertake training to deal with violence and aggression, and in cases where circumstances dictate officers would seek to defuse a situation where possible or utilise existing tools such as mobile phones or radios to seek assistance from relevant agencies.

- 3.6. BWC will also improve the quality of investigation in relation to complaints and challenges to enforcement work and ensure that high levels of customer service are being delivered.
- 3.7. BWCs will be used in an 'incident specific' manner and not for general recording, for example, an entire patrol, as this would be disproportionate and would incur needlessly high levels of collateral intrusion. The BWC will only be switched to 'Record' mode and used in accordance with the Code of Practice (Appendix A) and Operational Procedure (Appendix B). Both the Code of Practice and Operational Procedure have been produced in collaboration with relevant council departments (i.e. CCTV, Legal Services and Data Protection) to ensure all legal duties and regulations (including Data Protection Act 1998, Freedom of Information Act 2000 and Human Rights Act 1998) are complied with, the proposed use of BWC is proportionate and any risk of civil liberties erosion is protected. They are also consistent with the Home Office and Police operational guidance on use of BWC in policing.
- 3.8. Where an issued FPN is disputed, any BWC recorded material can also be used to improve the process of investigating such disputes by providing clear and irrefutable evidence. Approximately 10% of FPNs issued by EOs result in a dispute or appeal being raised. In a study for Hampshire Police research found that the introduction of BWC reduced the number of complaints about officer conduct by 15%.³
- 3.9. In summary, the introduction of BWC offers the following benefits:
 - Provision of reliable evidence to the Police and council officers of assaults and abuse against EOs;
 - Investigating complaints made by members of the public. The BWCs will improve transparency and accountability in the event of complaints by providing a record of the interaction in question;
 - Protecting public safety by recording in accordance with 3.1 of the code of practice

³ Data limited to small scale study undertaken for Hampshire Constabulary
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Operational Use of Body Worn Camera

- 3.10. Operational use of BWC will be strictly in accordance with the Code of Practice and Operational Procedure.
- 3.11 BWC are designed to be overt, including a label on the device illustrating that it is a video and audio recording device. It is worn on the body by using a lanyard or clip attachment. The BWC will be 'incident specific' and not indiscriminately record an entire patrol. For the purpose of this document and associated documentation an incident is defined as:
- An engagement with a member of the public, which, in the opinion of the EO is confrontational; and where the EO believes they may be subject to physical or verbal abuse;
 - The EO is approached by a member of the public in a manner perceived as aggressive or threatening.
 - EO witnessing a littering, fly tipping, dog fouling or Punt Touting offence
- 3.12. The BWC is a video and audio recording device; one feature cannot be used without the other. The cameras will be worn by the EOs as part of their uniform.
- 3.13. The EO will make an announcement to indicate that the BWC is in use or is about to be activated (where it is safe to do so). The EO will make the announcement clearly and in a straightforward language that can be easily understood by the public. Once the incident is concluded, the EO will stop the device from recording and return it to stand-by mode.
- 3.14. EOs will have received training in all the necessary technical aspects of the BWC equipment being used, and relevant legislation, such as the Data Protection Act 1998, prior to using the equipment.

Privacy

- 3.14. The BWC Code of Practice and Operational Procedure outlines best practice guidelines and advice for using BWC and utilising the material recorded.

The Code of Practice and Operational Procedure will ensure:

- That the deployment and usage of BWC, including the process of the capture, retention, and sharing of any data, complies with relevant legislation and good practice;
- On-going compliance with any data protection good practice note, as may be released from time to time by the Information Commissioner's Office (ICO);
- That captured and retained images and sounds are suitable evidential quality;
- Footage that is not likely to be required for the investigation, or is not of evidential value, will be removed automatically from the system within a very short time - the current guidance is within 31 days from the date of the incident/recording;
- The number of staff who have access to the footage is limited to only those who require it for evidential purposes; and safeguards in place for the destruction of copies of the footage; and
- Information is stored safely and securely.

3.15. Whilst BWC technology is routinely used in environmental crime enforcement throughout the UK, it is recognised that there might be concerns regarding personal privacy issues, particularly as the device would not necessarily be identified as a camera from a distance. As such the Information Commissioner's Office (ICO) recommends that a Privacy Impact Assessment (PIA) is completed to ensure compliance with the Data Protection Act 1998 (DPA). A PIA is a process which helps to anticipate and address likely impacts of a project, and to identify solutions to minimise the risk of personal intrusion. A PIA in respect of the introduction of this technology has been undertaken and detailed in Appendix 3. The PIA will be continually updated to take into account operational changes that might emerge overtime.

3.16. The Code of Practice and Operational Procedure for the use of BWC must comply with the Data Protection Act 1998, which regulates the processing of personal data. The Freedom of Information Act 2000 provides for a general right of access to information, which is not personal data held by public bodies. The Human Rights Act 1998, Article 6 (right to a fair trial) requires recordings that might have the potential to be used in court proceedings, to be safe guarded i.e. need an audit trail. Article 8 (right to respect for private life) requires that recordings, which may potentially be private, must not go beyond what is necessary.

3.17. All captured data will be processed to comply with the Data Protection Act 1998, and adherence to ICO guidance. The council

recognises the risk of enforcement action, which could be taken under the Data Protection Act 1998 should any processing breach occur.

4. Implications

(a) Financial Implications

To meet EO operational needs and comply with BWC Code of Practice and Operational Procedure, there is a requirement to purchase eight cameras and a docking station, at an estimated cost of £3000. The purchase of this equipment will be financed by income from fixed penalty notices. There are no other set up costs.

There are also no other ongoing revenue costs associated with the use of BWC.

(b) Staffing Implications

There are no additional staffing implications, as officers are already equipped to deal with dog fouling and nuisances.

(c) Equality and Poverty Implications

An EQIA has been completed, please see attached Appendix D. The use of BWC is environmental crime incident specific and being adopted as a tool to support personal safety, and enforcement action. There is no adverse impact on Protected Groups from its adoption.

The Information Commissioner's Office (ICO) recommends that a Privacy Impact Assessment (PIA) is completed to ensure compliance with the Data Protection Act 1998 (DPA). A PIA is a process which helps to anticipate and address likely impacts of a project, and to identify solutions to minimise the risk of personal intrusion. A PIA in respect of the introduction of this technology has been undertaken.

(d) Environmental Implications

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

(e) Procurement

Costs are unlikely to fall within the procurement criteria.

(f) Consultation and communication

Consultation is not required on the introduction for BWC. The EOs who will be using BWC have been consulted and were in support of the introduction of BWC.

To communicate the introduction of BWC, successes in their use will be advertised to the city community through news releases, social and web media.

(g) **Community Safety**

There are no adverse community safety implications. It is expected that the introduction of BWC will assist EOs in their duties by providing accurate, irrefutable evidence of interventions and interaction between EOs and the persons with whom they engage. BWCs have the potential to significantly improve the safety of officers and the public by encouraging people to moderate their behaviour and by deterring abuse and aggression or, if necessary, by providing evidence of any abuse or aggression or misconduct that has taken place

5. Background papers

The following background papers were used in the preparation of this report:

- Home Office: Surveillance Camera Code of Practice https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/204775/Surveillance_Camera_Code_of_Practice_WEB.pdf
- College of Policing: [Authorised Professional Practice for Body Worn Video](http://library.college.police.uk/docs/college-of-policing/Body-worn-video-guidance-2014.pdf) <http://library.college.police.uk/docs/college-of-policing/Body-worn-video-guidance-2014.pdf> Surveillance Camera Commissioner: Code of Practice A Guide To The 12 Principles https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/368115/Leaflet_v6_WEB.pdf
- Cambridge City Council Corporate Enforcement Policy <https://www.cambridge.gov.uk/content/enforcement-policy>
- [Houses of Parliament - Parliamentary Office of Science and Technology – Body-Worn Video in UK Policing](http://researchbriefings.files.parliament.uk/documents/POST-PB-0014/POST-PB-0014.pdf) <http://researchbriefings.files.parliament.uk/documents/POST-PB-0014/POST-PB-0014.pdf>
- [Existing and Ongoing Body Worn Camera Research: Knowledge Gaps and Opportunities](http://cebcp.org/wp-content/technology/BodyWornCameraResearch.pdf) <http://cebcp.org/wp-content/technology/BodyWornCameraResearch.pdf>
- [Evaluation of the Introduction of Personal Issue Body Worn Video Cameras \(Operation Hyperion\) on the Isle of Wight, Final Report to](#)

6. Appendices

Appendix A – Code of Practice for the use of Body Worn CCTV Cameras by Cambridge City Council Enforcement Officers

Appendix B – Cambridge City Council Body Worn Camera Operational Procedure

Appendix C - Body Worn Camera for Public Realm Enforcement Officers and the Dog Warden Service - Privacy Impact Assessment

Appendix D - EQIA

7. Inspection of papers

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

Author's Name: Wendy Young

Author's Phone Number: 01223 - 458578

Author's Email: wendy.young@cambridge.gov.uk



Cambridge City Council's

Code of Practice

for the use of

Body Worn CCTV Cameras

By

**Cambridge City Council Enforcement
Officers**

THIS IS A PUBLIC DOCUMENT

Adopted: 1 August 2016
Reviewed:

1. Introduction

The aim of this Code of Practice along with the Council's Bodyworn Camera (BWC) Operational Procedure and Privacy Impact Statement to ensure that Enforcement Officers (EO's) involved in running independent CCTV systems on behalf of Cambridge City Council understand the principles which govern the operation of CCTV cameras in public spaces. This document should be read in conjunction with the Council's Body Worn CCTV Camera Operational Procedure.

The purpose of BWC's is to protect staff and the public, discourage aggressive and abusive behavior and provide evidence where required to investigate complaints or to facilitate the issuing of fixed penalty notices (FPN's) and prosecutions.

This Code of Practice sets out the framework for the Council's BWC systems and how they will be used.

The BWC systems will not be used for any other purpose than those set out in this document without prior approval of the Council Leader and Chief Executive and where appropriate consultation with the Trade Unions and other partners. This Code of Practice will be amended before any changes to it are adopted.

The day-to-day management of the BWC system will be the responsibility of the designated Responsible Officer for that system (a list is held by the Council's CCTV Manager).

2. Legislation

BWC operations are subject to legislation under:

Protections of Freedoms Act and Surveillance Camera Code of Practice 2012

The Data Protection Act 1998 (DPA).

The Human Rights Act 1998 (HRA).

The Freedom of Information Act 2000 (FOIA).

The Regulation of Investigatory Powers Act 2000 (RIPA).

2.1 This Code of Practice and Council policies, procedures and guidelines.

It is important that the operation of all Council run CCTV systems comply with these Acts and Council policies, procedures and guidelines and this Code of Practice. This is to ensure that the Council, staff running the system and the public are protected from abuses of the CCTV systems.

When clarification is required Responsible Officers should contact their Head of Service or Strategic Director, the Council's CCTV Manager, Legal Services or Human Resources Department for advice and guidance. Notes are available on the Council's Intranet to assist Responsible Officers in complying with current legislation.

The Head of Legal Services should be contacted in all cases when an external RIPA request is received.

3. Purpose Statement

3.1 It is important that staff and those charged with operating the BWC system understand exactly why the system has been introduced and what it will and will not be used for.

The key objectives of the BWC's are;

- To protect members of staff and the public.
- To discourage physical, assaults, aggressive or abusive behavior against staff.
- To deter and detect crime and anti-social behavior.
- To assist in the identification of offenders leading to their arrest and successful prosecution.
- To reduce staff's fear of crime or aggressive or violent behaviour.
- To provide evidence in cases of alleged illegal activity or in disciplinary offences. This may amount to Misconduct by members of staff.
- To help investigate breaches in Health and Safety incidents, investigate formal complaints or to resolve Grievances. Details of how and when CCTV may be used in these circumstances are covered in the Cambridge City Council CCTV Policy Document accessible here:

<https://www.cambridge.gov.uk/sites/default/files/documents/CCTV-Policy-Statement.pdf>.

BWC's will **not** be used for

- Monitoring staff or the public going about their normally daily business.
- As a management tool to observe staff in their normal working environment.
- Against members of the public making general enquires.

NOTE: In all instances where BWC are to be used and where practical EO's will inform the individual (or group) that the BWC is switched on and recording. There may be occasions when to do so would escalate the incident or put the EO in danger if such a warning was given but this should be very rare and the EO may be required to justify such an action.

3.2 Privacy

We respect and support the individual's entitlement to go about their lawful business and this is a primary consideration in the operation of a BWC system. Although there is inevitably some loss of privacy when BWC's are operational, cameras will not be used to monitor the progress of individuals in the ordinary course of lawful business in the area under surveillance. Individuals will only be continuously monitored if there is reasonable

cause to suspect an offence or serious breach of discipline has been, or may be, about to be committed and this will only be permitted by use of a RIPA authorisation.

Breaches of this section of the Code of Practice by staff may be regarded as misconduct and could lead to disciplinary action.

3.3 Cameras Awareness

BWC's are worn so that they are clearly visible and publicity will normally be given clear verbal warning that the camera is in use. This will ensure that both the maximum deterrent value is achieved and that the public are fully aware that they are being recorded. EO's will wear BWC's with signage stating that CCTV is operational and/or being recorded.

This Code of Practice is a public document and should be available to all staff on the Council's Intranet and to the public on the Council's website.

3.4 Viewing Recordings and the Provision of Evidence

Viewing will only be conducted by an authorised EO involved in the investigation of a crime, or breach in legislation in line with the Council's Bodyworn Camera Operational Guidance. The release of evidence or permission to view recordings may only be authorised by the Responsible Officer or in their absence, the Head of Service.. Where an enforcement agency requests copies of a recording, one copy is to be made but there is not requirement for the Responsible Officer to retain or produce any further copies. Recordings may only be viewed for specific, identified incidents. Under no circumstances may anyone browse recordings on the off chance of finding offences. Protocols for sharing information with other agencies will be undertaken as an Information Sharing Agreement or by requests under s29 of DPA. A record every occasion of information sharing will be kept for auditing purposes.

If the matter concerns a member of staff, this will be done in liaison between the Responsible Officer (Head of Service or Departmental Director) and the Head of Human Resources and when appropriate the Head of Legal Services.

Once authorised, arrangements will be made to enable the investigating officer to view the recordings and if necessary be issued with two copies of recorded material on suitable recordable media.

The reason for the second copy is that if it is decided to use CCTV recordings in a Council grievance or disciplinary hearing the person being investigated must be given a copy of the recordings to permit them to mount a defense. At the end of the hearing ALL copies of the recordings are to be collected by HR, held on file and destroyed once the appeals process or actions involving an Employment Tribunal have been completed.

It is critical that a full and detailed record is kept of all viewings of the systems and all instances when recordings are issued. This information must include date, time, camera number and location of the incident. The date time, name and contact details of the person viewing or removing recordings. The reason for the viewing/ issue of recordings and the person's signature. Any media containing recordings should be uniquely marked and the number recorded for ease of identification.

4. Control of Recordings

All recordings will remain the property and copyright of Cambridge City Council.

4.1 Evidential Recordings on Recording Media

A record will be made in the CCTV Register of the release of any recorded recordings to the Police or to other authorised applicants. A certificate, accepting responsibility for the recorded images will be signed before the media is allowed to be removed.

5. Potential Disciplinary Matters and Security

5.1 Tampering with cameras, monitoring or recording equipment, images or recorded data by staff may be regarded as misconduct and could lead to disciplinary action..

5.2 Any breach of this Code of Practice will be regarded as a serious matter. Staff who are in breach of this Code of Practice will be dealt with according to the City Council's disciplinary procedures.

5.3 The responsibility for guaranteeing the security of the system will rest with the Responsible Officer of the system concerned. These officers will, in the first instance, investigate all breaches or allegations of breaches of security and will report his/her findings their Head of Service and Director.

6. Complaints

Complaints about the operation of a system should be addressed to the Head of Service. Complaints will be dealt with in accordance with the City Councils formal Complaints procedure.

7. Advice and Useful Contacts

Joel Carre
Head of Environmental Services
Cambridge City Council
Mill Road Depot
Cambridge CB1 2AZ

Ext: 8201

Legal Services
Cambridge City Council
The Guildhall
Cambridge CB2-3QJ

Ext: 7401

CCTV Shared Service Manager
Huntingdonshire District Council
Eastfield House
Huntingdon
PE29 6YG

01480 388288

Tom Pickover
Enforcement Officer
Cambridge City Council
Mill Road Depot
Cambridge CB1 2AZ

Ext: 8573

Information and Data Policy
Cambridge City Council
The Guildhall
Cambridge CB2-3QJ

Ext: 7062

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Cambridge City Council

Body Worn CCTV Camera Operational Procedure

Adopted: 1 August 2016

Reviewed:

1. Introduction

1.1 This document sets out the Council's Policy and Procedural Guidelines for the use of Body worn CCTV cameras (BWC) by Council authorised Enforcement Officers (EO). It will enable EO's to comply with the relevant legislation relating to video recording and outline the associated benefits to EO's and the general public. It also documents best practice procedures with regard to legislation, integrity of data, images and video as well as its security and use.

1.2 The use of BWC can provide a number of benefits which include a deterrent to acts of aggression or verbal and physical abuse toward EO' s and the provision of evidence to support Police investigations, complaints made by the public and disciplinary investigations.

1.3 BWC forms part of an EO's Personal Protective Equipment and is provided solely for the use indicated in the Code of Practice. It will be used in an overt manner and emphasised by the wearing clear identification that it is a CCTV device. Prior to commencement of any recording, where possible, EO's will give a clear verbal warning / hand signal that recording is taking place.

1.4 The EO uses of BWC (and what they will not be used for) are set out in the accompanying Code of Practice to this document.

2. Legislation

2.1 The integrity of any video data recorded will be considered in accordance with the legislation, policies, procedures and guide lines set out in the Code of Practice. Notes on the legislation relating to the use of BWC as a form of CCTV are at Annex 'A'.

3. On Street Operational Guidance and Best Practice

3.1 Training

All EO's will receive full training in the use of BWC. This training will include practical use of equipment, on street operational guidance and best practice; when to commence and cease recording; and the legal implications of using such equipment. Records of EO's training will be stored on the EO's training record and refresher training will be provided annually. EO's will not be deployed with BWC until training has been undertaken.

3.2 Daily Use

Recordings will not commence until the EO has issued a verbal warning (if practical see Code of Practice), of their intention to turn on the BWC. The exception for circumstances where staff would not issue a warning is mentioned in section 1.3

Recordings will not be made whilst performing normal patrolling duties.

All recordings will be held securely.

Access to recordings will be restricted to authorised personnel as indicated in the Code of Practice, Legal Services and HR.

The responsibility for the security of the BWC rests with the Head of Service or Responsible Officer. If the BWC is lost, stolen or damaged it MUST be reported immediately to the Head of Service so an investigation can be mounted to minimise damage especially regarding the loss of any personal Data.

3.3 Start of Shift Procedure

All EO's will be issued with their own BWC device. At the commencement of each shift the EO will ensure that the unit is fully functioning. It will be the EO's responsibility to advise the Responsible Officer of any malfunction with the BWC. The check will also include verifying that the unit is fully charged and that the date and time displayed is correct by comparing it to the office based PC`S.

3.4 Recording

Recording must be incident specific. EO's must not indiscriminately record entire duties or patrols and must only use recording to capture video and audio of specific incidents. For the purposes of this guidance an 'incident' is defined as:

- a) An engagement with a member of the public which in the opinion of the EO is confrontational, and where the EO believes they may be subject to physical or verbal abuse.
- b) The EO is approached by a member of the public in a manner perceived as aggressive or threatening.
- c) EO witnessing a littering, fly tipping, dog fouling, Punt Touting or other form of Environmental Crime (e.g graffiti or illegal advertising) offences.

At the commencement of any recording the EO should, where possible, make a verbal announcement to indicate why recording has been activated.

The purpose of issuing a verbal warning is to allow a member of the public to modify any unacceptable confrontational or aggressive and threatening behaviour. If, at any time during an incident the EO considers that the use of the BWC or the issuing of a verbal warning, is likely to inflame a confrontational situation, the EO may use discretion to disengage from further discussion and withdraw from the incident.

A specific form of words to be used in any warning to a member of the public has not been prescribed, but an EO should use straightforward speech that can be easily understood by those present, such as:

'I am wearing a Bodyworn Camera and I am now recording '

3.5 Playback

EO's will need to be fully aware of the legal implications once digital images and audio have been recorded. To this end playback should only be at the request of an officer listed in the Code of Practice subsequently involved in the investigation of the incident. Any request to view captured video by a member of the public, will need to be made in writing to Cambridge City Council in line with the Data Protection Act's 'subject access procedure'. Evidence of identity prior to viewing must also be provided. Note access to images by the public will not be permitted in certain circumstances, see Annex 'A'.

3.6 End of Shift

EO's should ensure that any BWC footage required for evidential purposes has been correctly bookmarked and that any system records and pocket note book entries have been completed.

EO's will be responsible for ensuring all BWC have been connected correctly to the docking station to enable downloading and charging.

3.7 Storage of Data

All recorded footage will be uploaded to a secure Cambridge City Council IT system by the EO on duty in an office with restricted access.

EO's will ensure that any footage to be retained has been correctly bookmarked and that system records have been completed.

For incidents where the EO thinks a referral to another enforcement agency is necessary the Responsible Officer will review the recording and, in consultation with the EO operating the device, a decision will be made on whether referral is appropriate.

The EO will then transfer the data from the secure Cambridge City Council IT system on to a secure encrypted external hard drive and complete the Information Asset Log.

All retained data will be kept until all investigations have been completed or a prosecution has taken place. If no action is taken, recorded footage should be destroyed after 31 days.

Any other data, not required for evidential purposes, will be deleted by the EO by the next working day, Monday to Friday.

3.8 Authorised Officer's:

Head of Environmental Services.

Senior Operations Manager, Streets and Open Spaces.

Operations Manager (Community Engagement and Enforcement), Streets and Open Spaces (Responsible Officer).

Public Realm Enforcement Officers and the Dog Warden Service (EO's / Authorised Officer).

Police and other Enforcement Agencies.

Authorised Investigating Officers, HR and Legal if required.

Signed by:

Name:

Appointment:

Date:

Distribution:

Annex 'A': Notes on Legislation

Annex 'A' to Operational Procedures For Cambridge City Councils

Body Worn Cameras (BWC). Dated April 2016

Notes on Legislation affecting CCTV Operations

Reviewed July 2016.

1. There have been a number of Acts passed by Parliament, which will affect the way that CCTV systems are operated. In particular the Data Protection Act 1998, the Human Rights Act 1998, the Regulation of Investigatory Powers Act 2000, the Freedom of Information Act 2000 and the Protection of Freedoms Act 2012 and Acts relevant to other agencies.

1.1 This Annex is not an authority on these Acts but rather gives a general introduction to each of the relevant Acts and provides some guideline as to how CCTV systems should be operated to ensure they comply with the legislation. Detailed advice on the legislation should be sought from the Head of Legal Services.

1.2 **Local Authority use of RIPA.** It is important that all Council staff are aware that changes were made to Local Authorities use of RIPA. The basic rule is that RIPA may not be used by the Authority unless the offence is likely to carry a custodial sentence of 6 months or more and is approved by a Magistrate. Any consideration of a Council instigated RIPA operation **MUST** be discussed with the head of Legal Services before any action is taken. The Council's policy on use of RIPA is available on the Intranet.

2. **The Data Protection Act 1998 (DPA)**

2.1 The Act relates to data processing of all types. CCTV images recorded by CCTV cameras fall within the Act. As a result our CCTV systems have been registered with the Information Commissioner.

2.2 Cambridge City Council's BWC's will be clearly marked with a sign that is of a suitable size so that people can easily read it. The sign is there to inform people that a BWC is being worn and is operational.

2.3 The Information Commissioner has set out eight principles to ensure that CCTV systems meet the requirements of the DPA. These are:

- All personal data will be obtained and processed fairly and lawfully.

- Personal data will be held only for the purposes specified.
- Personal data will be used only for the purposes, and disclosed only to the people, shown within the Council's Code of Practice and Operational Manual.
- Only personal data will be held which are adequate, relevant and not excessive in relation to which the data is held.
- Steps will be taken to ensure that personal data are accurate and where necessary, kept up to date.
- Personal data will be held for no longer than is necessary.
- Individuals will be allowed access to the information held about them and, where appropriate, permitted to correct or erase it.
- Procedures will be implemented to put in place security measures to prevent unauthorised or accidental access to, alteration, disclosure, or loss and destruction of, information.

2.4 To ensure compliance with the Data Protection Act, Cambridge City Council's CCTV systems are subject to the Council's Policy Statement, Code of Practice and systems Operational Manuals to ensure that the following rules are observed:

- All recorded images will be of good quality and factually correct.
- All discs/ tapes will be marked with a unique serial number.
- Only authorised personnel will be permitted to view images.
- Only trained and authorised Council staff will be permitted to operate the CCTV equipment.
- Browsing of images for potential incidents will not be permitted.
- The investigating officer will be required to sign for any images removed from the CCTV system so that a clear audit trail of evidence is maintained.
- All images recorded on the CCTV system and not required for investigation will be destroyed or over written approximately 31 days after recording.
- Images may be retained longer than 31 days but only at the request of an enforcement agency or Investigating Officer to continue an investigation.

- All recording media will be kept secured at all times.
- The Responsible Officer will be responsible for the security of the images held in each location.
- The location of all recording media must be known at all times.
- Recording quality will be audited monthly.
- All images recorded by the CCTV cameras will have the date, time and the location of the camera providing the images clearly superimposed on them.
- All equipment within the CCTV system including cameras, recorders and monitors will be checked regularly and faults reported and repaired as quickly as possible.
- Authorised staff will not view private areas except under the conditions set out in section 4 of this Annex.
- Staff will only monitor individuals whom they believe have committed or are about to commit an offence.
- Staff will not use the cameras to follow individuals because of their sex, colour, race, dress or appearance. Nor will they stereotype members of the public.
- No images of any kind produced by Cambridge City Council's CCTV systems will be released for commercial or entertainment purposes.
- No recordings or still images will be produced for any other purpose than the achievement of the aims and objectives set out in the systems Code of Practice.

2.5 A person may request a viewing of images they believe the BWC CCTV system has of them or a copy of the images by contacting Cambridge City Council's Information and Data Policy Officer on **01223-457062**. They will then be supplied with a Data Access Request Form, which must be filled in, in all parts, and returned to the Information Management Officer.

2.6 The Responsible Officer on receipt of the request will isolate the relevant image and, providing the following criteria are met, will comply with the request within forty days. The criteria are:

- The application form has been fully completed.
- Information is provided to confirm details of the individual.

- Sufficient information has been supplied to locate the relevant recording i.e. date, time, location, description of individual and their activity.
- The necessary administrative fee has been paid.
- The written request is received within 28 days of the image being recorded.

2.7 The Responsible Officer may not comply with the request in the following circumstances:

- If images of third parties are also in the frame and their permission for disclosure cannot be obtained.
- If the request is considered to be unreasonable or vexatious.
- If the images are in connection with a potential crime and evidence of an incident may be investigated or is under investigation by an enforcement agency or an internal investigation. The responsibility for disclosure in cases involving enforcement agencies rests with them and not with Cambridge City Council.

3. The Human Rights Act 1998 (HRA)

3.1 The Human Rights Act into force in 2000. The Act gives “further effect to the rights and freedoms guaranteed under the European Convention on Human Rights”.

3.2 The HRA does not bring any new rights or criminal offences, but the Act does bring existing rights into force as part of UK domestic law, which will enable people in the UK to have cases dealt with in UK courts rather than having to take them to Europe for a ruling as was the case before this Act was passed. The Act also gives public authorities (Cambridge City Council) a legal duty to act compatibly with the Convention rights.

3.3 Some of the rights under this Act are ‘Qualified rights’. These are rights that may be interfered with or restricted by the state if the activity threatens national security, public safety or health or to deter or detect crime etc. However these rights can only be restricted if the need for that restriction can be shown to be **Proportionate, Legal, Appropriate** and is **Necessary (PLAN)**.

3.4 The Responsible Officer is responsible for ensuring that the BWC CCTV system does not infringe individual’s rights under the HRA. They along with other Cambridge City Council Managers will be responsible for challenging any infringements it is being asked to assist in imposing by other agencies (through surveillance under RIPA, see section 4 below), by

challenging any request it receives and by applying PLAN to any such restriction and obtaining satisfactory justifications to any such requests.

3.5 The Articles, which will have a direct impact on the operation of Cambridge City Council's BWC CCTV systems, are:

- a. **Article 6: RIGHT TO A FAIR TRIAL**. When gathering, processing and producing evidence it must be done so legally in line with the DPA and the HRA. EO's must bear in mind that the evidence being produced can be used to prove innocence as well as guilt. Although it is an Enforcement Agencies responsibility for disclosure of evidence. EO's must ensure that other enforcement agencies are made aware of all the cameras used whilst monitoring an incident. It is for the enforcement agencies to decide what is or is not relevant evidence and not the EO.

EO's must ensure that all details concerning the production and issue of any evidence captured by BWC's are accurately recorded.

- b. **Article 8: RIGHT TO RESPECT FOR PRIVATE AND FAMILY LIFE**. It is recognised that everyone has the right to respect for their private and family life, their home and their correspondence. Except for the prevention of disorder or crime and for the protection of the rights and freedoms of others. Cambridge City Council's BWC system has been set up with clearly defined objectives, which are shown in full in the Cambridge City Council's BWC Policy Document and in individual systems Codes of Practice.

The systems clearly recognises people's 'right to privacy' by ensuring all its Operators are properly trained, that there are clear guidelines in the BWC Operational Manuals and Codes of Practice and that regular audits of the system are carried out.

Although general observations will be maintained EO's operating BWC's will not follow individual members of staff or the public except when an offence has been committed or in the judgment of the Operator is about to be committed.

Any images captured by BWC's will be held for a maximum of 31 days and then destroyed except when an investigating officer requires the evidence to be retained for investigation or prosecution. No BWC images will be released for commercial or entertainment purposes.

- c. **Article 10: FREEDOM OF EXPRESSION**. This article carries with it duties and responsibilities by the people who wish to exercise these freedoms. Therefore EO's operating BWC's will only monitor such events in the interest of public safety, the prevention of disorder or crime, to protect the rights of others and to assist in enforcing any lawful restrictions placed on any such activity.

- d. **Article 11: FREEDOM OF ASSEMBLY AND ASSOCIATION.**
Everyone has the right to peaceful assembly and freedom of association. EO's will only monitor these events in the interest of public safety, the prevention of disorder or crime, the protection of the rights and freedoms of others and to assist in enforcing the lawful restrictions placed on any such event.
- e. **Article 14: PROHIBITION OF DISCRIMINATION.**
Cambridge City Council has very clear policies on discrimination. All EO's must be aware of the Council's policies. In addition, all EO's will attend extra anti-discrimination training. No EO will monitor an individual because of their sex, race, colour, dress, appearance or monitor individuals by stereo typing them in any way.

3.6 All EO's must understand that they have a clear responsibility as the operators of the system to assist Cambridge City Council in its duty to uphold the HRA. EO's should do nothing that is likely to breach the HRA. If any EO's find themselves in a position where they are unclear as to how they should respond, they are to contact the systems Responsible Officer, the Council's CCTV Manager or the Legal Services for guidance.

4. The Regulation of Investigatory Powers Act 2000 (RIPA)

4.1 This section should be read in conjunction with the **Procedure guide to the use of covert surveillance and 'covert human intelligence sources' Jan 2015**, which is on the Council's Intranet Site.

4.2 The Regulation of Investigatory Powers Act received Royal Assent in July 2000. The aim of the Act is to ensure that the investigatory powers of the intelligence service, police and the military, local authorities and others are used in accordance with human rights. The Act provides a basis for authorisation and use by organisations of 'surveillance' (including BWC) and regulates the techniques employed and safeguards the public from invasions of privacy.

4.3 This Act can be used for surveillance in the following categories:

- a. In the interests of national security.
- b. To prevent or detect crime or prevent disorder.
- c. For the economic well-being of the United Kingdom.
- d. In the interest of public safety.
- e. For the purpose protecting public health.

- f. Assessing or collecting of any tax, duty or levy.
- g. For any other purpose ordered by the Secretary of State.
- h. For Local Authorities: For the purpose of preventing or detecting serious crime where the offence under investigation carries a custodial sentence of six months or more.

4.4 The Act does not cover the use of overt BWC systems, as staff and members of the public are aware that such systems exist and are a means of detecting and deterring crime. Using BWC for evidence gathering in the event of an offence do not need to be authorised under RIPA. However, pre-planned, covert operations to follow known individuals, target premises or specific vehicles, which involve the use of BWC, may need authorisation.

4.5 The Act deals with 'covert surveillance', which is defined as: "Observations, which are carried out by, or with, surveillance devices". Surveillance will be covert where it is carried out in a manner calculated to ensure that the person or persons subject to the surveillance are unaware that it is, or may be, taking place. Covert surveillance is divided into two types, 'direct' and 'intrusive'

a. **Direct Surveillance** is covert but not intrusive and is undertaken:

- (i). For a specific investigation or a specific operation;
- (ii). In such a manner as is likely to result in obtaining private information about a person; and
- (iii). Otherwise than by way of an immediate response to events or circumstances, which would not allow time for authorisation to be obtained under this section (26) to carry out surveillance.

b. **Intrusive Surveillance** which is not carried out by Cambridge City Council's BWC system, is covert surveillance that:

- (i). Is carried out in any residential premises or any private vehicle and;
- (ii). Involves the presence of an individual or a surveillance device on the premises or in the vehicle.

4.6 No 'covert' operation will be undertaken by Cambridge City Council's BWC systems unless an authorisation form specifying the use of the BWC system is produced by the relevant agency requesting assistance to enable CCTV to assess its involvement in the operation and gather details for its records which should include details of:

- the serial number and operation code name;

- the name and rank/position of the authorising officer and their contact details;
 - the start date and duration of the operation. Finish date and any extensions to the operation;
 - the target of the operation and;
 - what the EO's BWC systems involvement will be in the operation.
- 4.7** All requests for pre-planned surveillance operations are to be directed to the systems Responsible Officer who will then follow the procedures set out in paragraph 4.1. In the event of the Responsible Officer being absent, the request should be passed to the Head of Service or Director for permission for the CCTV system to be used in the operation.
- 4.8** Authorising Officers from the police will normally be a Superintendent or above and they may authorise operations for up to three months. In an emergency, an Inspector may authorise the surveillance request but the operation may only last for seventy-two hours unless written counter-authorisation is received from a Superintendent or above.
- 4.9** Authorising Officers from the City Council are identified in the document in paragraph 3.8 above and other organisations will be at the level stipulated in the Act.
- 4.10** All City Council staff should be alert to so called experts from other agencies claiming that an operation does not require RIPA authorisation. The trigger for your concern should be any pre-planned operation involving identified individuals, vehicles or buildings. Staff must not allow themselves to be bounced by these experts but discuss the issue with the Head of Legal Services.
- 4.11** To enable officers to assess under PLAN whether they should assist in a RIPA operation, they must be given sufficient information about the operation by the requesting authority. In the Surveillance Commissioner's view if that authority claims that the information is too sensitive to share, then BWC is probably not the right way to mount the operation and the request should be refused.
- 5. The Freedom of Information Act 2000 (FOIA)**
- 5.1** The Freedom of Information Act (FOI) was passed in 2000 and was Fully implemented in 2005. The Act provides a general right of access to all recorded information (including BWC images) held by public bodies without significant formality or inquiry into the motives of the applicant and at subsidised cost.
- 5.2** Rights granted under the Act provides that any person making a

request for information to a public authority is entitled to be informed in writing by the public authority whether it holds information of the description specified in the request and if that is the case, to have that information communicated to them.

- 5.3** Under the Act the definition of ‘information’ means information recorded in any form and is fully retrospective. It includes personal and non-personal information.
- 5.4** Under the FOI Act it is a criminal offence to alter, deface, erase, destroy or conceal any record held by the council, with the intention of preventing the disclosure of all, or part, of the information to which the applicant would have been entitled.
- 5.5** Applications for information may come from individuals or legal entities such as a company. Applicants do not have to mention any Acts nor do they have to give a reason for their application when applying for information but requests for information must be in writing in the form of an Access Request Application Form. If the request involves images of third parties, this will amount to ‘Personal Data’ and must be dealt with under the DPA.
- 5.6** The FOI Act should not unduly affect EO’s using BWC. Their current dealings with and passage of information between partners will continue. However any requests for information from applicants outside these partnerships should not be dealt with by EO’s using BWC but must be passed onto the City Council’s Performance Analyst who has responsibility for dealing with Access Request Applications.
- 5.7** If an applicant is not satisfied with the way their application has been dealt with, they may make a complaint using the Council’s complaints procedure or they may contact the Information Commissioner direct.

6. The Protection of Freedoms Act 2012.

- 6.1** The Protection of Freedoms Act was introduced to further protect people’s rights and to further protect them from intrusion by public bodies.
- 6.2** The Surveillance Camera Commissioners Code of Practice (COP) provides guidance in the use of Surveillance (CCTV) Cameras and Automatic Number Plate Recognition Cameras (ANPR) but does not replace statutory obligations on operators or users set out in other existing legislation.
- 6.3** The Act covers the use of surveillance cameras by ‘Relevant Authorities’ such as Cambridge City Council but does not cover privately owned or operated CCTV systems (retail, home or other users) but those owners are encouraged to adopt the **Guiding Principles** set out below in the interests of ‘**Best Practice**’.

6.4 The Surveillance Camera Commissioners has set out **12 Guiding Principles** to be adopted by operators and users to help them comply with the Act. These principles are:

1. Use of Surveillance camera systems must always be for a specific purpose, which is in pursuit of a legitimate aim and necessary to meet an identified, pressing need.
2. The use of a surveillance camera system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.
3. There must be as much transparency in the use of surveillance camera systems as possible, including a published contact point for access to information and complaints.
4. There must be clear responsibility and accountability for all surveillance camera system activities including images and information collection, held and used.
5. Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.
6. No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be deleted once its purpose has been discharged.
7. Access to retained images and information should be restricted and here must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.
8. Surveillance camera system operators should consider any approved operational, technical and competency standards relevant to the system and its purpose and work to meet and maintain those standards.
9. Surveillance camera systems images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.
10. There should be effective reviews and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.
11. When the use of a surveillance camera system is in pursuit of a legitimate aim and a pressing need, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.

- 12.** Any information used to support a surveillance camera system, which matches against a reference database for matching purposes should be accurate and kept up to date.

- 6.5** A more detailed explanation of each of the **Guiding Principles** (above) is shown in the Surveillance Camera Commissioner's COP which is available in full on the CCTV website along with a **Privacy Impact Assessment Book**. It is recommended that all those responsible for CCTV systems read these documents and the **Information Commissioners COP**, which is also available on this site.



Name of project: Body Worn Camera for Public Realm Enforcement Officers and the Dog Warden Service	Name of officer: Tom Pickover
Department: Streets and Open Spaces	Date form completed: 1 August 2016
Review date:	Reviewing officer:

This form is designed to help you carry out a Privacy Impact Assessment (PIA).

A PIA is a risk assessment helps to assess privacy risks to individuals in the collection, use and disclosure of personal information. This is carried out as part of our compliance with the Data Protection Act and associated guidance from the Information Commissioner. The PIA will enable you to identify whether your project or system is likely to have an impact on the security of such information.

Using a PIA early in a project will help identify potential problems so you can address them and take additional steps to protect information where needed.

The Information Commissioner has published a Code of Practice on conducting PIAs.

Reference.	Question	Answer	Notes
1	Information Systems		
1.1	Have you identified an Information Asset Owner, and if so, who is it?	Wendy Young, Operations Manager (Responsible Officer).	
1.2	Is the system being supplied and/or supported by a third party, and if so, how will their access to personal information in the	Support and software supplied by XYZ	Companies who maintain systems may have to connect remotely in order to fix problems, apply upgrades etc.
1.3	If information will be processed by a third party, is there, or will there be, a contract in place?	N/A.	A contract is a basic requirement for all processing
1.4	If information will be processed by a third party, is there, or will there be, an agreement which defines how they will protect the information?	N/A.	Consider not only day-to-day processing but one-off requirements such as data scanning and conversion.
1.5	If a computer system is being hosted by a third party, is the data being held within the EEA or in a country where the arrangements have been assessed as being adequate?	N/A - The system is locally hosted on CCC systems	Data Protection Act 1988, eighth principle. Data held outside the European Economic Area requires assessment.
1.6	If a system is replacing something else, what is happening to the old system or paper?	This is an entirely new system.	Secure archiving, storage or disposal may be required.
1.7	Does the system use identity management for citizens or other users, involving the authentication of the user through a token or other means? If so, have any concerns been fully investigated?	N/A.	Automatic user recognition carries the potential for data loss through mistaken identification, and also for significant public concern over this.
1.8	Does the system use new technologies of which the user may be suspicious, and if so, have sufficient time and resources been allocated to addressing this and allaying any concerns?	Staff using this system to undertake training and to be consulted on impacts of using the system.	E.g. smart cards, RFID tags, biometrics, GPS and locators, image and video recording, and profiling. Technology which can be seen as intrusive generate public concern, and are a project risk.



Reference.	Question	Answer	Notes
2	Information Systems		
2.1	If information will be held on paper (including prior to data entry) are the storage and disposal arrangements sufficiently secure?	Yes.	Include consideration of office arrangements whilst documents are waiting or being processed.
2.2	If paper documents are being scanned into a system, is this done by the Post Room and then held securely? If not, has the risk of them being inadmissible in court been assessed?	N/A.	If documents may be needed in court proceedings we must scan and hold them in a way which preserves their integrity to the court's satisfaction.
2.3	Will there be any adverse changes to the way records are handled, such as their version control, retention or archiving?	No – Records will be handled in accordance with the operational procedure and adhere to the advanced safeguards in place.	records-management-main-page.
2.4	Does the new system hold documents in a document management system, and if so, is any adjustment needed to the file plans?	No.	The file plan needs to reflect the document types in use and to what extent they are available

Reference.	Question	Answer	Notes
3	Security		
3.1	Is the system protected from unauthorised access through the council's network?	The system is Password Protected. Any retained information will be kept on encrypted external hard drives kept in secure conditions.	Consider system access controls and permissions on files and folders. Consult Business Improvement and/or ITSD.
3.2	Is the system protected from unauthorised access through Internet?	Yes – The system will be protected through Cambridge City Council's computer system's security.	Consider whether external access is through a secure route, PSN etc.
3.3	Is the system adequately protected from accidental loss of information (database, paper, backups etc.)?	Yes - Images will be stored on a securely stored external hard drive. Images will be backed up on another securely stored external hard drive stored at a separate location. All hard drives will be kept securely in evidence rooms, and access will be logged to prevent unauthorised access/removal from office.	Consider when backups are taken and how much work will need to be re-done in the event of a loss.
3.4	If the system can be accessed remotely, are measures to protect sensitive information adequate and do they meet the requirements of the IT Policy?	N/A.	Consider whether data can be transferred to remote computers or sensitive documents kept at home.
3.5	How will you ensure that staff using the system are adequately trained in both the system itself and in information security, and that this training is kept up to date and refreshed?	All system users will have received training in system use and data protection/security. Training will be recorded centrally and refresher training will be provided to staff annually.	Consider both existing and new staff.
3.6	Are there sufficient controls over who can administer and use the system, and will administrators be suitably authorised and trained?	Yes - Only the Public Realm Enforcement and the Dog Warden service will have access to the system.	Consider whether administration is done by IT Service Delivery or the user department, access controls etc.

Reference.	Question	Answer	Notes
4	Personal data handling		
4.1	Will personal data be handled in a different way, that could mean it is linked to or matched with other data, requiring a review of how it is protected?	Personal data will be held in line with CCC's Data Protection Policy.	Data Protection Policy
4.2	If personal data will be handled in a different way, is the justification for doing that completely clear?	N/A.	Users are more likely to accept new or revised processes if they can see the benefits. Vague justifications such as 'for security reasons' are unlikely to suffice.
4.3	Are you satisfied that Cambridge City Council will be able to meet its obligations in respect of file access requests?	Yes - Subject Access and information sharing with other agencies is detailed in the operational procedure.	Subject Access Requests are part of the Data Protection Act 1998 (section 7)
4.4	Will the system attach a person's identity to information which would previously have been anonymous? If so has the potential for loss of privacy been investigated?	No.	If data has previously been used in an anonymous way, any conversion to identifiable data will cause privacy concerns.
4.5	If the system holds sensitive personal data which merits special protection, have checks been made to ensure that this protection is present and consistent?	N/A.	Section 2 of the DPA identifies categories of sensitive personal data including racial & ethnic origin, political opinions, religion, union membership, health, sexual life, offences and court proceedings.
4.6	If the system holds information about vulnerable people, have suitable measures been taken to protect that information?	N/A.	The impact of the loss of information about vulnerable people is sufficient to warrant additional protection and checks.

Reference.	Question	Answer	Notes
5	Multiple organisations and systems		
5.1	If Cambridge City Council is not the Data Controller and Data Processor for the information, is it clearly agreed and documented who carries out these roles?	N/A.	See the Data Protection Act 1998 .
5.2	If the system will use any data from other councils or organisations, are the necessary information sharing arrangements in place and documented?	N/A.	Information Sharing Agreements are used to define the parameters under which information can be shared. Information sharing pages
5.3	If the data will be used in different parts of the council, are you satisfied that it is only being used for the purposes for which it was originally collected?	Yes - There will be times when information is shared internally between different departments. The sharing of this data will be in line with the original purpose or in the exercising of data subjects rights.	Data Protection Act 1998 – 2nd principle. Information sharing pages
5.4	Have arrangements been made for routine transfers of information to be carried out securely, and if so, how will this be done?	Yes – Secure transfer of recordings will be made by the EO to CCC IT systems and copies backed up on encrypted external hard drives. Any other data, not required for evidential purposes, will be deleted by the EO by the next working day.	Standard email and internet services between organisations must be regarded as insecure. Security covers loss, corruption and unauthorised access. See Transferring Information
5.5	Could the linking of information across different systems make data become accessible when it should remain protected? If so, are you satisfied that adequate measures are in place to protect the data?	N/A.	The trend towards joined up services could mean that staff in one team gains access to information about a person that they have no right to see, for example tax arrears or parking issues.
5.1	If Cambridge City Council is not the Data Controller and Data Processor for the information, is it clearly agreed and documented who carries out these roles?	N/A.	See the Data Protection Act 1998 .



Reference.	Question	Answer	Notes
6	Data Quality		
6.1	Have arrangements been made to assure the quality of the information being added to the system, both at take-on and daily?	Yes - To ensure compliance with the Data Protection Act, CCC's BWC CCTV systems are subject to the Council's Operational Procedure, Code of Practice and Privacy Impact Statement.	This is addressed in s2.5 of Annex A and section 3 of the Operational Procedure. Suitable measures can include validation routines, spelling checks, verification and sign-off of data.
6.2	Will processes be in place to ensure that there are no inconsistencies with data held in other systems, whether manual or otherwise?	Yes - The system will provide unique metadata for each recording.	It is good practice to hold data only once if possible, and access it as required. Transparency and open data CityNet Information Governance Policy CityNet
7	Information governance		
7.1	Are you satisfied that the information held will still be accessible when required to answer Freedom of Information (FOI) requests and data subjects rights under DPA such as Subject Access.	All details of saved data are contained in the Information Asset Log, including officer number, date and location of incident. Data will only be retained until investigations have taken place or prosecutions completed. All other data will be deleted immediately.	Timely responses to requests are required by law (Freedom of Information Act 2000)
7.2	Have arrangements been made where appropriate to produce information for publication under Open Data requirements?	Data is not suitable for publication under Open Data.	This information is published on the web site on the Open data: Transparency in local government Cambridge City Council
7.3	Will there be any changes to the publication scheme as a result of this project?	No.	The publication scheme lists the information that we publish, or intend to publish, routinely. Doing this is a good way to avoid FOI requests.



Cambridge City Council Equality Impact Assessment



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

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

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

Use of body worn cameras by Public Realm Enforcement Officers (this encompasses the City Council's Public Realm Enforcement Officers (currently 6 FTE) and Dog Wardens (currently 2 FTE))

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

Body Worn Cameras (BWC) have routinely been in use to capture both video and audio information in the UK since 2006.

Studies have shown that the use of BWC reduces abuse (physical and verbal), that officers could be exposed to and it better enables officers to perform their roles by providing a contemporaneous, irrefutable record of events.

Whilst EOs, to date, have not been physically assaulted they are subjected to verbal abuse and aggressive behaviour frequently when issuing Fixed Penalty Notices (FPN's). It is estimated that approximately 75% of interactions involving the issuing of FPNs result in some degree of verbal abuse.

Enforcement Officers perform key functions in pursuit of the Council's aims for making Cambridge cleaner and greener, protecting the city's unique quality of life and making Cambridge safer. Through the work they undertake with environmental crime, such as enforcing against littering and the illegal dumping of waste these aims are achieved.

Enforcement Officer work involves regular and frequent contact with the general public and business stakeholders, usually in the context of enforcing environmental law. This results in a high level of exposure to potential confrontation. It is envisaged that when dealing with potentially volatile situations, behaviour is far less likely to escalate to be either physically or verbally abusive when a person is aware that they are being recorded.

BWC will also improve the quality of investigation in relation to complaints and challenges to enforcement work and ensure that high levels of customer service are being delivered.

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

- Residents
- Visitors
- Staff

A specific client group or groups (please state):

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

- New
- Revised
- Existing

5. Responsible directorate and service

Directorate: Environment

Service: Streets and Open Spaces Operations

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)

Data for this characteristic is not held.

(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)

Data for this characteristic is not held.

(c) Gender

Data for this characteristic is not held..

(d) Pregnancy and maternity

Data for this characteristic is not held..

(e) Transgender (including gender re-assignment)

Data for this characteristic is not held.

(f) Marriage and Civil Partnership

Data for this characteristic is not held.

(g) Race or Ethnicity

Data for this characteristic is not held.

(h) Religion or Belief

Data for this characteristic is not held.

(i) Sexual Orientation

Data for this characteristic is not held.

(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 for any of the above characteristics is not held, so it is not possible to quantify / consider how specific groups might or might not be affected in Cambridge. The use of BWC is environmental crime incident specific and being adopted as a tool to support personal safety, and enforcement action. There is no adverse impact on Protected Groups from its adoption.

All enforcement action is undertaken in accordance with the council's [Corporate Enforcement Policy](#).

Whilst BWC technology is routinely used in environmental crime enforcement throughout the UK, it is recognised that there might be concerns regarding personal privacy issues, particularly as the device would not necessarily be identified as a camera from a distance. As such, the Information Commissioner's Office (ICO) recommends that a Privacy Impact Assessment (PIA) is completed to ensure compliance with the Data Protection Act 1998 (DPA). A PIA is a process which helps to anticipate and address likely impacts of a project, and to identify solutions to minimise the risk of personal intrusion. A PIA in respect of the introduction of this technology has been undertaken. The PIA will be continually updated to take into account operational changes that might emerge overtime.

The Code of Practice and Operational Procedure for the use of BWC must comply with the following legislation:

- Data Protection Act 1998, which regulates the processing of personal data.
- Freedom of Information Act 2000, which provides for a general right of access to information, which is not personal data held by public bodies.
- Human Rights Act 1998, Article 6 (right to a fair trial), which requires recordings that might have the potential to be used in court proceedings, to be safe guarded i.e. need an audit trail. Article 8 (right to respect for private life) requires that recordings, which may potentially be private, must not go beyond what is necessary.

All captured data will be processed to comply with the Data Protection Act 1998, and adherence to ICO guidance. The council recognises the risk of enforcement action, which could be taken under the Data Protection Act 1998 should any processing breach occur.

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

All communication by the Streets and Open Spaces Operations team is undertaken in accordance with the Council's [Service Standards](#), which details what customers can expect of us.

9. Conclusions and Next Steps

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

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

10. Sign off

Name and job title of assessment lead officer: Wendy Young, Operations Manager
(Community Engagement and Enforcement)

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

Date of completion: 5 September 2016

Date of next review of the assessment:

Action Plan

Equality Impact Assessment title:

Date of completion:

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

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

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

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

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

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

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

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

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

Other factors that may lead to inequality	
Details of possible disadvantage or negative impact	
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: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert

Report by: Strategic Director

Relevant scrutiny committee: Strategy & Resources
10/10/2016
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

SHARED INTERNAL AUDIT SERVICES

Key Decision

1. Executive summary

- 1.1 Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) have agreed to work in partnership to deliver shared services and have agreed general principles to underpin the approach.
- 1.2 This report provides the business case to establish a Shared Audit Service (SAS) between the Councils and details the activity to create it.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To approve the Business Case and delegate authority to the Strategic Director to make decisions and to take steps which are necessary, conducive or incidental to the establishment of the SAS in accordance with the business case.

3. Background

- 3.1 The business case for the establishment of the SAS can be found at Appendix A to this report. The rationale for its establishment is that it

will provide the opportunity to deliver a more resilient and responsive service resulting in:

- Improved audit coverage that is of high quality.
- Increased productivity
- Improved career opportunities for staff
- Increased potential for audit services to be offered commercially

3.2 It is proposed that SCDC will act as the employing authority for the SAS; its scope is solely internal audit services.

3.3 A new joint lead post will be created to lead the implementation of the SAS. The SAS will be created by the TUPE transfer of 9 staff from HDC (4), CCC (5) to SCDC; this is proposed to happen in 2017/18 once the new joint lead is in post. The opening staffing level of the SAS will be 10. A review will then be undertaken of the rest of the staffing structure.

3.4 The SAS would have an opening staffing budget of circa £425k combining the 16/17 staffing budgets for each of the 3 current audit service operations. The ratio of the budget contribution at start up is CCC 47%, SCDC 13%, and HDC 40%. This ratio forms the basis of saving distribution and additional cost incurred, if any, such as redundancy, pay protection etc.

3.5 Savings of £51.9k have been targeted for 17/18; the equivalent of a reduction of 11% of the net revenue budget, the City Council's share of the savings is £24k.

3.6 Set up costs of £25k have been identified; the City Council's contribution will be £11k which will be funded from its Transformation Fund.

3.7 The work to develop the attached business case has been undertaken by a project group consisting of audit staff from each of the three Councils.

3.8 The work of the SAS will be driven by its Audit Plan (AP) agreed with the three client Councils. The AP will identify what has to be delivered and establish the means for measuring and assuring its performance. CCC will act as a client of its services. The AP will be agreed on an annual basis. With regard to the City Council's element this will be via the usual process, that being, by approval of the Civic Affairs Committee. The AP will be a key element of the operational plan for the SAS.

4. Implications

(a) Financial Implications

The SAS has a minimum saving target of 11% of net revenue budget.

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

SCDC will become the Lead Authority for the SAS. As such, identified Audit staff in HDC and CCC will transfer under TUPE to SCDC on the go-live date. Formal consultation with staff, Unions (and in addition Staff Council at HDC) will take place during October / November in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new Senior Audit Manager post.

(c) Equality and Poverty Implications

An Equalities Impact Assessment (EQIA) has been carried out. The EQIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

(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

None

(f) Consultation and Communication

This will be conducted in accordance with the Councils agreed policy.

(g) Community Safety

This will be conducted in accordance with the Council's agreed policy.

5. Background papers

Strategy and Resources Shared Services Report – 20 October 2014.

6. Appendices

Appendix A – Shared Audit Service Business Case
Equalities Impact Assessment

7. Inspection of papers

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

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V5



Business Case and Proposal

Formation of an Internal Audit Service for Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council

1.0 Executive Summary

- 1.1 Cambridge City Council ('CCC'), Huntingdonshire District Council ('HDC') and South Cambridgeshire District Council ('SCDC') – collectively known as 3Cs - have agreed the principle of working in partnership to deliver a range of shared services. This report sets out proposals for delivering a full, professional shared Internal Audit Service (IAS) across the three Councils that will meet the statutory requirements of the Public Sector Internal Audit Standards (PSIAS).
- 1.2 Internal audit has a vital role to play in helping Councils manage effectively through the challenges they face by ensuring that governance, risk management and control arrangements remain effective. To do this successfully, internal audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage.
- 1.3 There were two main drivers behind the decision to consider reviewing the options available for improving the delivery of the IAS. These were:
1. HDC, CCC and SCDC desire to have new joint role to lead the shared Internal Audit Service across the 3Cs.
 2. Bringing together the professional discipline of internal audit into one team, provides the opportunity to deliver a more resilient and responsive service that would allow internal audit work to be carried out seamlessly and without barriers across the 3Cs.

The Aims of the new service are:-

1. Improved audit coverage that is of a high quality
 2. Increased productivity
 3. Career structures for staff with better long-term personal development opportunities
 4. The ability to audit, without boundaries, any of the current shared services.
 5. The ability to become commercial and offer services to other organisations
- 1.4 This proposal recommends that the 3Cs create a shared IAS. The service would operate and be governed in accordance with the principles that the 3Cs have already agreed for the Phase 1 shared services, including the appointment of a new joint lead role (the working title for this role is the Chief Internal Auditor (CIA)) and the transfer of internal audit staff to one employing authority.
- 1.5 The shared IAS would deliver revenue financial savings of £51.9k in the first year (11% of the 2016/17 budget) through only employing one CIA. The three shared services that have already been introduced have been required to deliver 15% savings. To achieve this figure across the internal audit, budgets would require further savings of £19.3k. In the last five years internal audit budgets across all three Councils have been reduced by £121k (20%). The option for future year's savings will be explored once the audit requirements and the budgets for future years have been established.

In addition there will be capital set up costs to cover ICT and relocation costs of £25K in year one as a one off cost.

- 1.6 A shared IAS would have a larger pool of auditors available to work across the 3C's, providing additional resilience to cover holidays, training and any sickness.
- 1.7 Through working across more than one Council, the options for auditors to develop and use specialist skills will increase. Initiatives can be developed at one Council and then rolled out to all. The new CIA will have the ability to call upon a wider skills and knowledge base. This is particularly important at SCDC who employ only one auditor, who is required to undertake the majority of internal audit reviews.
- 1.8 The three current internal audit teams are experienced and have good customer satisfaction levels. They have been kept informed of the proposals for a shared internal audit service and have all had the opportunity to comment on this Business Case and have specifically contributed to the development of the Vision Statement.

2.0 Proposal

- 2.1 A professional, independent and objective IAS is recognised by the 3Cs as a key element of good governance. The requirement for Councils to maintain appropriate and effective internal audit arrangements is set out in the Accounts and Audit Regulations 2015¹.
- 2.2 The 3Cs currently employ 8.5 full time equivalent (fte) internal audit staff. (In addition to the fte numbers noted in the table below, specialist computer audit services are obtained from the private sector).

	Total	Head of Audit	Audit & Risk Manager	Auditors
CCC	4.4	0.4		4.0
HDC	2.9	0.0	1.0	1.9
SCDC	1.2	0.2		1.0
	8.5	0.6	1.0	6.9

- 2.3 Whilst HDC employ their own 1.0fte Audit and Risk Manager, a 0.6fte service lead is provided to CCC and SCDC under an agreement with Peterborough City Council. The combined cost of audit management across the three authorities for 2016/17 is £120.1k. Employing a single CIA across the three authorities would deliver a saving of £51.9k and fulfil one of the two main criteria for establishing a shared service. This saving is equivalent to 11% of the new combined service budget for 2016/17. In subsequent year's productivity gains and the removal of non-audit tasks will be looked at for additional savings. A copy of relevant organisational charts for each Council is shown in Appendix 1.
- 2.4 The three current internal audit teams have been managed in different ways and performance standards differ across the three teams. This has resulted in them having differing productivity levels (audit days delivered/fte). Whilst SCDC and

¹ Accounts and Audit Regulations 2015 state that 'A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account Public Sector Internal Auditing Standards (PSIAS) or guidance'.

HDC exceed the Shire District average as reported in the CIPFA 2013/14 internal audit benchmarking study, CCC do not. Meeting the Shire District average (of 173 days/fte) will see an increase of some 80 days across the shared service, the equivalent of an additional 0.3fte. Allowing for the introduction of new working practices, this should be achievable within two years of the shared service operating.

- 2.5 To meet the aims set out above, it is proposed that a single internal audit service be formed (SIAS). This will require the recruitment of the new CIA to lead the SIAS. Once the new joint post has been successfully filled then a Transfer of Undertakings (Protection of Employment), (TUPE) will take place in respect of those staff who currently work in Internal Audit teams. The individuals will transfer to the employing authority (South Cambridgeshire District Council) to form a new single team
- 2.6 In addition, private sector specialists BDO Public Sector Internal Audit will supplement the in-house internal audit service by providing 70 computer internal audit days per year through to 2018/19.
- 2.7 The new CIA role would be responsible for leading a shared internal audit service that would have free access to review any services or activities undertaken by each Council whether collectively or individually. They would have no other operational responsibilities. This requirement would be reflected in the Internal Audit Charter. The key service deliverable is to provide assurance on each Council's control environment, comprising the systems of governance, risk management and internal control – this will include:
- preparation and delivery of annual audit plans to each Council that are reflective of their strategic plans and objectives and the risks to their achievement
 - providing an annual opinion statement on the adequacy and effectiveness of the Council's control environment and which may be used as a key assurance source when drafting the Annual Governance Statement
 - communicating with stakeholders in a timely and appropriate manner the results of work undertaken
 - considering whether operational and management arrangements are delivering the most economical, effective and efficient use of resources
 - providing support and advice as required to managers on new developments, policy initiatives, programmes and projects as well as emerging risks
- 2.8 The Audit and Risk Manager at HDC is responsible for not only the internal audit service but also overseeing risk management and insurance services. The risk and insurance service areas will be transferred to another HDC Officer prior to the commencement of the shared service.
- 2.9 The other main non-audit duties that are currently performed by each of the three teams accounted for 80 days in 2015/16 and are listed below. Each Council has reviewed these tasks and confirmed they will be re allocated to other teams at no additional cost. This will create some free capacity which will be reviewed following the creation of the audit plans for 17/18

	CCC	HDC	SCDC
National Fraud Initiative	40	7	23
Preparation of Annual Governance Statement	5	5	--
Total days	45	12	23

3.0 Delivery options considered

3.1 Six options have been identified and assessed at a high level. These were:

- 1 The three services remain independent but work together on selected audits.
- 2 Develop a shared service as per Phase 1 (Legal, Building Control, IT) of the 3C shared service arrangement.
- 3 Co-sourcing (Option 2 above but with one or more of a range of specialist services procured from the private sector).
- 4 Expand option 2/3 with the inclusion of Peterborough City Council.
- 5 Outsource the service to the private sector.
- 6 Join an existing partnership.

3.2 The shortlisted options were assessed and reported to the 3C Shared Services Leaders' Group meeting in both November 2015 and February 2016. Following the February meeting it was agreed that a business case detailing the benefits of Option 2/3 should be prepared.

3.3 The other four options were rejected on various grounds including cost, resilience, capacity and staff implications.

4.0 Existing internal audit provision

4.1 Each Council maintains an in-house IAS. HDC employ their own Audit and Risk Manager whilst both CCC and SCDC obtain this service (0.6FTE) from Peterborough City Council (PCC) at a cost of £51.9k for 2016/17.

4.2 Excluding the lead auditor provided by PCC to CCC and SCDC, 7.9 fte auditors are employed. In addition, HDC obtain specialist computer audit services from an external supplier under contract – this is equivalent to a further 0.3fte.

Staffing costs

4.3 The 2017/18 budget (excluding the lead auditor provided by PCC to CCC/SCDC) for the three services is £423.5k. 97% of the service budget relates to staff costs, which includes staff salaries, professional training and development and computer audit costs.

	<i>FTE incl. computer audit</i>	Total budget £	Staff costs £	<i>FTE excl. computer audit</i>	Other costs £	Computer audit £
CCC	4.0	187,170	180,360	4.0	6,810	
HDC	3.1	195,350	163,230	2.9	7,120	25,000
SCDC	1.0	41,040	39,990	1.0	1,050	
Total	8.1	423,560	383,580	7.9	14,980	25,000
% of total budget			91%		3%	6%

5.0 Internal Audit Resourcing

- 5.1 The number of staff employed by each Council varies. There is no nationally agreed minimum or benchmark figure that can be used to judge whether the current auditor fte numbers are set at an appropriate level or not.
- 5.2 The business case makes the assumption that the number of auditors employed is appropriate. This is because the Public Sector Internal Auditing Standards (PSIAS) requires the CIA to prepare an annual audit plan that takes into account the requirement to produce an annual internal audit opinion. In determining annual internal audit coverage, PSIAS requires that if the CIA believes that the level of agreed resources will impact adversely on the provision of their annual internal audit opinion, then the consequences must be brought to the attention of the Audit Committee. No such concerns were reported to any of the 3Cs Audit Committees in respect of the audit plans for 2014/15 or 2015/16.
- 5.3 The current staffing structures (excluding PCC lead auditor) provides for 1,338 days (excluding contracted IT audit) to be delivered across the 3Cs during 2016/17.

2016/17 – Time allocation

	Total
Total days	2,065
Less: Non-productive time	455
Management & admin	272
Audit plan days	1,338

There are differences in non-productive time (e.g. annual leave, sickness, training, dealing with risk and insurance matters) and management and administrative time (e.g. team and section meetings, budget management, operational planning, staffing and recruitment issues) across the three audit teams which are reflective of the differing team sizes and the differing tasks that each audit team allocate to these areas through their own time recording processes.

- 5.4 A target will be set to reduce by March 2019, the total amount of time spent on management and administrative duties by 80 days so as a minimum, the 2013/14 CIPFA Shire District benchmarking average of 173 productive days/fte is achieved. As overall productivity increases across the 3Cs staffing levels savings will be reviewed.

- 5.5 It is proposed that for 2017/18 the number of audit days to be delivered at each authority will be at least that approved in the current 2016/17 plans. The audits will be delivered by any auditor employed within the shared service.
- 5.6 Apart from reducing the lead auditor resource at CCC and SCDC as a consequence of Peterborough City Council not wishing to be party to the shared service, there is no expectation of any further reduction in fte's across the new service in year 1 but efficiencies will be looked for in future years initially by natural churn.

6.0 Benefits to be realised

- 6.1 A shared IAS should bring clear benefits to the 3Cs over and above the cost savings. The aims for the service are:
- A staff resource that can be deployed more flexibly, with better ability to cope with vacancies and / or ad hoc work;
 - the opportunity to share operational knowledge to assist in the reduction of average costs per audit day;
 - increasing the sharing of best practice and access to a larger pool of specialist knowledge;
 - economies of scale e.g. training, resourcing specialist skills such as IT and contract audit and specialist fraud expertise;
 - keeping unproductive time to a minimum;
 - providing for flexible deployment if and when necessary, and allowing staff to build up specialist knowledge of the council(s) they are working within;
 - providing better opportunities for staff to further careers within the internal audit function; and
 - savings through efficiencies and increased utilisation.

These benefits will be measured through the business plan and performance monitoring

- 6.2 The PSIAS were introduced in April 2013 and require each authority to be subject to an external independent review at least once every five years. HDC had their external assessment in 2014 which concluded that it was effective in delivering credible assurance to stakeholders, improved the management of risks and corporate governance arrangements and supported the achievement of corporate objectives. Neither CCC nor SCDC have been reviewed in the same way. Consequently the shared service will require an external independent assessment by March 2018. If the IAS is found not to be in compliance with the PSIAS, it is very likely that any bids for external work would be unsuccessful as conformance with PSIAS is a pre-bid approval requirement in many cases. Once the shared service is working effectively and working in accordance with the PSIAS, then the opportunity for it to become more entrepreneurial will be reconsidered.

7.0 Vision for the future

7.1 The following Vision statement identifies the desired future outcomes for the shared service.

Vision – to be valued as an integral part of the business by providing high quality assurance, acting as a catalyst for change and advocating improvements to risk management, control and governance processes.

Objectives	Be a fully integrated commercial internal audit service across the 3Cs	Deliver robust assurance on risk managm't, control and governance processes	Be proactive, flexible, future-focused and innovative	Communicate in a clear, easy to understand and timely way	An attractive place to work
Principles	<p>One team.</p> <p>Alignment of audit plans & processes.</p> <p>Clear performance targets.</p>	<p>Audit plans aligned with the strategies, objectives, and risks of the authority.</p>	<p>Audit plans responsive to speed of developments.</p> <p>Increase in collaboration and systems development.</p> <p>Be trusted advisors.</p>	<p>Encourage customer input prior to, during and after work undertaken.</p> <p>Report in the most appropriate manner.</p>	<p>Develop people's contributions for the benefit of the team and the individual.</p> <p>Flexible, home and remote working</p>
Activity	<p>Review of structure.</p> <p>One audit plan across the 3Cs.</p> <p>Auditors work at any of the 3Cs.</p> <p>New audit manual & audit software.</p>	<p>Regular meetings with senior management to develop client relationships.</p> <p>Identify assurance gaps.</p>	<p>Undertake audits focused on specific & immediate risks.</p> <p>Promote best practice and new ideas (e.g. continuous auditing).</p> <p>Marketing the benefits that can be gained.</p>	<p>Report actions aligned to risk appetite.</p> <p>Redesign audit report format.</p> <p>Interim reporting to drive change.</p>	<p>Focused staff development and training.</p> <p>Agile working – to meet the clients' needs.</p>
Outcome	<p>Standard and consistent processes. PSIAS compliance.</p> <p>Auditors work to same goals & targets.</p> <p>Knowledge sharing amongst auditors and with managers.</p>	<p>Annual opinion report.</p> <p>Suggest ways to add value to service outcomes across 3Cs.</p>	<p>Real and immediate contribution to Council developments and initiatives.</p> <p>Provide timely advice when requested.</p>	<p>Influence and bring about meaningful change.</p> <p>Full and quick response to reports from managers.</p> <p>Educated client.</p>	<p>Motivated and engaged staff.</p> <p>Increased productivity.</p>

7.2 The Vision Statement has been shared and discussed with all of the internal audit staff and the management teams at each Council and been subject to review and challenge. It is supported by the three Chief Executives.

8.0 Meeting customer expectations

Management

8.1 One of the most important elements of an effective IAS is the need to deliver a service that meets customer expectations. The Vision already contains a number of customer service components (e.g. engaging management throughout the audit process, regular meetings with senior management). A challenge for the CIA will be to quickly understand the expectations of each of the 3Cs Management Teams and to introduce a formal and cohesive engagement programme so that the Vision can be delivered.

8.2 The CIA will strive to obtain a consensus of approach across the 3Cs towards the delivery of key internal audit tasks, including:

- the involvement of managers (and audit committees) in developing the internal audit annual plan to ensure that it is relevant and consistent with each Council's corporate plan, objectives and risks and directs audit effort to the most appropriate areas;
- agreeing procedures for keeping internal audit informed of emerging issues, risks and priorities so that the audit plan can be amended throughout the year and audit resources refocused;
- agreeing the timetable for the delivery of individual audits so that disruption to business operations is minimised;
- introducing one reporting format (including discussing different reporting formats, such as powerpoint reports or one-page summary reports, that could significantly speed up the reporting cycle) and one set of assurance and recommendation definitions;
- reaching an understanding on the definition of 'timely' and developing processes to meet that time frame;
- consulting effectively prior to new developments and initiatives being introduced so that the IAS can contribute ideas and advice on an ongoing basis; and
- building a relationship with the intelligent client at each Council to facilitate audit planning, the conduct of audits and provide periodic updates on the status of previously agreed audit recommendations.

The benefits that regular contact with customers will bring to the IAS include:

- providing insights that will help to improve internal audit planning, prioritising of activities, and reporting;
- educating customers on the role that internal audit can and should play;
- demonstrating how internal audit adds value;
- marketing the contribution of an effective IAS and the benefits to be gained;
- building relationships that are based on cooperation, collaboration and mutual respect; and
- trusting the CIA to 'tell it as it is' by reporting without fear or favour.

Whilst the responsibility for understanding the expectations of the customer will mainly be the responsibility of the CIA, all internal auditors will be expected to contribute to the achievement of the aims listed above.

- 8.3 One of the most important elements of meeting customer expectations is achieved by ensuring the audit reports deliver practical, constructive and actionable recommendations that are supported by robust evidence and findings. This is achieved by ensuring internal auditors adhere to professional standards and that their work is appropriately supervised and reviewed so as to monitor progress, assess work quality and coach staff. To ensure the CIA can maintain oversight of the work that is being performed across three sites, whilst still allowing auditors to work flexibly and in an agile manner, it is proposed to hold discussions with 3C IT shared service colleagues to investigate the options for a audit working paper and reporting system.

Set up Costs

- 8.4 There are a number of one off capital costs which need to be included in the first year's budget to cover the set-up of the service, relevant estimates are:

	£000
Accommodation moves and changes	5
Mobile working ICT	7
Case management system	13
Total	25

- 8.5 If there was a redundancy situation, these costs would be shared in accordance with the protocol agreed between the 3Cs for non-Head of Service posts. Further, costs relating to travel between sites would be managed in line with those of the other 3Cs shared service operations.

Audit Committee

- 8.6 Elected Members are also a key customer for the IAS. Each Council is required to conform with the PSIAS – which requires the appointment of a CIA and a Board (Audit Committee) to which the CIA reports.
- 8.7 It is proposed that the Civic Affairs Committee at CCC, the Audit and Corporate Governance Committee at SCDC and the Corporate Governance Committee at HDC will fulfil the Board responsibilities as set out within PSIAS.
- 8.8 The work of internal audit is carried out primarily for the benefit of the Board and the Management Team at each Council. For the Board, the CIAs annual report is likely to be a significant assurance source in assisting them discharge their responsibilities. This is because the CIA, in accordance with the PSIAS, has a responsibility to provide an annual opinion on the overall adequacy and effectiveness of the organisation's governance, risk management and control processes. It should also be noted that the role of Responsible Financial Officer (Section 151) places considerable reliance on the role of internal audit, including a view in respect of the key financial controls that underpin the accounts and the administration of the Councils affairs

8.9 The CIA will report to the Board as required by the PSIAS. The issues to be reported include:

- the Internal Audit Charter;
- the risk based internal audit plan and significant changes to the plan;
- the internal audit budget and resource plan; and
- the CIA annual opinion and report and periodic reports that detail the performance of internal audit, conformance with PSIAS, key findings, significant issues of concern, audit recommendations outstanding and the results of both internal and external quality assurance assessments.

8.10 The CIA will communicate and interact directly with the Board, so as to safeguard their position in remaining free from interference in determining the scope, performance and the communication of findings from work undertaken. Furthermore, the CIA will have free and unfettered access to the Chair of each Board.

8.11 The CIA will also support each Boards development by sharing good practice or new initiatives introduced elsewhere or by organising training.

9.0 Risks

9.1 Any new service delivery model creates a specific set of risks over and above the 'business as usual' risks. The shared Internal Audit Service risks that will need to be managed in the pre and post implementation phase are set out below:

Risk	Mitigation
1. Through concentrating on setting up the new service, the audit teams do not deliver the 2016/17 audit plan or those of its first year (2017/18).	<p>Clearly explain to PCC CIA what is required to be delivered by 31 March 2017 in respect of the CCC and SCDC audit plan.</p> <p>Prior to the commencement of the new service, appoint a CIA for the shared service who will prepare and agree with the RFO's a development programme covering the first year.</p> <p>Identify and manage 'business as usual' risks.</p> <p>Keep staff motivated through selling the benefits of the new service.</p> <p>Audit Committees amend the audit plans for 2016/17 to allow auditors time to contribute to developments and assist the CIA with setting up the new service. 2017/18 plans also include a similar time allowance.</p>
2. Resistance from team members to change.	<p><i>Pre new service:</i> Engagement/consultation with the staff concerned. Reassure them on job security.</p>
3. Auditors unhappy with the new service and	<p>Ensure the process is completed quickly and</p>

Risk	Mitigation
<p>leave; qualified and experienced replacements unable to be recruited.</p>	<p>staff have confidence in the new arrangements. Staff take ownership of designing new processes and are engaged in the change process.</p> <p><i>Post new service:</i> Continued engagement/consultation on changes being introduced.</p>
<p>4. Failure to deliver increased productivity.</p>	<p>Performance management targets introduced for all auditors linked to annual appraisal mechanisms.</p> <p>Undertake comparative benchmarking in 2018/19 (based on first year of operation) and if necessary, introduce changes to working practices.</p> <p>Introduce audit management software that allows the auditors to work across all 3 Councils and for file reviews to be completed remotely.</p> <p>Introduce a management information system that enables both performance to be monitored and the early identification of issues, so allowing CIA to take remedial action.</p>
<p>5. The reputation of the new service may be harmed if auditors/auditees or Managers do not see any immediate improvements or different approaches to the way in which the service is delivered.</p>	<p>CIA meets managers prior to the new service starting and explains the changes/savings that will be delivered and within what time period.</p> <p>CIA meets frequently with managers to allow them to share and resolve their concerns.</p>
<p>6. Auditor rotation across the 3 Councils highlights the differing skill & competency levels and Managers complain about the standard of audits being delivered from the new service.</p>	<p>A skills audit is undertaken within the first three months of the new service being established and training plans developed for all auditors. The CIA introduces a quality review process to ensure that all work undertaken is to appropriate standards.</p> <p>CIA engagement with Managers during initially set-up and transition phase.</p> <p>End of audit survey forms issued and results reviewed by CIA. Discussions with Managers in all cases to understand and address reasons</p>

Risk**Mitigation**

response falls below 'quality' threshold.

- | | |
|---|---|
| 7. Two Council's feel that they are losing direct control of their internal audit service by delegating its functions to one Council and consequently make frequent demands for additional work to be undertaken. | CIA to meet regular with 'intelligent client' at each Council.

One Internal Audit Charter to be introduced that will set out the range of work that the shared service will undertake. The CIA will introduce a method for prioritising work demands and agreeing changes to the audit plan with the 'intelligent client'. |
| 8. IT and other support services are not available or are inadequate to support agile working, threaten the opportunity for productivity gains and disrupt delivery of the audit plan. | Learn the lessons from the Phase 1 shared services who have already faced and resolved similar risk issues.

Investment in the necessary start up IT costs

Engagement with IT and support services throughout the implementation phase. |

10.0 Governance and decision-making processes

10.1 The same governance principles and decision-making processes that have already been agreed by the three Councils for the Phase 1 shared services will apply to the Internal Audit shared service.

10.2 In addition, the following is proposed for the Internal Audit Shared Service:

- The CIA be line managed by the Deputy Responsible Financial Officer of the employing authority.
- The CIA shall remain independent and be solely responsible for managing the Internal Audit Service.
- One Internal Audit Charter covering internal audit responsibilities across the 3Cs will be prepared, reviewed annually and approved by the Audit Committee at each authority. The Charter will provide a framework for the conduct of Internal Audit across the 3Cs.

11.0 Key performance indicators

- 11.1 Setting key performance indicators for the service will assist in driving forward performance.

It is envisaged that one set of common indicators will be introduced that will meet the requirements of the 3Cs. The indicators will be agreed between the CIA, the 'intelligent client' at each authority and their respective Audit Committee.

In addition to reporting the indicators to Members via the Audit Committee process, they will also be reported quarterly to the Shared Services Management Board.

12.1 Managing the Shared Service

- 12.1 It is proposed that the shared service will be managed by a new joint lead role. They will be responsible for the delivery of the Internal Audit Service to the 3Cs in accordance with the PSIAS.

13.0 Timetable

- 13.1 Following consultation with managers at each Council, a Business Plan will be developed that will deliver the benefits outlined within this Business Case. It is expected that the shared audit service will operate from April 2017; this may be delayed to July 2017 if there is a need to externally recruit a CIA.

- 13.2 An outline implementation plan is shown at Appendix 3. The key elements of the plan include:

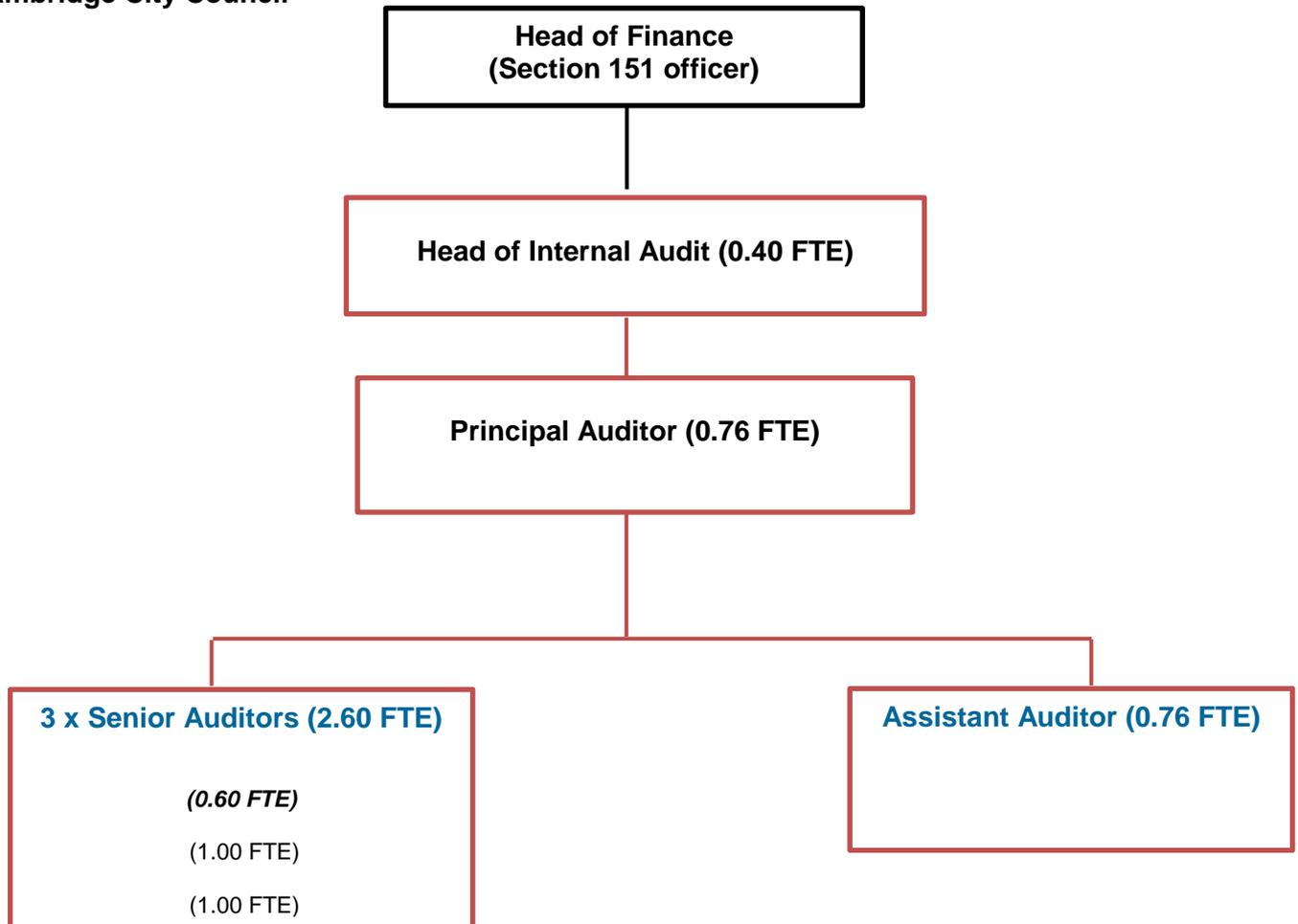
- It is anticipated that the Business Case will be discussed within the Member forum at each Council during October and November 2016.
- Formal consultation with staff, Unions/Staff Council will take place during November/December 2016 in accordance with each Councils consultation policy.

Appendix

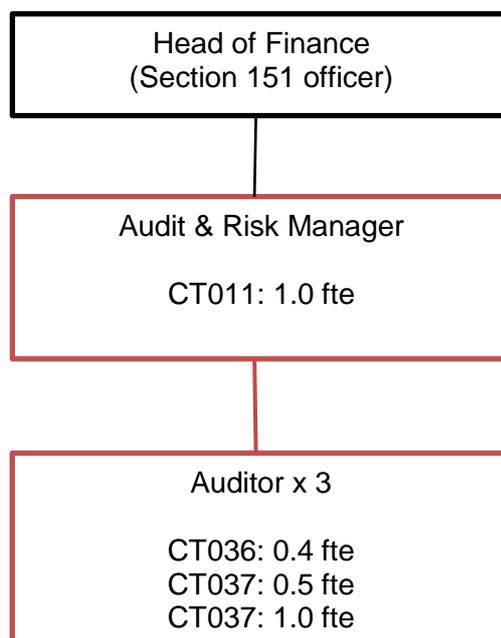
- 1 Organisational Charts
- 2 Budget details
- 3 Timetable for implementation

Organisational Charts

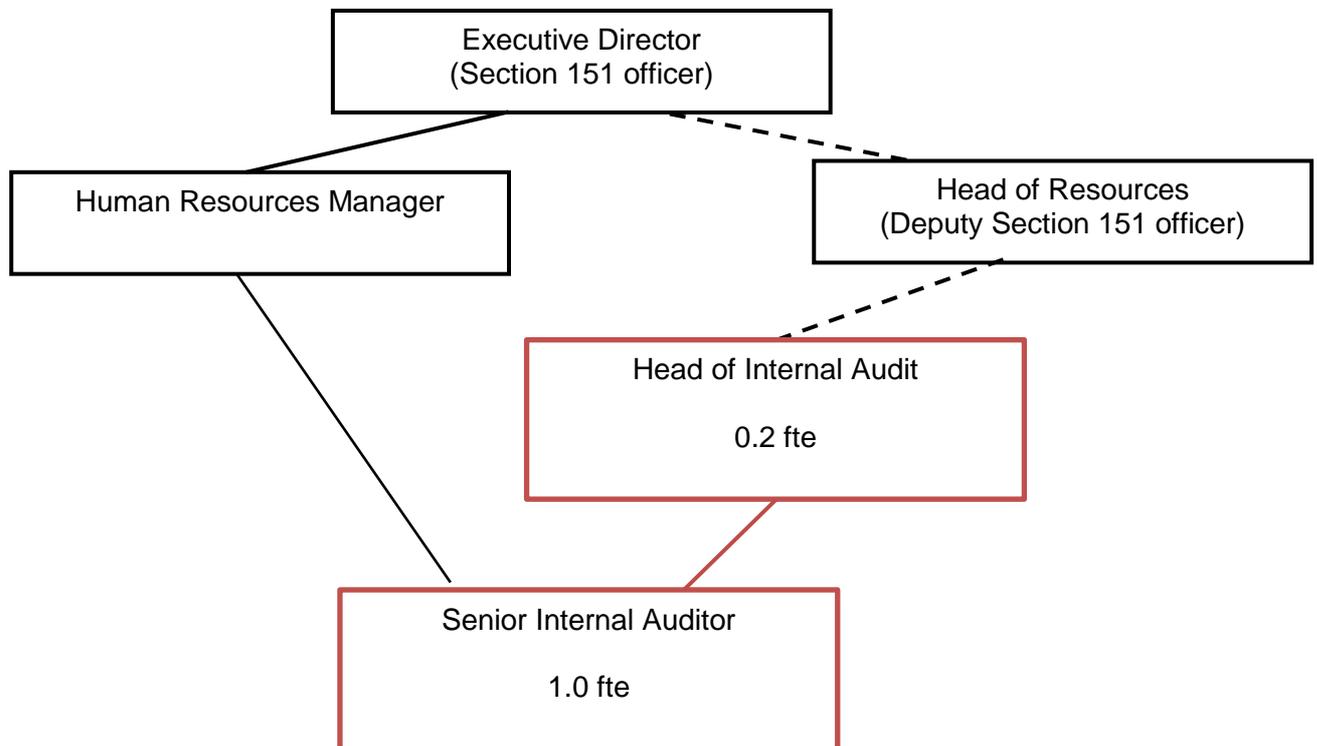
Cambridge City Council



Huntingdonshire District Council



Organisational Charts
South Cambridgeshire District Council



Internal Audit Service Budgets

Total Internal Audit Service budgets

	2012/13	2013/14	2014/15	2015/16	2016/17	Shared service 2017/18
	£	£	£	£	£	£
CCC	280,050	279,200	218,380	213,720	222,110	199,158
HDC	233,879	238,469	217,834	197,304	195,350	171,395
SCDC	82,750	77,950	54,500	56,510	58,040	53,007
TOTAL	596,679	595,619	490,714	467,534	475,500	423,560
Savings achieved 12/13 – 16/17					£ 121,179	
					20%	
Shared service savings 16/17 – 17/18						£ 51,940
						11%

The three tables below show the budgets per Council

Table 1
Cambridge City Council

	2012/13	2013/14	2014/15	2015/16	2016/17	Shared service 2017/18
	£	£	£	£	£	£
Employee costs						
HolA costs	40,980	42,170	36,890	33,960	34,940	11,988
Salaries	226,390	224,180	168,380	168,920	175,340	175,340
Training	1,960	1,920	1,970	3,240	5,020	5,020
Supplies & Services	10,420	10,630	10,840	7,300	6,510	6,510
Transport	300	300	300	300	300	300
TOTAL	280,050	279,200	218,380	213,720	222,110	199,158
Savings achieved 12/13 – 16/17					£ 57,940	
					21%	
Shared service savings 16/17 – 17/18						£24,256
						12%

Internal Audit Service Budgets

Table 2

Huntingdonshire District Council

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£	£	£	£	£	£
Employee costs						
Salaries	130,981	132,794	142,710	142,284	161,330	137,375
Hired staff	39,558	35,114	35,992	21,000	0	0
IT audit (contractor)	47,636	56,125	25,333	25,000	25,000	25,000
Training	7,184	6,064	5,815	1,900	1,900	1,900
Supplies & Services	6,738	6,542	6,113	6,120	6,120	6,120
Transport	1,782	1,830	1,871	1,000	1,000	1,000
TOTAL	233,879	238,469	217,834	197,304	195,350	171,395
Savings achieved 12/13 – 16/17					£ 38,529	
					16%	
Shared service savings 16/17 – 17/18						£ 21,337
						12%

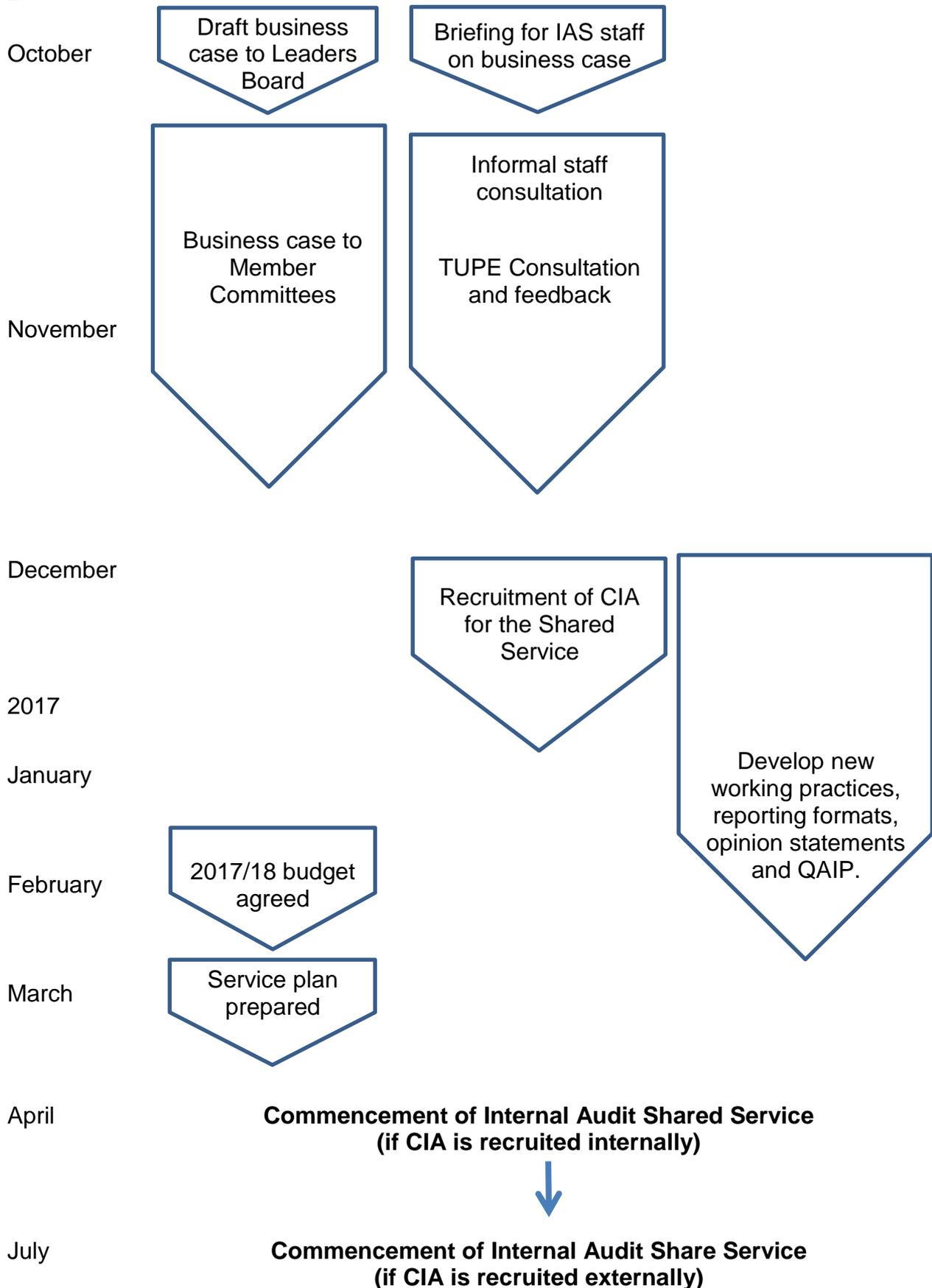
Table 3

South Cambridgeshire District Council

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£	£	£	£	£	£
Employee costs						
External contractor	82,750	77,950				
HolA costs			17,000	17,000	17,000	11,967
Salaries			36,200	37,710	39,290	39,290
Training			1,000	700	700	700
Supplies & Services			200	700	850	850
Transport			100	400	200	200
TOTAL	82,750	77,950	54,500	56,510	58,040	53,007
Savings achieved 12/13 – 16/17					£ 24,710	
					30%	
Shared service savings 16/17 – 17/18						£ 6,336
						12%

Timetable for implementation

Appendix 3
2016



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To: Executive Councillor for Finance and Resources:
Councillor Richard Robertson

Report by: Alistair Wilson - Streets and Open Space
Development Manager

Relevant scrutiny
committee: Strategy & Resources Scrutiny 10/10/2016
Committee

Wards affected: Abbey Castle East Chesterton Market West
Chesterton

REVIEW OF THE RIVER MOORINGS POLICY - CONSULTATION PROPOSALS Key Decision

1. Executive summary

1.1 The purpose of any River Moorings Policy (RMP) should be to permit Cambridge City Council to effectively manage the provision of its mooring facilities, as the riparian¹ owner of the land adjacent to the river bank at defined locations within the River Cam corridor.

1.2 One of the primary aims of the review of the RMP is to provide a mechanism to advise interested parties about the way in which the Council will discharge its various functions and responsibilities for moorings.

1.3 Those identified as having an interest in the RMP include current and future moorers, visiting boaters, commercial boat operators, stakeholders, organisations and individual members of the community who have an interest in the river or are directly affected by activities which take place within the river and environs.

1.4 Officers recognises that the area of the River Cam covered by the RMP is becoming increasingly popular for a variety of activities and is now one of the busiest stretches of inland waterway within the United Kingdom, and the activities of the City Council needs to reflect the changing demands on the river system.

¹ relating to or situated on the banks of a river
Report Page No: 1

1.6 As a moorings management policy its limitations must also be recognised and as such this Review does not attempt to deal with the full range of City Council statutory responsibilities such as planning, social care and housing needs or the full range of ambitions expressed for the future of the River Cam.

1.7 The policy does however have regard to the wider responsibilities of the Council and has been prepared within a framework which recognises the context and importance of the locality.

1.8 This report considers and proposes a consultation on a range of issues and options relating to a revised RMP.

2. Recommendations

The Executive Councillor is recommended:

- a) To instruct Officers to consult on a range of issues and options relating to the River Moorings Policy and to report back to a future Committee with findings and further recommendations.

3. Background

3.1 On the 17th March 2016 the Executive Councillor for City Centre and Public Places consider a report that asked Officer to:-

- d) *To review the existing River Moorings Policy and report back to Scrutiny Committee in October 2016 with further recommendations.*

3.2 Officers have now progress this work on the review and seek approval to consult on a range of issues and options relating to the adaptation and modification of the RMP.

3.3 The Cambridge City Council, Moorings Management Policy 2010, was the first such policy prepared by the Council which had the intention of describing and itemising how moorings would be provided and managed.

3.4 It stated a number of purposes including:

- To set out in a single document the different decisions and conclusions that had been reached over the previous fifteen years during which the Council had taken a more proactive role in managing moorings within Council ownership.

- To ensure safe enjoyment of the river and its banks for residents and visitor alike, both on land and on the water, and to ensure the protection of wildlife and the natural environment associated with the river.
- To advise of the role of the Conservators of the River Cam as regulators of navigation through byelaws granted by The River Cam Conservancy Act 1922.

3.5 The appendix A to this reports itemises the proposed principal changes in policy which the Council wishes to consult on.

3.6 The overall aim being to manage the City Council Moorings in a sustainable way which meets the needs of boat owners and mooring users balanced with the recreational and residential needs of others.

3.7 In summary changes to the RMP may include:

- Mooring licence fees to be based on length of vessel;
- Annual mooring licences to be allocated by public auction;
- Temporary mooring licences to be extinguished on Riverside Wall;
- Application of no mooring at the Riverside Wall area.

3.8 The intention of any future RMP is to provide an overview of the various areas and issues which the Council and its partners need to consider when determining the provision and management of visitor, commercial and residential moorings on land within its ownership.

3.9 As such it has to have due regard to all other legitimate users of the river and its environs and anyone else who may be affected by the decisions it takes, such as neighbouring residents and commercial interests.

3.10 The future RMP is not intended to be exhaustive and cover every eventuality of permutation but seeks to give an explanatory outline covering why policy decisions and mechanisms have been taken and how they will be managed.

3.11 A proposed consultation issues and options paper is attached at Appendix A (to follow)

4. Implications

(a) Financial Implications

Any pricing, fees and charges as a consequence of the review of the RMP will be set within the context of the findings of an equality impact assessment. This to ensure that the City Council applies a consistent principle of fairness related to evidenced need and ability to pay,

whilst at the same time applying a cost effective and prudent approach to maximising revenue income from the policy.

(b) **Staffing Implications**

The Streets and Open Space – Operations Manager – Community Engagement and Enforcement, has been consulted on the report recommendations and has confirmed that she is content that her team has resources to support the implementation and long term management of the RMP.

(c) **Equality and Poverty Implications**

An equalities impact assessment will be completed after the consultation has concluded and will identify and responds to any negative impacts have been identified.

The decision on consulting on a revised RMP for moorings should not have an impact on any groups with protected characteristics above any more than anyone having those characteristics.

(d) **Environmental Implications**

This proposal has no direct climate change impact.

(e) **Procurement**

There are no procurement implications identified in this report.

(f) **Consultation and communication**

Responses and feedback will be used to consider and formulate the recommended RMP.

This report seeks approval to publish a consultation to help select the most appropriate RMP option(s) through analysing feedback, and seeks to reach broad consensus.

The consultation will be advertised through press releases, signage on Common entrances; and sent directly to stakeholders and local groups.

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

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

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

- Approval of content at the 10th October Strategy and Resource Committee;
- Adaptations/ modifications made at Strategy & Resources Committee made to the consultation and the launch date of the 14th October;
- One to one meetings with stakeholder groups 14th October 2016 until 9th December 2016.
- Consultation closing date 9th December 2016;
- Final Reports for Strategy & Resources Committee 3rd January 2017;
- Strategy & Resources Committee decision on recommendations - 23rd January 2017.

(g) **Community Safety**

The recommendations in this report have no foreseen direct impact on Community Safety.

6. Appendices

- Appendix A – Consultation Questionnaire;

7. Inspection of papers

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

- An Update Report on Riverside Moorings – 11th July 2014
- Changes to the Moorings Policy – 16th January 2014.
- Progress on the Review of the River Moorings Policy – 8th October 2015
- River Moorings – An Update on the Contract Law Model consultation - 17th March 2016.

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

Author's Name: Alistair Wilson
Author's Phone Number: 01223 - 458514
Author's Email: alistair.wilson@cambridge.gov.uk

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Revised Moorings Management Policy 2017-2023 Consultation

Consultation Process

Cambridge City Council is in the process of reviewing its River Moorings Policy. The City Council is recommending a series of changes to the current policy with the intention of a revised policy being finalised and published during 2017.

We have identified a number of options which could be realised and wish to engage with those with an interest in mooring on the River Cam, and the wider community with an interest in the river.

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

- Complete the online questionnaire at www.yyx.co.uk we encourage you to respond in this way if you can, but if you prefer not to you can instead
 - Request a paper version of the questionnaire by contacting us on 01223
 - Send us an email, mooringconsultations@cambridge.gov.uk, telling us your views
 - Write to us at Moorings Management Policy, Streets and Open Spaces Team, Cambridge City Council, Mill Road, Cambridge CB1 2AZ

The consultation is open to anyone who wants to take part, is completely confidential and anonymous.

Format of Consultation Questions

Each item has been provided with an outline explanation of the key points for consideration and why the City Council considers that they would benefit from a revised policy focus.

At the end of each introductory section, options have been provided for which we would welcome your response. In some cases, where more than one option can be considered, a range has been provided.

Please respond by [date] to ensure that your opinions are included in our analysis.

Once we have everyone's comments, we will produce a report summarising the views we received for consideration as part of the finalisation of the updated Moorings Management Policy.

Once the updated Moorings Management Policy is approved it will remain in place for a five year period between 2017 and 2022.

Revised Moorings Management Policy 2017-2023 Consultation

Introduction

A number of factors which will influence the future policy direction have been identified by river users, stakeholders, local residents and the City Council. These include: increasing demand for visitor and long term licenced mooring locations, potential conflict between mooring boats and other river users such as rowing clubs, angling organisations and commercial operators such as punting as the user demand on the river and environs steadily increases.

Research undertaken by the Cam Conservators has, for example, indicated that in comparison to other waterways the River Cam had a crowded water space with over 1000 craft in a 14 mile stretch of river, this gave a density per mile of almost 6 times that of East Anglian waterways. Similarly, the research indicated that in the last 20 years that rowing had increased by 148% within the River Cam to approximately 3,000 participants.

Residents whose properties overlook and/or are adjacent to the river have also raised concerns over a number of years about the way in which the City Council operates and manages its mooring sites, particularly enforcement against illegal vessels, overstays and subletting.

The demand for licenced moorings (12 month duration) far outstrips the availability of City Council moorings and this is likely to continue at the same level or increase if the current interest in boat dwelling continues.

The principal responsibility of the City Council is to ensure the safe, responsible and proportionate use of its areas of riverbanks where mooring is permitted, and in furtherance of its statutory duties and responsibilities, where appropriate. Most importantly, the City Council must work in partnership and with due adherence to the role and responsibilities of the Cam Conservators as the statutory navigation authority for the River Cam.

The Council and the Cam Conservators are concerned about the current and potential illegal mooring sites with attendant health and safety consequences. The revised policy will propose a fair, proportionate and proactive enforcement mechanism to remove areas of existing illegal mooring and ensure that any new illegally moored vessels are quickly removed.

The City Council has previously conducted a number of consultation exercises to gauge the views, ideas and opinions of a wide range of organisations, representative bodies, individual boat owners, residents and members of the wider community in recent years. Most recently in 2015, when the Council proposed a policy for control of visitor moorings based on a Contract Law Model.

The development of the updated policy has taken account of the views previously expressed by consultees and has, where appropriate, incorporated these into the revised proposals.

River and Riverside Activities and Functions

The River Cam provides an extremely important and valuable natural asset within the heart of Cambridge City Centre, adding to the value of the locality in a number of ways, ranging from the biodiversity of the natural environment through to the commercial benefits realised from tourism and leisure activities. Although the primary purpose of the moorings policy is to ensure the effective provision and management of the moorings provided by the City Council it also needs to reference the wider benefits and values of the river for a range of functions and activities. These include:

- The value of the River Cam as a blue corridor connecting a pattern of biodiverse, historic and recreational green infrastructure within the City.
- Hosting a range of river borne and river related active leisure pursuits including rowing, punting, events, visitor cruises, recreational boating and angling.
- Provision of a safe and accessible traffic free towpath for walkers, runners and cyclists which connects the city in an environmentally sustainable way.
- Providing high quality visitor and tourism attractions which can be accessed by visitors at a number of ability levels from quiet enjoyment through to challenging physical activity.
- Providing a variety of on-line moorings for visitor and residential moorings.

Social Rented Sector: Residential Moorings Considerations

Through previous consultation exercises a number of comments and statements have been put forward which would imply that there is a perceived linkage between Cambridge City Council's social housing policy and its provision/allocation of residential mooring licences.

Whilst some residential boat owners have purchased their vessel and sought residential moorings in order to reduce their housing costs in comparison to land based dwellings the same cannot be applied to those who rent within the social housing sector, for the following reasons.

The terms and conditions of the Council's annual mooring licence requires the boat to be owned and occupied by the licence holder as their sole dwelling. Sub-letting of the boat through rental to another individual is not permitted under the licence, therefore a tenancy agreement cannot be formed between a licence holder and a third party tenant, without transgressing the terms and conditions of licence and therefore invalidating the licence requiring its surrender.

Social rented sector tenants would normally have the expectation of security of tenure of the property they rent through the provisions of the housing acts. The temporary nature and unfixed location of the mooring licence means that security of tenure cannot be applied, even if sub-letting was permitted.

In terms of land based social rented tenancies the tenant is renting a property to an agreed standard for their particular needs, the Council does not own or intend to own any residential boats for rental, all boats in receipt of an annual licence are privately owned rather than rented, and therefore outside the boundaries of any social housing considerations, in terms of housing need.

Revised Moorings Management Policy 2017-2023 Consultation

It should therefore be clear that the residential mooring licences provided by the City Council do not form part of its social housing policy and will in all cases be treated on the basis of a purely commercial transaction between the purchaser of the annual mooring licence and the City Council.

In the event that any boat owner should find themselves in a position in future where they required social housing consideration they would then apply to the Council or its social rented sector providers and their case would then be considered on its own merits against agreed allocation criteria.

Background to the current policy

The Cambridge City Council, Moorings Management Policy 2010, was the first such policy prepared by the Council which had the intention of describing and itemising how moorings would be provided and managed. It stated a number of purposes including:

- To set out in a single location the different decisions and conclusions that had been reached over the previous fifteen years during which the Council had taken a more proactive role in managing moorings within Council ownership.
- To ensure safe enjoyment of the river and its banks for residents and visitor alike, both on land and on the water, and to ensure the protection of wildlife and the natural environment associated with the river.
- To advise of the role of the Conservators of the River Cam as regulators of navigation through byelaws granted by The River Cam Conservancy Act 1922.

Options for revised Policy Objectives

The proposed updated policy itemises principal changes which the Council is considering from its experience of operating the policy between 2010 and 2016, and changes which have occurred or become more of an issue in the intervening period. With the overall aim being to manage the City Council Moorings in a sustainable way which meet the needs of boat owners and mooring users, balanced with the recreational and residential needs of others.

Proposed Changes include:

- Mooring licence fees to be based on length of vessel.
- Annual mooring licences to be allocated by public auction.
- Visitor moorings to be managed via a Contract Law Model.
- Temporary mooring licences to be extinguished on Riverside Wall.
- Application of No Mooring Byelaws to be applied to Riverside Wall area.

Items for which consultation responses are sought follow.

Item 1: Mooring Fees and Charges – Annual Residential Licences

Recent benchmarking of fees and charges between Cambridge City Council and a range of other mooring providers indicates that Cambridge charges considerably less than other providers for annual (12 month) licences. The benchmarking exercise also factored in the variation in associated services and facilities provided as part of the mooring licence fee and/or available for an additional fee by the various providers. In most cases, particularly at Marina sites and offline (i.e. out of navigable river channel) moorings the services and facilities were of a greater range than those provided by Cambridge City Council. However, the provider which was the most equivalent to the City Council in terms of mooring type and services was charging a fee twice that of the Council.

Therefore, in terms of being able to charge a mooring licence fee which is closer to that of other providers the Council wishes to consider a number of options and seeks views on what would be most acceptable to the majority of the community. Broadly the options would be for the Council;

- to hold fees at the same baseline level increased each year by the Consumer Price Index, inflation or similar ratio,
- substantially increase fees by a baseline adjustment to bring them in line with other providers or
- let the market determine rates by auctioning the licences on an annual basis (though subject to a minimum bid).

This latter method is being increasingly used by the Canals and Rivers Trust to allocate licences in areas of high demand and low licence availability.

Within Cambridge, those currently in possession of an annual mooring licence, have generally had their licence renewed each year. If the option of auctioning licences was adopted they would be disadvantaged in relation to their current position, as they would have no guarantee of having a licence in future, however, those currently on the waiting list with little short term prospect of getting a licence, would have the benefit of being able to bid equally on an annual basis for the available licences.

The income received from licence fees is used to pay for the operational costs of the service. For the Council to be able to consider investing in improving facilities a higher level of income is needed from the fees for licences.

Option 1.1: Hold fees at the current baseline level increased annually by CPI or similar.

Do you consider that annual licences fees would best be held at current levels with a modest annual increase determined by inflation or similar measures? If not, why?

Revised Moorings Management Policy 2017-2023 Consultation

Option 1.2: Substantially increase baseline fees to bring them in line with current providers providing similar facilities elsewhere in the country. (This would most likely require a doubling of the current charge of £1,050 per year).

Would you support this option and if so, do you have any views on what would be an appropriate percentage increase? If not, why?

Option 1.3: Auction all licences on an annual basis allowing the market to determine the optimum licence fee with a minimum of £1,100 per year

Would you support the principle of auctioning all licences on an annual basis? If not, why?

Option 1.4: Auction only vacant licences on an annual basis to the current waiting list, continuing to annually renew existing licence holders with a minimum bid of £1,100.

Would you support this option, which is likely to be fairer to existing licence holders? If not, why?

Option 1.5: Auction only vacant licences on an annual basis to the current waiting list, and to auction ALL annually licences after a year. This option gives a years notice to existing licence holders with a minimum bid of £1,100.

Would you support this option, If not, why?

Option 1.6: The length of the licences auctioned as in Option 1.3, 1.4 and 1.5 would be for two years

Would you support this length of time? If not, why?

Revised Moorings Management Policy 2017-2023 Consultation

Item 2: Mooring Fees and Charges – Visitor Moorings

Cambridge City Council took a committee decision to manage visitor moorings through a Contract Law Model approach in March 2016 with the intention to fully install this model for operational and enforcement purposes during the fiscal year 2017/2018.

It was agreed by committee that there would be no charge for visitor moorings provided that a maximum mooring period of 48 hours and no return to the mooring within 7 calendar days was complied with.

To ensure the effective management and enforcement of the visitor moorings, it was considered that a penalty charge should be applied to those who overstay the permitted times on the visitor moorings or return within a period of less than 7 days.

The penalty charge needs to be set at a sufficient enough level to act as a deterrent and to cover the costs of enforcing the management arrangements. For example, East Cambridgeshire District Council has set the penalty charge at £100.00 for each overstay period of 24 hours or part thereof, and this has demonstrably reduced the number of those overstaying on visitor moorings. It is therefore recommended that Cambridge City Council set an equivalent level of penalty charge.

Option 2.1: A penalty charge of £100.00 be set for each 24-hour period or part thereof when a boat overstays on a designated visitor mooring and enforced through a Contract Law Model.

Do you consider that this is a proportionate penalty charge? If not, what level of charge would you support?

Item 3: Differential Pricing by Vessel Length and/or Beam (Width)

Cambridge City Council currently charges a single licence fee irrespective of boat length or width (beam). Comments from previous consultation indicates that this has been perceived as being unfair by owners of shorter vessels who have to pay the same fee but occupy less mooring space on the bankside. They have cited that other mooring facilities charge by boat length rather than a fixed fee.

The same argument has been raised in the case of wide beam vessels which occupy a greater area of water than narrow beam boats of equivalent length and therefore more should be charged for these vessels.

There is however less support for this latter proposal as this does not appear to be applied as a cost criterion by other mooring providers. In the case of mooring sites where double mooring of vessels is permitted there may be some support for this charge, i.e. the wide beam vessel is in effect occupying two narrow beam moorings. As Cambridge City Council does not permit double mooring this situation does not arise.

Revised Moorings Management Policy 2017-2023 Consultation

The 2016 benchmarking exercise in comparison to other providers, indicates that the majority of other providers base their charges on the length of vessel. It is therefore recommended that Cambridge should adopt a pricing policy based on length of boat. This will have the added benefit of reducing the total area required for mooring if shorter boats were encouraged as a result of the revised pricing policy.

That an additional charge based on beam should not be applied at this stage but should be reviewed if future benchmarking exercises indicate that other providers are basing their charges on this criterion.

Option 3.1: Mooring fees to be based on length of vessel.

Do you support this change? If not, why?

Option 3.2: Additional charges for wide beam vessels not to be applied at this stage.

Do you support this proposal? If not, why?

Item 4: Riverside Wall Moorings

Until recently the Riverside Wall area was not previously considered to be within the ownership of Cambridge City Council and therefore did not fall within the enforcement jurisdiction of the City Council.

The area is not covered by Cam Conservator byelaws and this has permitted the area to be occupied by a number of illegally moored vessels for a substantial period of time. Now this area is known to be within the ownership of the City Council it is imperative that the issues within this area are effectively resolved.

The Council previously consulted on the issues at Riverside Wall. The consultation received 32 responses from stakeholder groups and in excess of 500 individual responses from boat owners, residents and leisure users. There were a number of valid issues, concerns and suggestions raised by respondents and this serves to illustrate the complexity of dealing with a number of bodies with competing views and agendas. However, the overriding factor from the City Council's perspective is the need to address, as soon as practicable, the identified health and safety concerns arising from the unsuitability of the site for mooring purposes.

Revised Moorings Management Policy 2017-2023 Consultation

These are principally:

- The lack of suitable boat mooring points, with boat owners currently mooring on the guard rail which separates the river from the highway;
- The lack of safe access for those embarking and disembarking from vessels which currently requires boat owners to climb from their vessel onto and then over the railing adjacent to the highway and perform a similar exercise in reverse when returning to their vessel;
- That the barrier rail between the upper level roadway and the river is a highway barrier to contain and prevent vehicles from dropping into the river should an accident occur and is not designed to take the weight of moored boats.

Council Officers have considered what options might be available to make the site safer for mooring vessels should it be proposed to regularise the site as a licenced mooring area.

This has included the consideration of the use of floating pontoons combined with steps/stairs to then take people safely from the pontoon at bank level up to the pavement at ground level.

Dependent on the finalised design of the proposal it would most likely reduce the availability of mooring space at Riverside Wall, this in itself is not a major factor as some of the site is currently occupied by seemingly abandoned vessels and in addition if the City Council chose to designate the site for licenced mooring purposes it would be their responsibility in conjunction with Cam Conservators to determine how many moored boats the site could safely accommodate, within a managed site.

The Cam Conservators have indicated that if the City Council were to apply to them for permission to install proposed pontoon access with associated mooring points, that this would be refused as it would reduce the navigation width of the river at that point to an unacceptable level, coupled with the fact that the wall itself is not designed to take the weight of moored vessels.

The Environment Agency would also have to approve the proposal and they have indicated that in principle they would be likely to support the view of the Cam Conservators, if they were to oppose the proposal.

Another valid consideration is the extent of the financial expenditure required to install the pontoons and river access, this is likely to be a considerable sum and the question would be why this site would be given priority over existing licenced mooring areas which would also benefit from improved expenditure on facilities and should take precedence over the Riverside railings.

As there is no safe access to and from moored vessels and the adjoining bank at a higher level and there is no acceptable access solution which would not reduce the river to a width which endangered navigation and therefore would not be permitted, the Council has concluded that the vessels mooring in this area need to be removed as soon as practicable.

The Council is also considering the option of requesting that the Cam Conservators designate the Riverside Wall area as a 'No Mooring Zone' to facilitate the prevention of illegal mooring reoccurring after the site has been cleared.

In addition to the health and safety issues, damage to the railings has been caused by people moving materials and belongings over them to and from moored boats with consequential costs to the council in mending and repainting the railings.

Revised Moorings Management Policy 2017-2023 Consultation

Option 4.1: Serve notice to quit on all occupied and unoccupied vessels currently moored at Riverside Wall giving a three-month notice period for occupiers to voluntarily vacate the site. Those on the Councils waiting list would be offered alternative mooring facilities by auction as set out in item 1.

Do you support the view that the Council has limited options in this matter and agree with the eviction proposal? If not what would you propose as a solution?

Option 4.2: Designate Riverside Wall as a 'no mooring zone' through the powers of the Cam Conservators.

Do you support this proposal? If not, why?

Item 5: Enforcement Policy Development with Delegated Powers

Previous consultation indicated a level of dissatisfaction with the way in which the Council managed its mooring sites, particularly in terms of illegally moored vessels or those failing to comply with the terms and condition of the mooring licence. It is therefore considered that a number of areas of Moorings Management would benefit from an updated and integrated enforcement policy which would permit consistent and transparent action to be taken within an agreed framework. The primary purpose would be to communicate and facilitate the ability of the Council to take proportionate action when illegal mooring or licence transgressions occurred.

The Enforcement Policy for Moorings would be aligned within the Council's Corporate Enforcement Policy to ensure consistency of approach and alignment with the core purpose and objectives of the Council.

A principal of the enforcement activity would be that of punitive action and resort to the Civil Courts, (for example, eviction notices or possession orders) would only be triggered after attempts at voluntary compliance with the mooring management requirements, had been unsuccessful.

The process for voluntary compliance with regulations would be itemised within the policy with defined timescales for responses to prevent delay or cases dragging on before action was started. This would have the added benefit of defining the delivery expectations of the policy, by itemising the series of actions which had to be taken after a trigger event had occurred. This would include process mapping so that staff with responsibility for applying the policy would clearly understand the steps and stages to be followed.

Revised Moorings Management Policy 2017-2023 Consultation

The enforcement process would define the responsibilities and contact details of individual officers and service units within the Council, such as Streets & Open Spaces, Enforcement Officers and Legal Services. This would also assist in preventing local interpretation and reduce the discretion to give cases a lower priority against other workload demands or to make individual arrangements with transgressors which didn't comply with fair and transparent processes.

By setting time scales for the completion of each stage, combined with a series of standard letters and forms the administration of the process will be simplified and more efficient.

A similar approach will be prepared for Civil Court proceedings with expected response times to map the outline of the process.

The same will be produced for the action required by the Council to expedite, communicate and enforce court decisions.

The effective delivery of the enforcement process will, dependent on the extent and numbers of proceedings need a level of dedicated staff resources to be committed. Financial resources will also have to be committed to pay court costs and for removal of abandoned or possessed vessels should that prove necessary. In the latter case some or all of the costs may be recovered from the scrappage value of the vessel.

It is recommended that the management and delivery of the process is structured through a system of delegated powers whereby appropriately experienced officers would deliver the process without further recourse to Committee. Final approval to proceed in an individual case would be signed off by a senior council officer.

For the revised enforcement policy to be successful it is important that the various sections of the Council who would be required to deliver the policy are involved in its preparation and development and that they make the required commitment of staff and resources for delivery.

It is anticipated that once the new policy is in place and current enforcement cases are cleared that the requirement for future enforcement action will be greatly reduced.

Option 5.1: Introduction of a revised enforcement policy with powers delegated to Council officers.

Do you support the introduction of a revised enforcement policy? If not, why?

Item 6: Optimum Location/Number/Type of Mooring Berths - Visitor, Licenced & Commercial

As has been confirmed by the previous River Cam moorings research reports, widespread consultation with stakeholder groups and individuals and the River Cam Conservators as the navigation authority and a key City Council partner, the River Cam has to accommodate a wide range of potentially competing demands, this covers both the waterway, bankside activities and the needs of residential and commercial property occupiers.

Similarly, the level of use of the river and environs for leisure activities has increased in recent years and there is a requirement to balance the level of activity to ensure that the quality and sustainability of the resource is not significantly reduced or irreparably damaged.

The Cam Conservators in permitting and licensing boats navigating and traversing the river have to ensure wherever practicable the health and safety of users of the river in the knowledge that the skill level and ability of waterway users will vary according to their experience. The frequency, type and volume of use at any particular time is likely to exacerbate the risk and likelihood of an accident occurring.

The need to manage potential conflict between different legitimate uses of the river and the bankside is also an important role for the City Council and its partners. The Cam Conservators continue to be consulted and fully involved in any decisions by the Council to increase or decrease moorings numbers and remove illegally moored vessels or unlicensed activities.

In general, all mooring facilities provided by CCC are considered to be at an optimum level and therefore there is no proposal to increase the availability of moorings within any of the three categories as part of the current policy review.

This is in part due to the critical need to resolve the issue of illegal moorings at Riverside Wall. When the number of illegally moored vessels is added to the permitted visitor and licenced moorings this exceeds the total level which the City Council and Cam Conservators consider that the river can reasonably accommodate. The health and safety risks at Riverside Wall is noted elsewhere within this consultation document.

When the totality of the differing viewpoints of stakeholders and individuals with an interest in the river is currently taken into account there would perhaps be an argument to support the future reduction of mooring berths to benefit the overall locality. This would include visual and view point opportunities, ecological and biodiversity considerations, facilitating river bank leisure pursuits such as angling.

That argument is for consideration but the proposal is that the approved site locations, length of riverbank, number of licenced and commercial moorings will remain as follows:

Visitor Moorings	8/9
Licenced Moorings	70
Commercial Moorings	4

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Option 6.1: Location type and number of mooring berths.

Do you support the City Council in retaining the current location numbers and type of mooring berths? If not, why?

Option 6.2: Future reduction in the extent and number of mooring berths provided.

Would you support a reduction in the overall length of riverbank provided/number of mooring berths? If not, why?

Item 7: Provision of Winter Mooring Berths

The consideration of a request for winter moorings to be provided by the City Council was raised as part of the 2015 mooring consultation exercise. The proposal would be to create temporary mooring licences for a maximum of three months. Such licensing would run from October through to the end of March.

Although it was not specified in the consultation responses, the only area available would be on the areas currently utilised for 48 -hour visitor moorings, on the basis that these would be quieter during the winter months.

In the case of other mooring providers, the use of winter moorings is to provide a home mooring for those categories of boat owners who would otherwise be classified for navigation and mooring purposes as continuous cruisers i.e. they continually traverse the waterway and temporarily moor during the spring and summer months rather than have a home mooring. Winter Moorings are therefore designed to provide a longer stay berth during the winter months when navigation is less attractive or more difficult due to weather conditions.

Council Officers and Cam Conservancy have considered the option of winter moorings and cannot identify what benefits this proposal would have, given the current issues and high level of demand for long stay licenced moorings.

Encouraging more boats into the locality during a traditionally quieter period for relatively long stays is likely to be counterproductive and increase pressure on the river and associated uses. The area(s) occupied by visitor moorings currently are some of the most scenic areas bordering residential areas and greenspace.

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The currently reduced number of visitors during the winter months assists in the restoration of these areas by reducing environmental disturbance to the water course and river bank. This also provides the opportunity for essential maintenance to be carried out without having to relocate moored boats.

Whilst would be the opportunity for increased income through the issuing of temporary winter licences at 25% of the 12-month licence fee, this would require additional staff resources to manage and administer the scheme and ensure that the duration, terms and conditions of the licence are enforced.

It is therefore recommended that winter moorings are not supported at this time.

Option 7.1: Establishment of short term licenced winter moorings.

Do you support the Council's position not to establish winter mooring sites?

If not, why?

Item 8: Management of Waiting Lists

The Council has maintained waiting lists of those who met the eligibility criteria for annual mooring licences for a number of years. The waiting list had to be closed to new entrants in 2014 due to the level of demand and limited supply which indicated that it would take an unrealistically long time scale before all the current list could be provided with a licence.

The waiting list has been managed on a chronological basis, that is, those who had been on the waiting list for the longest time were next in line for when a licence became available. Due to the limited number of licences surrendered each year, and as current licence holders had an almost automatic right of renewal providing they had adhered to the conditions of the licence in the previous 12 months, there was no realistic likelihood of the waiting list participants being accommodated within the medium to longer terms.

If no other changes are agreed to the current system of allocating annual mooring licences, it is proposed that the waiting list remain closed to new applicants for the foreseeable future and/or all those on the current waiting list have been allocated a mooring licence.

However if the option of auctioning all mooring licences on an annual basis be supported and progressed, it is proposed that the eligibility of being able to bid for an auctioned licence would be restricted to all current licence holders and all those on the closed waiting list. In effect this would provide a potential annual auction list of around 200 participants.

This would in effect simplify the management of the waiting list as it would remove the chronological basis of the current process. As everyone would have an equal chance on an annual basis of getting a licence rather than have to wait years for someone to give their licence up. Those who failed to win a licence at the annual auction would then return to the waiting list until the following year.

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Option 8.1: Retention of closed waiting list

Do you support the waiting list remaining closed to new applicants for the foreseeable future? If not, why?

Option 8.2: Restricting the eligibility of auctioned licences to all those on the current closed waiting list.

Do you support this principle if the decision to auction all licences on an annual basis is introduced? If not, why?

Item 9: Other items

We have identified a number of options which could be realised. Are there any additional items you would like us to consider when revising the River Moorings Policy?

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

- Complete the online questionnaire at www.xyx.co.uk we encourage you to respond in this way if you can, but if you prefer not to you can instead...
 - Request a paper version of the questionnaire by contacting us on 01223
 - Send us an email, mooringconsultations@cambridge.gov.uk, telling us your views
 - Write to us at Moorings Management Policy, Streets and Open Spaces Team, Cambridge City Council, Mill Road, Cambridge CB1 2AZ

The consultation is open to anyone who wants to take part, is completely confidential and anonymous.

Equality Monitoring Form

Why are we monitoring equality?

All services are familiar with the idea of monitoring performance, measuring how well the service is performing against agreed objectives and targets.

Equality monitoring is simply checking whether the service is performing well for all customers.

What are we going to do with the data?

The data provided in this questionnaire is strictly confidential and will only be used to make things better, tells us where to direct our services, if the services currently on offer are being used and if there are additional services required for a better future.

This is to make sure the Council is being fair and that people from all backgrounds are represented. The details you give are protected by strict laws.

Contact details:

If you would like this form in an alternative format ie larger font, brail, or need assistance, please contact: Cerise Bradford, Asset Development Officer on 01223 458203 or via email: cerise.bradford@cambridge.gov.uk.

For further information on equality monitoring, please contact: Suzanne Goff, Strategy Officer, 01223 457174 or via email: Suzanne.goff@cambridge.gov.uk

Thank you for taking the time to complete the Equality Monitoring form

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Please use columns 1-5 to represent each member of your household

Age

What age were you on your last birthday?

Do you have a long term medical condition/critical illness?

Yes

Yes, affecting mobility

Yes, affecting hearing

Yes, affecting vision

Yes, a learning disability

Yes, a mental ill-health

Yes, another form of disability, please specify

No

Prefer not to say

Gender

How would you describe your gender? M / F / X?

Please put an 'X' in this box if you would rather not complete this form

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To: The Executive Councillor for Finance & Resources:
Councillor Richard Robertson

Report by: Caroline Ryba – Head of Finance & S151 Officer

Relevant scrutiny committee: Strategy & Resources
10/10/2016
Scrutiny Committee

Wards affected: All Wards

TREASURY MANAGEMENT HALF YEARLY UPDATE REPORT 2016/17

Key Decision

1. Executive summary

- 1.1 The Council has adopted The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (revised 2011).
- 1.2 The Code requires 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.
- 1.3 This half-year report has been prepared in accordance with CIPFA's Code of Practice on Treasury Management and covers the following:-
 - The Council's capital expenditure (prudential indicators);
 - A review of compliance with Treasury and Prudential Limits for 2016/17;
 - A review of the Council's borrowing strategy for 2016/17;
 - A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
 - A review of the Council's investment portfolio for 2016/17; and;
 - An update on interest rate forecasts following economic news in the first half of the 2016/17 financial year.
- 1.4 In line with the Code of Practice, all treasury management reports have been presented to both Strategy & Resources Scrutiny Committee and to full Council.

2. Recommendations

- 2.1 The Executive Councillor is asked to recommend this report to Council, which includes the Council's estimated Prudential and Treasury Indicators 2016/17 to 2019/20.
- 2.2 Following a recent review, the Executive Councillor is asked to recommend to Council amendments to the Counterparty limits as follows:

Name	Recommended Limit (£)
Enhanced Cash Funds (Standard & Poor's: AAAs/S1, Fitch AAAs/V1)	10m (in each fund)
CCLA Local Authorities' Property Fund	15m

- 2.3 In line with this review the Executive Councillor is also recommended to increase the upper limit on principal sums to be deposited for over 1 year to £50m.
- 2.4 The Executive Councillor is asked to recommend to Council an amendment to the Minimum Revenue Provision Policy for 2016/17.

3. Background

- 3.1 The Council is required to comply with the CIPFA Prudential Code (May 2013 edition) and the CIPFA Treasury Management Code of Practice (Revised November 2011). The Council is required to set prudential and treasury indicators, including an Authorised Limit for borrowing, for a three year period and should ensure that its capital plans are affordable, prudent and sustainable.
- 3.2 The Council is currently supported in its treasury management functions by specialist advisors who are Capita Asset Services. Capita's services include the provision of advice to the Council on developments and best practice in this area and provide information on the creditworthiness of potential counterparties, deposits, borrowing, interest rates and the economy.

4 The Council's Capital Expenditure and Financing 2016/17 to 2019/20

- 4.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the Council's borrowing need; or;
- If insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.

4.2 Details of capital expenditure forms one of the required prudential indicators. The table below shows the proposed capital expenditure and how it will be financed. It also includes any re-phasing during 2016/17 and is in line with the agreed Capital Plan.

	2016/17 Probable Outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
General Fund Capital Expenditure	41,843	2,453	1,301	801
HRA Capital Expenditure	30,092	31,687	22,078	14,368
Total Capital Expenditure	71,935	34,140	23,379	15,169
Resourced by:				
• Capital receipts	-4,569	-5,226	-5,706	-3,000
• Other contributions	-47,366	-28,914	-17,673	-12,169
Total available resources for financing capital expenditure	-51,935	-34,140	-23,379	-15,169
Un-financed capital expenditure	20,000	0	0	0

5. The Council's Prudential and Treasury Management Indicators

5.1 The table below shows the Capital Financing Requirement (CFR), which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period. This is termed the Operational Boundary.

Capital Financing Requirement & Cumulative External Borrowing	2016/17 Probable Outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
General Fund Capital Financing Requirement	25,685	25,685	25,685	25,685
HRA Capital Financing Requirement	214,748	214,748	214,748	214,748
Total Capital Financing Requirement	240,433	240,433	240,433	240,433
Movement in the Capital Financing Requirement	20,000	0	0	0
Estimated External Gross Debt/Borrowing (Including HRA Reform)	213,572	213,572	213,572	213,572
Authorised Limit for External Debt	250,000	250,000	250,000	250,000
Operational Boundary for External Debt	240,433	240,433	240,433	240,433

- 5.2 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members.
- 5.3 The table below shows the Council's current outstanding debt and headroom (the amount of additional borrowing that is possible without breaching the Authorised Borrowing Limit):-

	Principal (£'000)
Authorised Borrowing Limit (A) – Agreed by Council on 20 th October 2011	250,000
HRA Debt Limit (B)	230,839
2011/12 Borrowing (for HRA Self-Financing, C)	213,572
General Fund Headroom (A minus B)	19,161
HRA Headroom (B minus C)	17,267
2012/13 Borrowing	NIL
2013/14 Borrowing	NIL
2014/15 Borrowing	NIL
2015/16 Borrowing	NIL
2016/17 Borrowing up to 31 st August 2016	NIL
Total Current Headroom (A minus C)	36,428

5.4 During this financial year the Council has operated within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the Council's Treasury Management Strategy Statement. The anticipated Prudential & Treasury indicators are shown in Appendix A.

6. Borrowing

6.1 The Council is permitted to borrow under the Prudential Framework, introduced with effect from 1st April 2004.

6.2 At present the only debt held by the authority relates to the twenty loans from the PWLB for self-financing the HRA taken out in 2012 totalling £213,572,000.

6.3 The Council does not currently anticipate any new external borrowing for the period 2016/17 to 2019/20, inclusive.

6.4 The provision for the repayment of debt is known as the Minimum Revenue Provision (MRP). Regulations require the authority to determine annually a policy by which MRP will be determined.

6.5 The Medium Term Financial Strategy now includes proposals for capital expenditure of up to £20 million in 2016/17, to be funded from internal borrowing. The Council must make MRP based on the underlying principle that the provision should be linked to the life of the

assets for which the borrowing is required. It is therefore proposed to amend the policy for 2016/17 as shown in Appendix E.

6.6 In the event that external borrowing is undertaken the Council is able as an eligible local authority to access funds at the PWLB Certainty Rate (a 0.20% discount on loans) until 31 October 2017.

7. Investment Portfolio

7.1 The Council takes a cautious approach within its Treasury Management Strategy, with the detailed counterparty list with limits is shown within Appendix B. These limits have not been breached to date in 2016/17.

7.2 No changes to the counterparty list or limits are proposed as part of this half-year review.

7.3 The average rate of return for all deposits to 31st August 2016 is 1.17%, compared to an actual of 1.13% for 2015/16. The Council has achieved its interest receipts budget of £478,200 to the end of August 2016. There is uncertainty of rates and levels of receipts for the second half of this year.

7.4 The table below shows the Council's predicted cash balances apportioned between short term (up to 3 months), medium term (up to 1 year) and long term (core cash, up to 5 years) deposits.

SUMMARY DEPOSIT ANALYSIS	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Short Term	41,100	42,700	44,900	43,800
Medium Term	23,000	23,400	25,100	28,100
Long Term	33,600	33,900	35,900	46,800
TOTAL PREDICTED CASH DEPOSITS:-	97,700*	100,000*	105,900*	118,700*

***Based on current estimated net cash inflow trends**

7.5 The Council's balances show a broadly upward trend.

7.6 An analysis of the sources of the Council's deposits is prepared from the audited balance sheet at the end of each financial year. The analysis for 31 March 2016 is shown at Appendix C.

8. Brexit Update

- 8.1 The referendum result has generated some uncertainty in the investment markets. Realistically, given the number of complexities of the situation, these uncertainties will take some time to clear.
- 8.2 At the moment these issues are prominent in the headlines but volatility on the markets now appears to be settling somewhat.
- 8.3 Rates have dropped following Brexit. Article 50 has not yet been triggered and it is still not clear exactly when this will happen. There are then two years to complete negotiations for leaving the EU, so the uncertainty is expected to continue in the medium term.

9 . Proposed changes to Counterparty limits

- 9.1 Counterparty limits have been reviewed in response to general economic conditions and the Council's current cash-flow modelling. This review indicates that the Council has capacity to deposit funds over a longer period and therefore achieve better returns. It is therefore proposed to increase the maximum that can be invested in each Enhanced Cash Fund from £5m to £10m, and the limit on the CCLA Local Authority Property Fund from £10m to £15m in total.
- 9.2 The current limit on deposits with a duration of over 1year is £40m. It is proposed to increase this limit to £50m.
- 9.3 The above changes give the Chief Financial Officer scope to make additional investments in these Funds, as part of usual treasury activity, which includes appropriate due diligence.

10. Interest Rates

- 10.1 Capita Asset Services is the Council's independent treasury advisor. In support of effective forecasting the Council needs to be aware of the potential influence of interest rates on treasury management issues for the Council. Capita's opinion on interest rates is presented at Appendix D.

11. Implications

(a) Financial Implications

The prudential and treasury indicators have been amended to take account of known financial activities.

(b) Staffing Implications

None.

- (c) **Equal & Poverty Implications**
No negative impacts identified.
- (d) **Environmental Implications**
None.
- (e) **Procurement**
None.
- (f) **Consultation and communication**
None required.
- (g) **Community Safety**
No community safety implications.

12. Background Papers

12.1 None were used in preparing this report.

13. Appendices

- 13.1 Appendix A – Prudential and Treasury Management Indicators
Appendix B – The Council’s current Counterparty list
Appendix C – Sources of the Council’s Deposits
Appendix D – Capita’s opinion on UK Forecast Interest Rates
Appendix E – Amended Minimum Revenue Provision Policy 2016/17
Appendix E – Glossary of Terms and Abbreviations

14. Inspection of Papers

14.1 If you have any queries about this report please contact:

Author’s Name: Stephen Bevis
Author’s Phone Number: 01223 - 458153
Author’s Email: stephen.bevis@cambridge.gov.uk

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Probable Outturn 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
PRUDENTIAL INDICATORS				
Capital expenditure				
- General Fund	41,843	2,453	1,301	801
- HRA	30,092	31,687	22,078	14,368
Total	71,935	34,140	23,379	15,189
Incremental impact of capital decisions on:				
Band D Council Tax (City element)	0.96	0.03	0.02	0.02
Average weekly housing rent	-1.02	1.77	1.81	0.17
Capital Financing Requirement (CFR) as at 31 March				
- General Fund	25,685	25,685	25,685	25,685
- HRA	214,748	214,748	214,748	214,748
Total	240,433	240,433	240,433	240,433
Change in the CFR	20,000	0	0	0
Deposits at 31 March	97,700	100,000	105,900	118,700
External Gross Debt	213,572	213,572	213,572	213,572
Ratio of financing costs to net revenue stream				
-General Fund	-637	-573	-739	-875
-HRA	7,156	6,616	6,362	6,154
Total	6,519	6,043	5,623	5,279
% of net revenue expenditure				
-General Fund	-2.30%	-2.53%	-3.24%	-4.11%
-HRA	17.48%	16.30%	15.75%	15.44%
Total (%)	15.18%	13.77%	12.51%	11.33%

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Probable Outturn 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
TREASURY INDICATORS				
Authorised limit				
for borrowing	250,000	250,000	250,000	250,000
for other long term liabilities	0	0	0	0
Total	250,000	250,000	250,000	250,000
HRA Debt Limit	230,839	230,839	230,839	230,839
Operational boundary				
for borrowing	240,433	240,433	240,433	240,433
for other long term liabilities	0	0	0	0
Total	240,433	240,433	240,433	240,433
Upper limit for total principal sums deposited for over 364 days & up to 5 years*	50,000	50,000	50,000	50,000
Upper limit for fixed & variable interest rate exposure				
Net interest on fixed rate borrowing/deposits	6,855	6,919	6,753	6,617
Net interest on variable rate borrowing/deposits	-27	-18	-15	-15
Maturity structure of new fixed rate borrowing		Upper Limit	Lower Limit	
10 years and above (PWLB borrowing for HRA Reform)		100%	100%	

*Includes recommended change

Treasury Management Annual Investment Strategy

Current Counterparty List

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits. Recommended changes are shown in bold:-

Name	Council's Current Deposit Period	Category	Limit (£)
Specified Investments:-			
All UK Local Authorities	N/A	Local Authority	20m
All UK Passenger Transport Authorities	N/A	Passenger Transport Authority	20m
All UK Police Authorities	N/A	Police Authority	20m
All UK Fire Authorities	N/A	Fire Authority	20m
Debt Management Account Deposit Facility	N/A	DMADF	Unlimited
Barclays Bank Plc	Using Capita's Credit Criteria	UK Bank	25m
HSBC Bank Plc	Using Capita's Credit Criteria	UK Bank	20m
Standard Chartered Bank	Using Capita's Credit Criteria	UK Bank	20m
Bank of Scotland Plc (BoS)	Using Capita's Credit Criteria	UK Bank	20m
Lloyds TSB Bank Plc	Using Capita's Credit Criteria	UK Bank	20m
National Westminster Bank Plc (NWB)	Using Capita's Credit Criteria	UK Nationalised Bank	20m
Santander UK Plc	Using Capita's Credit Criteria	UK Bank	5m
The Royal Bank of Scotland Plc (RBS)	Using Capita's Credit Criteria	UK Nationalised Bank	20m
Other UK Banks	Using Capita's Credit Criteria	UK Banks	20m
Members of a Banking Group (BoS Group includes Lloyds, RBS Group includes NWB)	Using Capita's Credit Criteria	UK Banks and UK Nationalised Banks	30m
Deutsche Bank	Using Capita's Credit Criteria	Non-UK Bank	5m

Name	Council's Current Deposit Period	Category	Limit (£)
Svenska Handelsbanken	Using Capita's Credit Criteria	Non-UK Bank	5m
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/V1)	Over 3 months and up to 1 year	Financial Instrument	10m (per single counterparty)
Money Market Funds	Liquid Rolling Balance	Financial Instrument	15m (per fund)
Custodian of Funds	Requirement for Undertaking Financial Instruments	Fund Managers	Up to 15m (per single counterparty)
UK Government Treasury Bills	Up to 6 months	Financial Instrument	15m
Other Specified Investments - UK Building Societies:-			
Name	Council's Current Deposit Period	Asset Value (£'m) – as at 1 st July 2016	Limit (£)
Nationwide Building Society	1 month or in line with Capita's Credit Criteria, if longer	207,622	Assets greater than £100,000m - £20m
Yorkshire Building Society		43,231	
Coventry Building Society		33,672	Assets between £50,000m and £99,999m - £5m
Skipton Building Society		16,612	
Leeds Building Society		14,329	
Principality Building Society		7,409	Assets between £5,000m and £49,999m - £2m
West Bromwich Building Society		5,725	
Non-Specified Investments:-			
Name	Council's Current Deposit Period	Category	Limit (£)
All UK Local Authorities – longer term limit	Over 1 year and up to 5 years	Local Authority	Up to 30m (in total)
CCLA Local Authorities' Property Fund	Minimum of 5 years	Pooled UK Property Fund	Up to 15m
Certificates of Deposit (with UK Banking Institutions)	Liquid Rolling Balance	Financial Instrument	15m (per single counterparty)
Certificates of Deposit (with UK Building Societies)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)

Name	Council's Current Deposit Period	Category	Limit (£)
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/V1)	Over 1 year and up to 5 years	Financial Instrument	10m (per single counterparty)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000
Supranational Bonds – AAA	Using Capita's Credit Criteria	Multi-lateral Development Bank Bond	15m
UK Government Gilts	Over 1 year & up to 30 Years	Financial Instrument	15m

Sources of the Council's Deposits

Local authorities are free to deposit surplus funds not immediately required in order to meet the costs of providing its services. The Council deposits amounts set aside in its general reserves and earmarked reserves.

The interest earned on these deposits is credited to the General Fund and Housing Revenue Account respectively and helps to fund the cost of providing services. This currently amounts to around £1.4m each year based on current deposit and interest rate levels.

At 1st April 2016, the Council had deposits of £97.987m. The table below provides a sources breakdown of the funds deposited at that date:-

Funds Deposited as at 1 April 2016	£'000	£'000
Working Capital		21,872
General Fund:		
General Reserve	16,012	
Asset Renewal Reserves	2,693	
Other Earmarked Reserves	15,093	33,798
Housing Revenue Account (HRA):-		
General Reserve	9,791	
Asset Renewal Reserves	2,032	
Major Repairs Reserve	3,269	
Other Earmarked Reserves	1,936	
Capital Financing Requirement (Including HRA Reform)	-220,432	
PWLB Borrowing for HRA Reform	213,572	10,168
Capital:		
Capital Contributions Unapplied	8,198	
Usable Capital Receipts	23,951	32,149
Total Deposited		97,987

The HRA accounts for around 43% of reserves deposited.

Capita's Opinion on Forecast UK Interest Rates – As Currently Predicted

Introduction

The paragraphs that follow reflect the views of the Council's Treasury Management advisors (Capita) on UK Interest Rates as currently predicted.

Interest rates

Members of the Bank of England Monetary Policy Committee (MPC) reduced the bank rate to 0.25% (previously 0.50%) and increased Quantitative Easing (QE) by £60bn to £435bn, on 4th August 2016. Going forward, the Council's treasury advisor, Capita, has provided the following interest rate forecasts, also issued on 4th August 2016:-

	Previously	Aug-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19
Bank rate	0.50%	0.25%	0.10%	0.15%	0.10%	0.10%	0.10%	0.10%	0.25%	0.25%	0.25%	0.25%	0.50%
3 month LIBID	0.50%	0.30%	0.20%	0.20%	0.20%	0.20%	0.20%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%
6 month LIBID	0.55%	0.40%	0.30%	0.30%	0.30%	0.40%	0.40%	0.50%	0.50%	0.50%	0.60%	0.60%	0.70%
12 month LIBID	0.75%	0.60%	0.50%	0.50%	0.60%	0.60%	0.70%	0.70%	0.70%	0.80%	0.80%	0.80%	0.90%
5yr PWLB rate	1.20%	1.00%	1.00%	1.00%	1.10%	1.10%	1.10%	1.10%	1.20%	1.20%	1.20%	1.20%	1.30%
10yr PWLB rate	1.70%	1.50%	1.50%	1.50%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.70%	1.80%
25yr PWLB rate	2.50%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%	2.50%	2.50%	2.60%
50yr PWLB rate	2.20%	2.10%	2.10%	2.10%	2.20%	2.20%	2.20%	2.20%	2.30%	2.30%	2.30%	2.30%	2.40%

This is the first bank rate change since 2009. The actual vote on 4th August 2016 was unanimous at 9-0 in favour.

Minimum Revenue Provision Policy Amended 2016/17 (Proposed Amendment underlined)

Minimum Revenue Provision (MRP) is the revenue charge that the Council is required to make for the repayment of debt, as measured by the underlying need to borrow, rather than actual debt. The underlying debt is needed to finance capital expenditure which has not been fully financed by revenue or capital resources. As capital expenditure is generally expenditure on assets which have a life expectancy of over one year it is prudent to charge an amount for the repayment of debt over the life of the asset or some similar proxy figure.

The Local Authorities (Capital Finance and Accounting) regulations require local authorities to calculate for the financial year an amount of MRP which is considered to be 'prudent'.

There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial year.

The Housing Revenue Account share of the CFR is not subject to an MRP charge.

There is no requirement to make MRP on an asset until the financial year after that asset becomes operational.

The Government has issued guidance on the calculation of MRP. The Council is required to have regard to the guidance based on the underlying principle that the provision should be linked to the life of the assets for which the borrowing is required.

However, the guidance is clear that differing approaches can be considered as long as the resulting provision is prudent.

In general, the Council will make a minimum revenue provision based on the equal instalment method, amortising expenditure equally over the estimated useful life of the asset for which the borrowing is required. However, no provision will be made in respect of expenditure on specific projects where the Head of Finance determines that receipts will be generated by the project to repay the debt.

Specifically in respect of the current capital programme:

The Council has agreed to make a loan to company (which is classed as capital expenditure) to enable it to let intermediate rent properties. This will be financed from internal borrowing.

As this loan is to a wholly owned subsidiary company, is secured on assets and there is a plan and evidence that there is an ability to repay the loan at the end of the short 3 year pilot period, no MRP will be set aside. However,

to ensure that this policy is prudent, the Council will review this loan annually and at the end of the pilot period if the company continues and the loan is renegotiated. Where there is evidence which suggests that the full amount of the loan may not be repaid, it will be necessary to reassess the need to commence MRP to recover the impaired amounts from revenue.

The Council has agreed to finance an element of the capital cost of a new community centre at Clay Farm from internal borrowing. This element will in effect be repaid over the next 15 years (with interest) from receipts of rental incomes and subsidy from the site developer and a tenant. As there are sufficient revenues to repay the capital costs no MRP will be set aside.

Treasury Management – Glossary of Terms and Abbreviations

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services)
Capital Financing Requirement	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources
Certificates of Deposit (CDs)	Low risk certificates issued by banks which offer a higher rate of return
CIPFA	Chartered Institute of Public Finance and Accountancy
Counter-parties	Financial Institutions with which funds may be placed
Credit Risk	Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do
DCLG	Department for Communities & Local Government
Eurocurrency	Currency deposited by national governments or corporations in banks outside of their home market
External Gross Debt	Long-term liabilities including Private Finance Initiatives and Finance Leases
HRA	Housing Revenue Account - a 'ring-fenced' account for local authority housing account where a council acts as landlord
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system
London Interbank Offered Rate (LIBOR)	A benchmark rate that some of the leading banks charge each other for short-term loans
London Interbank Bid Rate (LIBID)	The average interest rate which major London banks borrow Eurocurrency deposits from other banks
Liquidity	A measure of how readily available a deposit is
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Non-Specified Investments	These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed

Term	Definition
PWLB	Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities & other prescribed bodies may borrow at favourable interest rates
Quantitative Easing (QE)	A financial mechanism whereby the Central Bank creates money to buy bonds from financial institutions, which reduces interest rates, leaving businesses and individuals to borrow more. This is intended to lead to an increase in spending, creating more jobs and boosting the economy
Security	A measure of the creditworthiness of a counter-party
Specified Investments	Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable
Supranational Bonds	Multi-lateral Development Bank Bond
UK Government Gilts	Longer-term Government securities with maturities over 6 months and up to 30 years
UK Government Treasury Bills	Short-term securities with a maximum maturity of 6 months issued by HM Treasury
Yield	Interest, or rate of return, on an investment

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To: Executive Councillor for Finance and Resources

Report by: Head of Finance

Relevant scrutiny committee: Strategy & Resources 10 October 2016

Wards affected: All Wards

Medium-Term Financial Strategy (MTFS) October 2016

Key Decision

1. Executive Summary

- 1.1 This report presents and recommends the budget strategy for the 2017/18 budget cycle and specific implications, as outlined in the Medium-Term Financial Strategy (MTFS) October 2016 document, which is attached and to be agreed.
- 1.2 This report also recommends the approval of new capital items and funding proposals for the Council's Capital Plan, the results of which are shown in the MTFS.
- 1.3 At this stage in the 2017/18 budget process the range of assumptions on which the Budget-Setting Report (BSR) published in February 2016 was based need to be reviewed, in light of the latest information available, to determine whether any aspects of the strategy need to be revised. This then provides the basis for updating budgets for 2017/18 to 2021/22. All references in the recommendations to Appendices, pages and sections relate to the MTFS Version 1.
- 1.4 The recommended budget strategy is based on the outcome of the review undertaken together with financial modelling and projections of the Council's expenditure and resources, in the light of local policies and priorities, national policy and economic context. Service managers have identified financial and budget issues and pressures and this information has been used to inform the MTFS.

2. Recommendations

The Executive Councillor is asked to recommend to Council:

General Fund Revenue

- 2.1 To agree the budget strategy and timetable as outlined in Section 1 [pages 1 to 2 refer] of the MTFS document.
- 2.2 To agree incorporation of the budget savings and pressures identified in Section 4 [pages 13 to 15 refer]. This provides an indication of the net savings requirements, by year for the next 5 years, and revised General Fund revenue, funding and reserves projections as shown in Section 5 [page 16 refers] of the MTFS document.

Capital

- 2.3 That the Council allocates £20m in the Capital Plan for investment in a new programme of commercial property acquisition with the emphasis on security of assets and their income stream, subject to the MTFS October 2016 being approved;

and:

- 2.4 Authority is delegated to the Head of Property Services to identify and invest in suitable commercial property up to £20m (inclusive of acquisition costs) in consultation with the Executive Councillor for Finance and Resources, the Chair and Opposition Spokesperson for Strategy & Resources Scrutiny Committee and the Head of Finance.
- 2.5 To note the changes to the Capital Plan as set out in Section 6 [pages 17 to 21 refer] of the MTFS document and agree the new proposals:

Ref.	Description	2016/17 £000
	Proposals	
SC631	Grand Arcade car park LED lights	194
SC622	Grafton East car park LED lights	137
SC629	Abbey Pools air plant upgrade	46
SC630	Abbey Pools solar thermal upgrade	49
SC625	Lammas Land kiosk improvements	20
SC623	Environment and cycling improvements in Water Street and Fen Road	50

Ref.	Description	2016/17 £000
PR038	Investment in commercial property	20,000
Misc	Section 106 miscellaneous	1,084
	Total Proposals	21,579

Reserves

- 2.6 To agree changes to General Fund Reserve levels, with the Prudent Minimum Balance being set at £5.31m and the target level at £6.37m as detailed in Section 7 [pages 22 to 25 refer].

3. Background

Medium-Term Financial Strategy

- 3.1 The purpose of this report is to outline the overall financial position of the Council and to consider the prospects for the 2017/18 budget process within the context of projections over the medium-term. The detailed analysis undertaken to fulfil this is presented in the MTFS October 2016 document appended to this report.
- 3.2 The document considers the General Fund revenue position and the Council's overall Capital Plan.
- 3.3 Revenue forecasts are presented for the 5-year projection period through to the year 2021/22, demonstrating the sustainability of the Council's financial planning with reference to the level of reserves held throughout this period.
- 3.4 The report considers the effects of external factors affecting budget preparation, including the overall economic climate, and external funding levels which can reasonably be expected; as well as the existing commitments of the Council.
- 3.5 Recommendations for approval of specific revenue and capital costs, as identified, are included.
- 3.6 The analysis undertaken leads to a recommended integrated financial strategy for the 2017/18 detailed budget-setting process.

4. Implications

- 4.1 These are incorporated in the document and will be taken account of in the subsequent budget reports to all Executive Councillors / Scrutiny Committees.

5. Background Papers

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

MTFS Working Papers on the 2016/17 and 2017/18 files

6. Appendices

MTFS October 2016: 2016/17 to 2021/22 Document

7. Inspection of papers

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

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Version 1
Strategy &
Resources

General Fund Medium-Term Financial Strategy

October
2016

2016/17 to 2020/21

Cambridge City Council



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Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources

Every year at this time the City Council carries out a review of finances to help plan the budget for the next year. In the face of continuing cuts in government grant and the need to maintain vital services and support to the residents of Cambridge, we have this year evolved that review into a the Medium Term Financial Strategy (MTFS). This document looks ahead several years and plans how to manage our finances and provide the services and support our city needs.

Uncertainty

The need for a strategy is vital given the year on year reduction in government grant, to zero in 2019/20, and the potential threats to other revenue sources. Large elements of the Council's income comes from the New Homes Bonus system and from our share of business rates. The government consulted on possible changes to these earlier this year but we now have a new Prime Minister and Cabinet who may have a different approach and come to different conclusions from their predecessors, thereby adding to the uncertainty. They have already abandoned the George Osborne plan to move the national budget into surplus by 2020.

Another major problem for the council is the low level of income from bank balances we hold. In recent years inflation has often been higher than interest rates, creating a loss in real value of those balances as well as lower levels of income from them. The recent cut in interest rates may be followed by a further reduction and there is a risk that interest will be charged on money held in bank accounts.

In the face of these uncertainties a strategy is required which protects the council's financial future and the services that our residents rely on. Fundamental to the strategy are developing ways of running the council more productively and establishing ways which make us less reliant on government funding. We will thereby be more certain to have the finances to achieve our objectives.

Efficiency plan

A key part of the MTFS is the development of an efficiency plan. This reminds us of the vision and objectives this council has set and which need resourcing, and brings together and further develops the range of policies built up over the past few years to cut costs and enhance income. The plan will be submitted to the government in order to secure a funding guarantee for the four years to 2019/20.

The reviews of services and transformation of the way the council is organised and delivers services has enabled major savings in costs. That work will continue towards the objective of improved productivity and doing more with less.

In working towards more independence from the government the strategy does not seek isolation. The benefits of working together with other councils are bearing fruit in reducing costs through sharing the management and delivery of certain services. There is potential for further development of these relationships once the initial set have bedded in and the benefits both financial and non-financial have been proven.

The council has built up land and property holdings over many centuries and in many cases the value and return from these assets has been enhanced by schemes to develop the property for better rewards. These provide an income stream that many other councils lack. Additional development and investment in these holdings has been very successful in strengthening the value and return on these assets. Further development and acquisitions are planned making use of cash holdings. Rather than leave money languishing in the bank earning almost nothing, it will be made to work to provide returns at higher levels. Some of this will enable energy efficient transformation of council buildings and a welcome reduction in carbon footprint as well as lower energy bills. In certain areas the council acts in a very entrepreneurial manner developing and running commercial services and making available capital for investment in developing such services forms part of the strategy.

The council's land and buildings are our tangible assets but there is also our staff who work for us at all levels either directly providing services or backing them up with administrative and support work. Their direct knowledge of the services they provide and the systems they operate is an important resource, and the elements of the efficiency plan involve making best use of that knowledge by further enabling and empowering our officers.

Objectives

Faced with a range of uncertainties in the next few years the move from a Mid-year Financial Review to a MTFS with its efficiency plan is an important step. It provides for planning ahead towards being more productive and less reliant on external funding while

maintaining and developing services. It also embraces the financial objectives of this council: sound and prudent financial management, the minimisation of the need for cuts to services, and investment in a fairer and more equal city.

Cllr Lewis Herbert - Leader of the Council

Cllr Richard Robertson – Executive Councillor for Finance and Resources

Section 1

Introduction

Background

The Medium-Term Financial Strategy (MTFS) for the General Fund (GF), known in previous years as the Mid-year Financial Review or MFR, is part of the forecasting and budget setting process which leads to the Budget Setting Report (BSR) being presented to Council in February each year. At this time the Council Tax level for the following financial year is set.

The MTFS sets out the council's financial strategy over the medium-term based on a range of assumptions and forecasts. This document takes the council's existing financial strategy and, if necessary, amends the key assumptions on which it is based. The previous year's 'direction of travel', as set out in the BSR, is revised in the light of factors such as national and local policy changes, current and forecast economic indicators and new legislation.

The GF MTFS incorporates a review of the current year's budget position and updated projections for the 5 years from 2017/18 to 2021/22. These demonstrate the effects of any changes in assumptions made and their impact in terms of savings requirements. A key part of the MTFS process is the identification of:

- Items which require immediate action or approval
- Items which provide context for decisions on the strategy or process:
 - The level of spending reductions required
 - Resources to be made available for funding the capital plan
 - The level of GF general reserves

Budget consultation

Cambridge City Council has carried out a residents' survey in 2016. The residents' survey included questions on priorities for the council's budget in 2017/18, alongside questions on: satisfaction with the council and the services it provides; how the council should communicate with residents and businesses; and how residents and businesses would prefer to engage with the council. Some of the satisfaction questions were drawn from a

standard set of questions developed by the Local Government Association to allow benchmarking against other local authorities, while other questions were similar to previous residents surveys carried out by the council, to allow comparison with results from previous years. A postal questionnaire was sent to a random sample of 4,400 Cambridge residents, with the aim of receiving a robust sample.

Findings from focus groups have been explored in more depth through two supplementary workshops. The first workshop focused on residents on low incomes, who tend to be under-represented within City Council consultations, and explored whether their views are similar or different to those expressed by respondents to the postal survey. The second workshop focused on local businesses, and explored which services they think should be prioritised in the council's budget for 2017/18, and whether their preferences for communication and engagement methods are similar to those expressed in the postal survey.

The findings from the consultation will inform the decisions that councillors make about the about the council's budget for 2017/18, as well as the Council's approach to communications and its developing digital strategy.

Timetable

Key dates and decision points are set out below:

Date	Task
2016	
10 October	Strategy & Resources Scrutiny Committee consider the GF MTFS for recommendation to Council by the Leader
20 October	Council considers both GF and HRA MTFS reports
2017	
5 January	Budget Setting Report (BSR) published
23 January	BSR considered by Strategy & Resources Scrutiny Committee
26 January	The Executive consider and recommend the BSR and Council Tax level to Council
13 February	Special Strategy & Resources Scrutiny Committee to consider any budget amendment proposals
23 February	Council approves Budget Setting Report and sets the level of Council Tax for 2017/18

Section 2

Policy context, priorities and external factors

Local policy context and priorities

Annual Statement

The [Annual Statement](#) for 2016/17 was agreed in May 2016 and sets out the local policy context and priorities for the council.

The Annual Statement reflects and informs the council's Corporate Plan. The Leader's Foreword to this MTFS supplements the Annual Statement and Corporate Plan by setting a direction of travel for the council which responds to the future financial outlook.

Partnership working

The council works in partnership with a range of other bodies where this can bring additional benefits to the people who live work and study in our area, especially when this leads to a pooling of resources and skills to achieve a common aim.

City Deal

The City Council is working with Cambridgeshire County Council, South Cambridgeshire District Council, the University of Cambridge and the Greater Cambridge Greater Peterborough Local Enterprise Partnership to deliver infrastructure, housing and skills targets as agreed with Government in the [Greater Cambridge City Deal](#). The deal consists of a grant of up to £500 million, to be released over a 15 to 20 year period, expected to be matched by up to another £500million from local sources, including through the proceeds of growth.

The Greater Cambridge City Deal Board is engaging organisations and the public through the summer and autumn 2016 on proposals for tackling congestion in Cambridge. The proposals are intended to reduce peak time congestion, freeing up buses to run more rapidly and reliably, helping employees get to work quickly and efficiently. The package

that has been put forward contains eight elements, some of which may have an impact on the City Council.

Following the public consultations, details of the package are due to be decided on in January 2017, so at this stage it is not possible to predict the precise nature or extent of their impact on the City Council. They can, however, be anticipated to have an impact on patterns of usage (and potentially therefore income) at the council's city centre car parks, as well as potential impacts on how and when city council vehicles move around the city to deliver services, and potentially through the proposed work place parking levy.

The service and financial impact of the proposed measures, including arrangements for essential vehicular access, will become clearer in 2017 and beyond and will be factored into the council's financial planning in more detail as the impacts become clearer.

Shared services

The council currently shares some services with neighbouring councils and is working with these councils to develop other shared services where it makes sense to do so. The benefits of working together include improvements in service delivery, efficiencies and greater resilience. Shared services for Waste and Recycling, Legal, ICT, Building Control, Housing Development Agency, CCTV and Payroll are operational, with additional collaborations for Garage and Fleet, Planning and other back office services planned.

Devolution

Cambridge City Council, along with Peterborough City Council and the other councils in Cambridgeshire have negotiated a devolution deal for Cambridgeshire and Peterborough with the government. The deal would see powers and funding devolved from central government to the area. Following a consultation with residents across Cambridgeshire and Peterborough, the deal is subject to approval by the Secretary of State. The City Council, along with all other councils involved, will decide whether to proceed at meetings in late October.

The deal covers the potential transfer of a wide range of resources and powers for infrastructure, housing, economic development, employment and skills from the government. To access the funding and to be able to make decisions more locally, the councils in Cambridgeshire and Peterborough would need to set up a new body called a Combined Authority and have an election for a directly elected Mayor to chair the Combined Authority.

The deal will provide a new £20m annual fund for the next 30 years (£600m) to support economic growth, development of local infrastructure and jobs and £100m for affordable, rented and shared ownership homes across the area. Cambridge will benefit from a grant of £70m for investment in council housing given the high level of house prices in the city. The council plan to fund and deliver at least 500 new council homes using this money.

The council, along with its partners, will be required to fund the set up and first year of operation of the Combined Authority and Mayoralty. Thereafter, it is expected that the ongoing administrative costs of the new authority would be funded through an additional precept (Council Tax) levied by the authority, although other funding sources may be available at the time. No allowance has been made for the set up and first year costs in the figures presented in this report, as they are not yet quantifiable.

External factors

EU Referendum vote to leave / Brexit

The outcome of the EU referendum, which took place on 23 June 2016, was a vote for the United Kingdom (UK) to leave the European Union (Brexit). This heightened the levels of uncertainty that existed before the vote, led to a change in Prime Minister and Cabinet, and speculation on the timing and consequences of negotiations to leave.

These higher levels of uncertainty were immediately reflected in volatility in financial markets and a sharp drop in the value of the pound. Financial indicators have stabilised since the result, but many questions remain. The medium and longer term economic consequences of Brexit cannot be predicted at this point in time, and will depend on the outcome of trade negotiations with Europe and other major trading nations.

Economic commentators generally agree that the UK will see lower growth than had been expected, with businesses being reluctant to invest in the UK and some industries relocating to mainland Europe. As a result the government has abandoned its policy to return government finances to surplus by 2020. Lower taxation take, pressures to spend former EU funds on the NHS and replacing grant funding received from the EU make it unlikely that the funding pressure on local authorities will be eased.

Inflation rates

The base rate of inflation used to drive expenditure assumptions in the GF financial forecasts is the Consumer Price Index (CPI). Previously the base level of inflation included

within forecasts was 2% reflecting the Government target for CPI. However, the Bank of England's August 2016 forecast, which incorporates their view of the impact of the Brexit vote on inflation, predicts a sharp increase in CPI. We have therefore revised our assumptions to align with the Bank of England's forecasts, see Section 3. It should be noted that CPI forecasts may be subject to considerable revision in the coming months as the effect and timing of Brexit become clearer. Rates used will be reviewed again for the BSR in February 2017.

Interest rates on deposits

The council lends its cash balances externally on a short-term basis, with a view to generating a return that can be spent on delivering council services whilst managing both security and liquidity of the cash. On 4 August 2016, the Monetary Policy Committee of the Bank of England lowered the base rate from 0.5% to 0.25% in response to increased uncertainty and the worsening economic outlook following the EU referendum outcome. Rates available to investors are expected to reduce further before recovering in the longer term. As a result, our assumptions relating to the rates at which we can lend out our cash balances have been reduced, as noted in Section 3.

Interest rates on external borrowing

The Council has no GF borrowing or existing plans to borrow.

National policy context

Government spending announcements

The government published the Budget on 16 March 2016. The following announcements included in the budget will impact on the council and therefore require consideration:-

- Overall growth forecasts were reduced, putting pressure on the 2019/20 target for eliminating the deficit and requiring £3.5bn of additional efficiency savings
- Some of these savings could technically be required from local government, although the 2016/17 local government finance settlement offered certainty of funding for four years for those councils publishing an efficiency plan
- Small business rate relief will apply to a greater number of businesses, but the effects of this will be funded by central government

- Proposals for the review of business rates were published, including more frequent business rates revaluations and a switch from RPI to CPI for inflation of the business rates multiplier.

Since the Brexit vote and the change of Prime Minister and Cabinet, there have been a number of relevant announcements, but no emergency budget or equivalent. The Chancellor's Autumn Statement is likely to be the first opportunity for a coherent package of fiscal proposals to be set out in response to the changes in economic outlook for the country. However, the following announcements give some indication of current government thinking:-

- The government has abandoned its policy to return government finances to a surplus by 2020. It is possible to infer from this announcement that further cuts in public spending are unlikely, at least until 2020
- Devolution will remain a government priority.

Local government finance

2017/18 and future years

The local government finance settlement for 2016/17 also provided indicative figures for the three following years. However, considerable uncertainty remains for 2017/18 and beyond, as the government is consulting on changes to New Homes Bonus (NHB) and business rates, and a full revaluation of business properties is to be done for April 2017.

As part of the provisional local government finance settlement on 17 December 2015, it was announced that authorities producing an efficiency plan could fix certain elements of the settlement for the 4 years, 2015/16 to 2019/20. These elements are Revenue Support Grant (RSG), Transitional Grant and Rural Services Delivery Grant. Only RSG is relevant for the City Council and the settlement effectively phases this grant out over the 4-year timeframe.

In addition, business rates tariffs and top-ups in 2017/18, 2018/19 and 2019/20 will not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.

Little guidance has been provided on what the plan should contain, except as follows. It should:-

- Cover the full 4 year period
- Be locally owned and driven
- Show how greater funding certainty can bring about opportunities for further savings
- Be open and transparent about the benefits it will bring to the council and the community
- Show collaboration with local partners and link to devolution deals, as appropriate

The council's efficiency plan is set out in Section 8 of this MTFs.

This MTFs therefore assumes that the level of Settlement Funding Assessment (SFA) will be as indicated in the 2016/17 settlement, included in the February 2016 BSR and as shown below. There is considerable uncertainty relating to SFA for 2020/21 and 2021/22, as this is beyond the current parliamentary term and after the implementation of 100% business rates retention. The overall SFA has therefore been assumed to remain at 2019/20 levels.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Revenue Support Grant (RSG)	1,104	571	-	-	-
Business rates baseline	3,986	4,104	4,259	4,387	4,518
Business rate tariff adjustment / negative RSG	-	-	(24)	(152)	(283)
Total SFA - per 2016/17 finance settlement	5,090	4,675	4,235	4,235	4,235

New Homes Bonus

The New Homes Bonus (NHB) was launched in 2010 as a non-ringfenced payment to all local authorities based on the number of new homes added each year within its area. The eligible amount is then paid for each of a period of 6 years.

A cut of approximately two-thirds of the funding available for NHB was announced in the 2015 Spending Review, followed by a technical consultation on the future of the scheme. The outcome of that consultation is awaited. In the absence of any further information, projections have been updated in line with housing trajectory figures, **assuming no changes to the way NHB is calculated. In practice, reductions in total NHB receipts could be seen**

from 2017/18 onwards. For illustrative purposes, the impact of one possible scenario is outlined in the final paragraph in this section.

NHB receipt estimates, based on projections of future housing completions and empty homes brought back into use, are shown below, along with current commitments.

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Confirmed NHB funding at February 2015 BSR	(4,176)	(3,441)	(2,878)	(1,587)	-
Add					
Confirmed NHB receipts for 2016/17	(1,360)	(1,360)	(1,360)	(1,360)	(1,360)
Estimated NHB receipts for 2017/18	(1,726)	(1,726)	(1,726)	(1,726)	(1,726)
Estimated NHB receipts for 2018/19	-	(2,004)	(2,004)	(2,004)	(2,004)
Estimated NHB receipts for 2019/20	-	-	(1,726)	(1,726)	(1,726)
Estimated NHB receipts for 2020/21	-	-	-	(1,573)	(1,573)
Potential New Homes Bonus Total	(7,262)	(8,531)	(9,694)	(9,976)	(8,389)
Commitments against NHB					
Funding for officers supporting growth e.g. within planning	785	785	785	785	785
Replacement of Homelessness Prevention Funding subsumed into the SFA	564	564	564	564	564
Public Realm Officer - Growth X3782	35	35	-	-	-
Direct revenue funding of capital	1,075	1,075	1,075	1,075	1,075
Contribution to City Deal Investment and Delivery Fund	3,631	4,266	4,847	4,988	4,195
Contribution to A14 mitigation Fund	-	-	1,500	-	-
Total commitments against NHB	6,090	6,725	8,771	7,412	6,619
NHB uncommitted	(1,172)	(1,807)	(923)	(2,564)	(1,771)
% NHB used to support service delivery (revenue and capital)	34%	29%	25%	24%	29%

Along with partners, the Council has committed 50% of NHB funding each year to a City Deal Investment and Delivery Fund. If NHB reduces, it is this contribution that would be impacted first. Reductions greater than these amounts may require savings in revenue or capital spending, with the spending listed above being considered against other spending priorities.

It can be seen from the table above that service delivery spending represents less than a third of projected NHB, so would not be impacted by cuts of up to two thirds. **One of the options consulted on which achieved a reduction in funding of two-thirds, is to reduce the payment period for NHB from six years to two. Applying this, with a taper to achieve the reduction, indicates that continued funding for all listed commitments can be maintained by eliminating the uncommitted portion of NHB and limiting contributions to the City Deal Investment and Delivery Fund. In this case over the four years to 2020/21 contributions to the fund suffer a reduction of 68% from £16.8m to £5.4m and uncommitted NHB retained by the council falls from £5.6m to £0.4m.**

Section 3

Review of key assumptions

Budget forecasts presented in the February 2016 Budget Setting Report were based on a number of key assumptions, for example levels of general and pay inflation, interest rates, future funding requirements and Council Tax levels.

These key assumptions have been reviewed taking account of changes in external factors, government announcements, latest forecasts and circumstances. The table below highlights where assumptions have been retained and where changes have been made for the purposes of forecasts presented in this document.

Forecast assumptions for future government grant funding and the prudent minimum balance and target level of the GF Reserve are included in more detail in sections 2 and 7 of this report respectively.

Key area	Assumption	Comment / Sensitivity
Pay Inflation	Pay progression cost estimate plus: 2017/18 – 1.0% 2018/19 – 1.0% 2019/20 – 1.0% and 2.0% thereafter	Reflects the agreed pay increase for 2017/18, Government guidance for the following two years, then provides for an increase thereafter (reduced from 2.5%).
Employee turnover	3%	In general, employee budgets assume an employee turnover saving of 3.0% of gross pay budget. Specific vacancy factors are applied where experience indicates that a different vacancy factor is more applicable.
General inflation (CPI)	2017/18 – 1.9% thereafter 2.4% (previously 2%)	Updated central provisions have been made as appropriate for fuel, electricity and gas based on current knowledge of these markets or revised contractual commitments. The same inflation factors are applied to Central and Support Services as for direct services.

Key area	Assumption	Comment / Sensitivity
Major contracts	Inflation per contract	Major contracts and agreements, in term, are rolled forward based on the specified indices in the contract or agreement
Income and charges increases	2.0%	Income and charges – general assumption of 2.0% ongoing, but specific reviews of all charges required by committees. Property rental income based on detailed projections and rent reviews.
Capital funding contributions	£1.8m	Capital funding contributions at base level of £1.8m per annum with feasibility budget of £82-£94k.
Council Tax increase	2017/18 £5.00 2018/19 onwards 2.0%	Council Tax increase £5.00 for a Band D property in 2017/18 giving approximately £56k more than a 2% increase in the year.
Government grant (SFA)	Indicative levels of grant as notified through the final local government finance settlement in early 2016.	The council's efficiency plan will be accepted by government and these grant levels confirmed.

Section 4

Review of budgets and savings targets

2015/16 outturn

A favourable variance of £2,479k after approved carry forward requests of £485k was recorded on net service spending in the GF for 2015/16. After variances on government funding, statutory capital accounting adjustments, contributions to/ from earmarked reserves and the application of direct revenue funding for capital have been taken into account, the overall net effect was an increase in the GF reserve of £2,893k.

Whilst the variance on net service spending was spread widely across the council and various categories of income and expenditure, over £1.5m was due to over achievement of income targets. Total budgets for staff and agency workers were underspent by more than £700k (2% of budget). Other variances were generally small, and in the context of savings being generated by the ongoing transformation programme, it was felt that limited benefit would be gained by reviewing these in detail.

2016/17 budgets

Departmental budgets are regularly monitored and action is taken where necessary to bring over spending in line with budgets. Where it looks likely that the annual budget will not be spent in full, this is kept under review to ensure that the service spends only what is necessary to deliver its aims and objectives. However, variance from 2016/17 budgets requires consideration of the impacts on future savings requirements and budgets.

A summary of these impacts and other identified pressures and savings are given in the table below and they have been included in the revised projections for the GF and saving requirements given in Section 5.

Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Pressures:						
Reductions in interest receivable as a result of lower interest rate expectations	-	165	165	165	165	165
Members allowances	-	47	47	47	47	47
Total pressures	-	212	212	212	212	212
Deliverable savings and increased income:						
Office accommodation strategy savings	-	-	(60)	(60)	(60)	(60)
Savings arising from the change to LED lighting in car parks	-	(46)	(46)	(46)	(46)	(46)
Total deliverable savings	-	(46)	(106)	(106)	(106)	(106)
New proposal and re-phasing:						
Additional contribution to Sharing Prosperity Fund	200	-	-	-	-	-
Park Street multi-storey car park reduction in income during redevelopment delayed for one year	-	(560)	160	370	30	-
Total new proposal and re-phasing	200	(560)	160	370	30	-
Total changes to future indicative budgets	200	(394)	266	476	136	106
Changes to base assumptions	(276)	(517)	(444)	(338)	(429)	(692)
Total changes	(76)	(911)	(178)	138	(293)	(586)

Applying these budget savings and pressures gives an indication of the net savings requirements by year for the next 5 years, assuming that savings are delivered in the year that the requirement is identified. The requirement for net savings is then adjusted using GF reserves to create a consistent profile across the period, whilst leaving in place the planned overachievement of savings in 2017/18. Following all these changes the net savings requirements total £2.2m.

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
BSR 2016 - Current Savings Target (new savings each year)	174	336	1,347	1,713	800
Previous year savings not achieved / (over achieved)		(737)	-	-	-
Changes to base assumptions	(517)	73	106	(91)	(264)
Proposals and rephasing	(560)	720	210	(340)	(30)
New pressures in year	212	-	-	-	-
New deliverable savings found in year	(46)	(60)	-	-	-
Savings still to be found	(737)	332	1,663	1,282	506
Use of reserves to smooth savings through adjustment to base expenditure	-	228	(1,103)	(722)	54
Savings still to be found	(737)	560	560	560	560

Section 5

General Fund – Expenditure and funding

The following projection of GF expenditure and funding results from applying the recommendations included in this report:-

Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Expenditure						
Net service budgets	20,276	18,574	19,819	19,646	19,715	20,136
Capital accounting adjustments	(5,423)	(5,423)	(5,423)	(5,423)	(5,423)	(5,423)
Capital expenditure financed from revenue	3,831	1,798	1,798	1,786	1,786	1,786
Contributions to earmarked funds	9,166	7,068	7,072	6,770	8,552	6,965
Revised net savings requirement	-	737	(560)	(560)	(560)	(560)
Net spending requirement	27,850	22,754	22,706	22,219	24,070	22,904
Funded by:						
Settlement Funding Assessment (SFA)	(5,864)	(5,090)	(4,675)	(4,235)	(4,235)	(4,235)
Locally Retained Business Rates – Growth Element	(800)	(800)	(800)	(800)	(800)	(800)
Other grants from central government	-	0	0	0	0	0
New Homes Bonus (NHB)	(6,323)	(7,262)	(8,531)	(9,694)	(9,976)	(8,389)
Appropriations from earmarked funds	(1,409)	0	0	0	0	0
Council Tax	(7,353)	(7,766)	(7,962)	(8,161)	(8,366)	(8,576)
Contributions (from) / to reserves	(6,102)	(1,836)	(739)	671	(693)	(904)
Total funding	(27,851)	(22,754)	(22,707)	(22,219)	(24,070)	(22,904)

* Net service budgets include savings and pressures identified in Section 4.

Section 6

Capital plan

Approved plan

The capital plan was approved by council in February 2016. Since then projects carried forward from 2015/16 of £16,445k have been added and further net changes of -£21k have been approved through area committees (s106) and urgency processes.

Approved since BSR	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Approved at BSR Feb 2016:							
Programmes	1,185	312	300	-	-	-	1,797
Projects	1,638	251	36	-	-	-	1,925
Sub-total	2,823	563	336	-	-	-	3,722
Provisions	794	572	220	56	487	-	2,129
Total	3,617	1,135	556	56	487	-	5,851

Changes approved and adjustments made in year:							
Programmes	885	-	-	-	-	-	885
Projects	3,907	-	-	-	-	-	3,907
Sub-total	4,792	-	-	-	-	-	4,792
Provisions	11,059	573	-	-	-	-	11,632
Total	15,851	573	-	-	-	-	16,424

Current approved plan:							
Programmes	2,070	312	300	-	-	-	2,682
Projects	5,591	251	36	-	-	-	5,878
Sub-total	7,661	563	336	-	-	-	8,560
Provisions	11,807	1,145	220	56	487	-	13,715
Total	19,468	1,708	556	56	487	-	22,275

Mid-year capital spending proposals

In addition to projects already approved (and included in the above Current Plan), the tables below list proposals that have been endorsed by the Capital Programme Board and are now proposed for funding, with the exception of PR038, where individual investments have yet to be identified. All items have assigned existing funding sources with only two impacting on Capital Funding Available (as indicated).

Ref.	Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
	Approved since BSR Feb 2016:							
SC621	20 Newmarket Road (required use of the £51k funding available)	125	-	-	-	-	-	125
SC607	Fleet Maintenance and Management Service at Waterbeach	46	-	-	-	-	-	46
	Total Approved since BSR Feb 2016	171	-	-	-	-	-	171
	Amendments since BSR Feb 2016:							
	Costs (and funding) revised:							
PV529	Amended scheme costs (mainly 125 Newmarket Road) and rephasing into 2015/16	(61)	-	-	-	-	-	(61)
SC611	Grafton East car park roof repairs (released funding)	(75)	-	-	-	-	-	(75)
	Transferred from Plan to PUD:							
UD030h	Romsey - Town Square Public Realm Improvements (\$106)	(56)	-	-	-	-	-	(56)
	Total Adjustments since BSR Feb 2016	(21)	-	-	-	-	-	(21)

Ref.	Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
	Proposals							-
SC631	Grand Arcade car park LED lights	194	-	-	-	-	-	194
SC622	Grafton East car park LED lights	137	-	-	-	-	-	137
SC629	Abbey Pools air plant upgrade	46	-	-	-	-	-	46
SC630	Abbey Pools solar thermal upgrade	49	-	-	-	-	-	49
SC625	Lammas Land kiosk improvements	20	-	-	-	-	-	20
SC623	Environment and cycling improvements in Water Street and Fen Road	50	-	-	-	-	-	50
PR038	Investment in commercial property	20,000	-	-	-	-	-	20,000
Misc	Section 106 miscellaneous	1,084	-	-	-	-	-	1,084
	Total Proposals	21,579	-	-	-	-	-	21,579

The prioritisation scores for the six proposed schemes are set out below:

Prioritisation category	SC607 - Grand Arcade car park LED lights	Sc622 - Grafton East car park LED lights	SC629 - Abbey Pools air plant upgrade	SC630 - Abbey Pools solar thermal upgrade	SC625 - Lammas Land kiosk improvements	SC623 - Environment and cycling improvements in Water Street and Fen Road
Statutory requirement or business critical	No	No	Yes	Yes	No	No
Alignment with council objectives	0.7 out of 5	0.7 out of 5	1.7 out of 5	1.7 out of 5	0.7 out of 5	2.6 out of 5
[Degree of alignment scored against objectives in Annual Statement, then averaged. 0 = no alignment, 5 = will deliver this objective in a value-added / innovative way with additional benefits for the council]	(Scores 5 on 'Tackling climate change, and making Cambridge cleaner and greener)	(Scores 5 on 'Tackling climate change, and making Cambridge cleaner and greener)	(Scores 5 on 'Tackling climate change, and making Cambridge cleaner and greener and 'Protecting our city's unique quality of life')	(Scores 5 on 'Tackling climate change, and making Cambridge cleaner and greener and 'Protecting our city's unique quality of life')	(Scores 4 on 'Protecting our city's unique quality of life')	
Financial impact	1=revenue savings	1=revenue savings	0=cost neutral	0=cost neutral	0=cost neutral	0=cost neutral
Delivery risk – project planning	Low	Low	Low	Low	Medium	Low
Delivery risk – project complexity	Medium	Medium	Medium	Low	Medium	Low

If all the above proposals are accepted, the effect of these schemes, along with schemes already approved in year on the level of unapplied capital funding available is shown in the following table.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
BSR Feb 2016:							
Spend	3,617	1,135	556	56	487	-	5,851
Funding	(3,668)	(2,683)	(2,104)	(1,842)	(2,273)	(1,786)	(14,356)
Funding available and unapplied	(51)	(1,548)	(1,548)	(1,786)	(1,786)	(1,786)	(8,505)
Changes approved and adjustments made in year:							
Spend	15,851	573	-	-	-	-	16,424
Funding	(15,875)	(573)	-	-	-	-	(16,448)
Funding available and unapplied	(24)	-	-	-	-	-	(24)
Proposals:							
Spend S106	1,084	-	-	-	-	-	1,084
Funding S106	(1,084)	-	-	-	-	-	(1,084)
Spend other (net)	20,496	-	-	-	-	-	20,496
Funding other (net)	(20,496)	-	-	-	-	-	(20,496)
Funding available and unapplied	-	-	-	-	-	-	-
Revised capital funding availability	(75)	(1,548)	(1,548)	(1,786)	(1,786)	(1,786)	(8,529)
Memo: 5% top-slice of 'BSR 2015 funding available' for feasibility budget (revenue)	66	82	82	94	94	94	512

Revised plan

If the above proposals are approved, the revised capital plan will be as follows:

MTFS Proposals	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Current approved plan total (as above):	19,468	1,708	556	56	487	-	22,275
Changes proposed:							
Programmes	20,803	-	-	-	-	-	20,803
Projects	776	-	-	-	-	-	776
Sub-total	21,579	-	-	-	-	-	21,579
Provisions	-	-	-	-	-	-	-
Total	21,579	-	-	-	-	-	21,579
Proposed plan:							
Programmes	22,030	312	300	-	-	-	22,642
Projects	7,240	251	36	-	-	-	7,527
Sub-total	29,270	563	336	-	-	-	30,169
Provisions	11,777	1,145	220	56	487	-	13,685
Total	41,047	1,708	556	56	487	-	43,854

Work continues to develop a number of larger schemes to be brought forward for funding approval through the Budget Setting Report in February 2017 and beyond. These schemes will draw on capital funding available and reported above, expected capital receipts and potentially internal and external borrowing as appropriate for the scheme. These larger schemes are likely to include the redevelopment of Park Street Car Park, the redevelopment of Mill Road Depot and development at Cambridge Fringe North East.

Section 7

Risks and reserves

Risks

The council is exposed to a number of risks and uncertainties which could affect its financial position:-

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- The actual impact and timing of local growth on the demand for some services may not reflect projections used;
- The economic impact of the United Kingdom leaving the European Union may impact some of the council's income streams such as car parking income, commercial rents and planning fee income;
- Funding from central government (SFA, NHB and other grants) may fall below projections;
- Increases in council tax and business rates receipts due to local growth may not meet expectations;
- Business rates appeals, which may be backdated to 2010, may significantly exceed the provision put aside for this purpose;
- The business rates revaluation, due to come into effect in April 2017 may reduce business rates receipts;
- The impact of 100% business rates retention, coupled with any additional responsibilities handed down to the council at that time, may create a net pressure on resources;
- New legislation or changes to existing legislation may have budgetary impacts;
- Unforeseen capital expenditure, such as major repairs to offices and commercial properties, may be required;

- The implementation of proposals to tackle congestion in Cambridge may adversely impact car parking income and the delivery of services that rely on officers travelling around the city. The council may also become subject to a work place parking levy;
- The council may have to contribute to costs associated with the implementation and administration of devolution proposals, including the establishment of a combined authority; and
- The council may not be able to replace time-limited funding for commitments to maintain open spaces associated with growth sites, or implement alternative arrangements for their maintenance.

Reserves

General Fund reserve

The GF reserve is held as a buffer against crystallising risks and to deal with timing issues and uneven cashflows. As such, the level of the reserve required is dependent on the financial risks facing the council which will vary over time. Therefore, the prudent minimum balance (PMB) and target level of the GF reserve has been reviewed in the light of current risks. Detailed calculations of these amounts are provided in Appendix B.

As a result, the following changes are recommended and have been included in the calculations of net savings requirements in this report.

General Fund reserves	£m
February 2016 BSR	
- Target level	6.16
- Minimum level	5.13
September 2016 MTFS – Recommended levels	
- Target level	6.37
- PMB	5.31

The table below shows current and projected levels of the GF reserve.

Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Balance as at 1 April (b/fwd)	(16,012)	(9,909)	(8,074)	(7,334)	(8,006)	(7,312)
Total Contribution (to) / from reserves	6,102	1,836	739	(671)	693	904
Balance as at 31 March (c/fwd)	(9,909)	(8,074)	(7,334)	(8,006)	(7,312)	(6,409)

Earmarked and specific funds

In addition to the GF reserve, the GF maintains a number of earmarked or specific funds which are held for major expenditure of a non-recurring nature or where the income is received for a specific purpose, see Appendix C.

A review of the purpose and use of these funds was undertaken during 2014/15. A number of the funds were discontinued and balances released. These funds are now subject to annual review as part of the MTFs to ensure that principles agreed at the time are applied:-

- Major policy-led funds, such as the Sharing Prosperity Fund (SPF) and the Climate Change Fund, will be retained.
- Selected Repairs and Renewals (R&R) Funds – for vehicles and Bereavement Services – will be retained.
- Any other reserves will only be held as required for statutory or accounting purposes, or to record balances held by the council for other organisations or partnerships.
- Uncommitted balances will be moved to the GF reserve, and funds closed when all committed balances are spent.

Type of earmarked or specific fund	Balance at 31 March 2016 £000
Major policy-led funds	7,472
R&R funds	2,143
Statutory and accounting reserves	4,717
Shared / partnership funds	2,212
Other – to be closed once committed balances are spent	1,243
Total	17,787

The uncommitted balance of £90k on the efficiency fund has been transferred into the transformation budget. The following funds are recommended to be released:-

Earmarked or specific fund	Balance at 31 March 2016 £000	Notes
Consultation programme	37	Close - to be funded from existing budgets as required
Cambridge LSP funding	23	Close - old balance, no longer required
Mapping poverty research	4	Close - to be funded from existing budgets, as required
Kick about site	47	Close - old balance, no longer required
HPDG 2009/10	3	Close – old balance, no longer required
Specific revenue grants earmarked reserve	4	Close - old balance, no longer required. Part of the larger fund
Project facilitation fund	33	Uncommitted balance
Total	151	

The balance on the SPF is substantially committed. It is therefore proposed to transfer £200k from GF reserves to the SPF to enable further projects supporting the council's Anti-Poverty Strategy to be funded.

Section 8

Budget strategy and efficiency plan

General Fund savings requirements

The February 2016 BSR identifies the need to find £174k of ongoing net savings in the GF in 2017/18. This amount is after the application of £103k 2016/17 savings identified in excess of that year's requirement and £532k of net new pressures in 2017/18 already identified in BSR 2016. Current financial projections, taking account of revised assumptions and incorporating all changes proposed as part of this GF MTFS show that work remains to be done to balance the budgets for 2017/18 and beyond, with additional net savings of £2.2m to be found in the next five years.

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Net savings requirement (BSR Feb 2016)	174	336	1,347	1,713	800
Contribution to savings target (Section 4)	(911)	224	(787)	(1,153)	(240)
Revised (MTFS) net savings requirement	(737)	560	560	560	560

General Fund budget strategy

The budget process

The GF budget process for 2016/17 will remain broadly similar to that for previous years, working within an overall cash limit designed to meet known financial pressures.

The updated base model used to prepare this report has driven the recommendations in respect of the 2017/18 budget process and provided indications of the level of savings required to meet both current and anticipated spending needs.

The GF MTFS has highlighted:

- An on-going pressure arising from a reduction in interest rates earned on cash balances;
- Higher than previously expected levels of inflation on expenditure;
- Increased levels of risk and uncertainty in a number of areas, with both direct and indirect impacts on the finances of the council. Direct risks include current consultations on business rates and NHB. Indirectly, the current negative economic outlook could impact planning and parking income and increase the demand for the council's services;

Identification of further savings

The council has a record of identifying and delivering savings, through both service reviews and improvements in value for money obtained over all categories of spending. These approaches to finding and delivering savings will continue, but it is expected that the value of new savings found will decrease over time as services become leaner and more cost effective.

Therefore, the council has embarked on a long term programme of transformation which will make fundamental changes to the way the council delivers services and interacts with residents, tenants and other parties. This approach is set out in the following efficiency plan.

Efficiency plan 2016 to 2020

Introduction

In December 2015, as part of the provisional local government finance settlement, a four year funding guarantee was offered to councils that submit an efficiency plan for the four year period commencing 2016/17. The following sections set out the City Council's approach to transforming its services and delivering savings and efficiencies for its residents, services users, businesses and visitors to the city.

Each year, the council publishes an [Annual Statement](#). In his introduction, the Leader of the Council refers to developing our 'Plan for 2020', which will 'set out a clear long term strategic direction for the council and for Cambridge, 'our city of considerable magic'.

The seven aims or objectives within the statement form the basis of the [Corporate Plan](#), setting out how the vision and strategic direction will be delivered. These objectives are:-

- Delivering sustainable prosperity for Cambridge and fair shares for all
- Tackling the housing crisis and delivering our planning objectives
- Making Cambridge safer and more inclusive
- Investing in improving transport and tackling congestion
- Protecting our city's unique quality of life
- Protecting essential services and transforming council delivery
- Tackling climate change, and making Cambridge cleaner and greener.

Major initiatives

Political control of the council changed in May 2014. The resulting change in aims, objectives and policies, alongside projected reductions in local government funding, provided impetus to the development of a three pronged approach to service review and savings delivery: the transformation programme, the extension of collaborative working with local partners, and investment to provide regular income streams.

The transformation programme

The council has formally set up the programme, with a programme manager, business change manager and programme office, to deliver projects under the following three themes:-

- **Deliver inclusive and easy to use services for all** – protecting core services that residents need and value and ensuring fairness;
- **Transforming how we deliver services** - working with our committed staff team and other partners;
 - **Shared services**
 - **Internal service reviews**
- **Making the best use of all our assets** - reinvesting all available Council resources to maximise financial return and benefits for city residents, and making existing assets work harder too.
 - **Commercialisation**

- **Investment for income**
- **Challenging avoidable capital commitments**

The projects form a complex and cross-cutting transformational change programme. Many of these transformational projects are 'back-loaded' with the aim of producing significant, but not instant, efficiencies. However it is only by taking this more fundamental approach that we can ensure the council will deliver the savings it needs to make into the longer term, whilst developing a new style and shape of organisation which is sustainable and fit for the new environment we find ourselves in.

Following a detailed review of earmarked funds which released £12.1m, funding for transformation has been provided from reserves. Resourcing to support the programme office and deliver each project is subject to on-going review and approval as the programme develops.

Shared services

The council is developing a suite of shared services with neighbouring councils in Cambridgeshire. Whilst the delivery of savings is important, other expected benefits include service resilience, improvements to service delivery, better use of buildings through co-location, and the sharing of specialist staff, including key managers and directors. Initially, shared services were implemented as opportunities arose, but now shared governance arrangements and a partnership agreement are in place between the City Council, South Cambridgeshire District Council and Huntingdonshire District Council.

Existing shared services include Waste and Recycling, ICT, Legal and Building Control and other smaller services. Once the partners have reviewed the operation of these services and ensured that they are well established there will be an opportunity to consider the potential for further shared services to be formed. These are likely to include Planning, Garage and Fleet, Finance, HR and Internal Audit.

Internal service review

The council undertakes a continuing programme of internal service reviews, ensuring that all services are reviewed on a cyclical basis. Considering the level of efficiency savings already generated from services, particular emphasis is now being placed on reviewing service specification levels, ensuring that the service we provide meets identified needs, is lean, fit for purpose, and without costly and unnecessary variations and additions.

The council has developed a **digital transformation strategy** which underpins the delivery of all services by investing in technology to manage demand, reduce costs and transform links with customers. The strategy is designed to underpin and enable the Council's transformational journey by providing the link between the aims of the Council and the ICT required to deliver those aims. The benefits of better technology for our customers and staff include greater choice and flexibility in how our services are delivered to our communities. It also enables us to work smarter not harder, to help us work better in the partnerships we have across the city and make what can be tough jobs that bit easier.

This strategy will support the Council services to direct their customers to appropriate and targeted channels and improve the customer experience and meet the growing needs to provide cost effective and efficient services. The council seeks to make the most of opportunities in the way it designs and delivers services helping to ensure everyone who wants to have the chance to benefit from these changes and putting the customer at the heart of everything we do.

Therefore implementing a successful digital transformation strategy will not only contribute to increased efficiency but there will be longer term benefits for both the residents and the council.

Commercialisation

The council runs a number of services on a commercial basis, including off street car parking, bereavement services and trade waste. Further opportunities are being sought to increase entrepreneurial delivery in these services and others. The drive towards commercialisation will be led by the newly-appointed Head of Commercial Services, and includes the provision of maintenance and MOT testing for HGVs from the council's re-sited and enlarged fleet maintenance facility. All services have been tasked with exploring or extending their income generating opportunities, with potential identified for further commercialisation in bereavement services, environmental health and planning.

Investment for income

Funding released from earmarked reserves supplemented with money from general reserves has been made to 'work harder'. This is particularly important given the recent reduction in interest rates in the UK. £8.5m has been used to purchase commercial property to add to the council's portfolio, producing an annual return in excess of 6%. It is proposed that a further £20m will be allocated from reserves for a new programme of acquiring additional commercial property, with the emphasis on the security of the assets and their income stream, while enhancing revenue.

Following a review of reserves and capital plans, a further £8m is to be used to establish an Invest for Income Fund, with work currently in progress to identify appropriate investments to make a reasonable return. Particular emphasis will be put on these being in areas of sustainable energy and commercial services in keeping with the existing activities of the council. Such projects are more difficult and take longer to develop than purchasing property but will widen the way the council's investments serve the community as well as further diversifying the investment portfolio.

The council has lent £7.4m to Cambridge City Housing Ltd (CCHC), a company wholly-owned by the council. CCHC provides housing at sub-market rents to tenants who are unable to afford market rents within the city. This investment provides the council with a better return than bank deposits and other treasury investments, as well as helping to address housing need.

Challenging avoidable capital commitments

The council has examined its approval process for GF capital schemes, introducing more rigorous challenge to the prioritisation and planning of projects. New processes are designed to ensure that schemes are specific, well-planned and deliverable to stated timescales. Schemes on the existing GF capital programme were challenged and over £10m of capital funding released as a result.

Further work is underway to scrutinise all GF schemes approved and being planned to ensure that they meet current priorities and requirements, and that they represent the best use of the funding available.

Appendix A

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
Capital-GF Projects								
PR030e	Cavendish Rd (Mill Rd end) improvements: seating & paving (S106)	J Richards	7	0	0	0	0	0
PR030f	Bath House Play Area Improvements (S106)	D O'Halloran	107	0	0	0	0	0
PR031i	Perse Way Flats Play Area (S106)	A Wilson	2	0	0	0	0	0
PR031k	St Luke's Church: grant for refurbishment of community facilities (S106)	J Hanson	8	0	0	0	0	0
PR031l	Landscaping and play area improvements on green on Bateson Road (S106)	J Parrott	26	0	0	0	0	0
PR031m	Install play equipment at Dundee Close, Discovery Road and Scotland Road play areas (S106)	J Parrott	24	0	0	0	0	0
PR032g	Cherry Hinton Rec Ground pavilion refurb. (S106)	I Ross	297	0	0	0	0	0
PR032h	Trumpington Bowls Club Pavilion Ext. (S106)	I Ross	2	0	0	0	0	0
PR032l	Grant to improve community facilities at Lutheran Church on Shaftesbury Road (S106)	J Hanson	45	0	0	0	0	0
PR032m	Grant to improve the community room facilities at Rock Road Library	J Hanson	16	0	0	0	0	0
PR032o	Nightingale Park Community Green Space (S106)	G Belcher	22	0	0	0	0	0
PR032r	Install junior fit kit at Accordia development (S106)	A Wilson	15	0	0	0	0	0
PR033c	Public Art element of improvements to the entrances at Histon Rd Rec (S106)	N Black	2	0	0	0	0	0
PR033f	Histon Rd Rec Ground Improvements (S106)	A Wilson	14	0	0	0	0	0
PR033m	Benches on Carisbrooke Road green and next to Coton footpath near Wilberforce Road (S106)	A Wilson	3	0	0	0	0	0
PR033n	Shelly Row play area improvements (S106)	A Wilson	50	0	0	0	0	0
PR033o	Refurbishment of Christ's Piece's Tennis Courts and Fencing (S106)	I Ross	59	0	0	0	0	0
PR033q	Additional play equipment, benches and landscaping at Christ Piece's play area (S106)	A Wilson	15	0	0	0	0	0
PR034c	Drainage of Jesus Green (S106)	A French	6	0	0	0	0	0
PR034d	Public Art - 150th and 400th Anniversary (Cambridge Rules) (S106)	N Black	112	0	0	0	0	0
PR034n	Cambridge Gymnastics Academy: grant for warehouse conversion into gym facility (S106)	I Ross	65	0	0	0	0	0
PR034p	Cambridge 99 Rowing Club: grant for kitchen facilities (S106)	I Ross	5	0	0	0	0	0
PR034q	Cambridge Canoe Club: additional boat and equipment store (S106)	I Ross	8	0	0	0	0	0

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Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
PR040a	Public art grant - Big Draw event 2015, Chesterton (S106)	N Black	1	0	0	0	0	0
PR040b	Public art grant - Rock Road library community garden (S106)	N Black	7	0	0	0	0	0
PR040c	Public art grant - Creating my Cambridge: Clicking to Connectivity	N Black	15	0	0	0	0	0
PR040d	Public art grant - Twilight at the Museums 2016: Animated Light Projection (S106)	N Black	14	0	0	0	0	0
PR040e	Public art grant - Cambridge Sculpture Trails leaflet (S106)	A Wilson	3	0	0	0	0	0
PR040f	Public art grant - Syd Barrett (S106)	S Tovell	2	0	0	0	0	0
PR040g	Public art grant - Chesterton mural (S106)	S Tovell	1	0	0	0	0	0
PR040i	Public art grant - History Trails (S106)	S Tovell	5	0	0	0	0	0
PR040j	Public art grant - Sounds of Steam (S106)	S Tovell	5	0	0	0	0	0
PR040k	Public art grant - Mitcham's models at Christmas (S106)	A Wilson	1	0	0	0	0	0
PR040l	Public art grant - Newnham Croft stained glass window (S106)	S Tovell	5	0	0	0	0	0
PR040m	Public art grant - public art at North Cambridge Academy (S106)	S Tovell	5	0	0	0	0	0
PR040o	Public art grant - 'The place where we stand' (S106)	S Tovell	3	0	0	0	0	0
PR040p	Public art grant - Life in Trumpington (S106)	S Tovell	1	0	0	0	0	0
PR041b	Grant to Cambridge Gymnastics Academy for trampoline and foam pit in gym (S106)	I Ross	75	0	0	0	0	0
PR041d	Grant to Camrowers and CRA Boathouse (S106)	I Ross	250	0	0	0	0	0
PR042A	Improved access to Hodson's Folly (S106)	S Tovell	9	0	0	0	0	0
SC034o	Netherhall School: supplementary grant for gym and fitness suite facilities (S106)	I Ross	219	0	0	0	0	0
SC391	La Mimosa Punting Station	P Doggett	2	0	0	0	0	0
SC410	Mill Road Cemetery	D Peebles	10	0	0	0	0	0
SC469	Vie Public Open Space (S106)	S Tovell	7	0	0	0	0	0
SC540	Electronic Market Management Software	D Ritchie	2	0	0	0	0	0
SC548	Southern Connections Public Art Commission (S106)	R Hobbs	24	11	21	0	0	0

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Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
SC560	Guildhall & Corn Exchange Cap Schemes RO AR9	D Kaye	63	0	0	0	0	0
SC570	Essential Structural/Holding Repairs - Park Street Multi Storey car park	S Cleary	17	0	0	0	0	0
SC571	Procurement of IT System to Manage Community Infrastructure Levy	S Saunders	20	0	0	0	0	0
SC588	NW Cambridge Development Underground Collection Vehicle	M Parsons	265	0	0	0	0	0
SC590	Structural Holding Repairs & Lift Refurbishment - Queen Anne Terrace Car Park	S Cleary	299	20	15	0	0	0
SC596	Replacement Air Cooling Systems	W Barfield	127	0	0	0	0	0
SC597	Empty Homes Loan Fund	Y O'Donnell	200	0	0	0	0	0
SC601	Replacement Telecommunications & Local Area Network	T Allen	325	0	0	0	0	0
SC604	Replacement Financial Management System	C Ryba	242	0	0	0	0	0
SC605	Replacement Building Access Control System	W Barfield	73	0	0	0	0	0
SC607	Fleet Maintenance & Management Service at Waterbeach	D Cox	91	0	0	0	0	0
SC608	Improvements to Gwydir Enterprise Centre	D Prinsep	200	0	0	0	0	0
SC609	Electric Pest Control Van	Y O'Donnell	22	0	0	0	0	0
SC612	Car parking control equipment at multi storey car parks	S Cleary	570	0	0	0	0	0
SC613	Dedicated wi-fi frequency for Cambridge CCTV cameras	M Beaumont	25	0	0	0	0	0
SC614	Redeployable CCTV camera stock	M Beaumont	60	0	0	0	0	0
SC615	Cherry Hinton Grounds Improvements Phase 2 (S106)	A Wilson	180	220	0	0	0	0
SC616	General Fund Property Acquisition for Housing Company	D Prinsep	2,114	0	0	0	0	0
SC617	Grant for gym changing rooms and new health suite at Kelsey Kerridge (S106)	I Ross	40	0	0	0	0	0
SC621	20 Newmarket Road - commercial property	D Prinsep	125	0	0	0	0	0
SC622	Grafton East car park LED lights	S Cleary	137	0	0	0	0	0
SC623	Environment and cycling improvements in Water Street and Fen Road	A Wilson	50	0	0	0	0	0
SC624	Dudley Road play area improvements (S106)	A Wilson	40	0	0	0	0	0

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Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
SC625	Lammas Land kiosk improvements	J Ogle	20	0	0	0	0	0
SC626	Grant for community facilities at Rowan Humberstone Centre (\$106)	A Wilson	71	0	0	0	0	0
SC629	Abbey Pools air plant upgrade	I Ross	46	0	0	0	0	0
SC630	Abbey Pools solar thermal upgrade	I Ross	49	0	0	0	0	0
SC631	Grand Arcade car park LED lights	S Cleary	194	0	0	0	0	0
Capital-GF Projects			7,240	251	36	0	0	0
Capital-Programmes								
PR010a	Environmental Improvements Programme - North Area	J Richards	135	50	50	0	0	0
PR010b	Environmental Improvements Programme - South Area	J Richards	178	36	36	0	0	0
PR010c	Environmental Improvements Programme - West/Central Area	J Richards	124	36	36	0	0	0
PR010d	Environmental Improvements Programme - East Area	J Richards	167	48	48	0	0	0
PR010di	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Wilson	31	0	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	349	0	0	0	0	0
PR020	ICT Infrastructure Programme	R Ward	100	0	0	0	0	0
PR023	Admin Buildings Asset Replacement Programme	W Barfield	212	0	0	0	0	0
PR024	Commercial Properties Asset Replacement Programme	W Barfield	144	0	0	0	0	0
PR027	Replacement of Parks & Open Space Waste/Litter Bins	D Blair	48	0	0	0	0	0
PR028	Litter Bin Replacement Programme	D Blair	114	0	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (\$106)	K Laws	155	112	100	0	0	0
PR037	Local Centres Improvement Programme	J Richards	27	0	0	0	0	0
PR037a	Local Centres Improvement Programme - Cherry Hinton High Street	G Richardson	193	0	0	0	0	0
PR038	Investment in commercial property portfolio	D Prinsep	20,000	0	0	0	0	0
PR039	Minor Highway Improvement Programme	J Richards	53	30	30	0	0	0
Capital-Programmes			22,030	312	300	0	0	0
Capital-GF Provisions								

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Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
PV007	Cycleways	J Richards	324	100	100	0	0	0
PV016	Public Conveniences	A French	30	0	0	0	0	0
PV018	Bus Shelters	J Richards	110	0	0	0	0	0
PV033B	Street Lighting	J Richards	81	0	0	0	0	0
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	2	61	0	0	0	0
PV221b	Lion Yard - Contribution to Works Phase 2	P Doggett	74	300	0	0	0	0
PV529	Upgrade facilities at 125 Newmarket Road	D Greening	(36)	0	0	0	0	0
PV532	Cambridge City 20mph Zones Project	J Richards	241	0	0	0	0	0
PV549	City Centre Cycle Parking	J Richards	182	0	0	0	0	0
PV554	Development Of land at Clay Farm	S Walston	527	659	120	56	487	0
PV564	Clay Farm Community Centre -Phase 2 (Construction)	A Carter	5,782	0	0	0	0	0
PV583	Clay Farm Commercial Property Construction Costs	D Prinsep	295	25	0	0	0	0
PV594	Green Deal	J Dicks	2,510	0	0	0	0	0
PV595	Green Deal - Private Rental Sector	J Dicks	1,655	0	0	0	0	0
Capital-GF Provisions			11,777	1,145	220	56	487	0
Total GF Capital Plan			41,047	1,708	556	56	487	0

Appendix A

Capital Plan Funding

Description	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
External Support						
Developer Contributions	(7,829)	(343)	(121)	0	0	0
Other Sources	(4,600)	(50)	(50)	0	0	0
Prudential Borrowing	0	0	0	0	0	0
Specified Capital Grants (SCG)	0	0	0	0	0	0
Supplementary Credit Approvals (SCA)	0	0	0	0	0	0
Total - External Support	(12,429)	(393)	(171)	0	0	0

City Council						
Developer Contributions	0	0	0	0	0	0
Direct Revenue Financing (DRF) - GF Services	(82)	0	0	0	0	0
Direct Revenue Financing (DRF) - Use of Reserves	(3,831)	(1,798)	(1,798)	(1,786)	(1,786)	0
Earmarked Reserve - Capital Contributions	(2,349)	0	0	0	0	0
Earmarked Reserve - Climate Change Fund	(370)	0	0	0	0	0
Earmarked Reserve - Repair & Renewals Fund	(1,161)	(20)	(15)	0	0	0
Earmarked Reserves - Technology Investment Fund	(2)	0	0	0	0	0
HRA Capital Balances	0	0	0	0	0	0
Internal Borrowing - Temporary Use of Balances	(20,527)	(659)	(120)	(56)	(487)	0
Other Sources	0	0	0	0	0	0
Prudential Borrowing	0	0	0	0	0	0
Usable Capital Receipts	(371)	(386)	0	0	0	0
Total - City Council	(28,693)	(2,863)	(1,933)	(1,842)	(2,273)	0

Total Available Finance	(41,122)	(3,256)	(2,104)	(1,842)	(2,273)	0
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Appendix B

General fund reserves – calculation of Prudent Minimum Balance (PMB) and target level

Description	Level of risk	Amount at risk	Risk
		£	£
Employee costs	Low	30,252,130	60,504
Premises costs	Low	9,183,800	36,735
Transport costs	Low	868,050	3,472
Supplies and services	Low	18,549,960	27,825
Grants and transfers	Low	40,724,500	40,725
Grant income	Low	48,862,600	48,863
Other income	High	47,843,550	717,653
Miscellaneous	Low	696,190	1,044
Total one year operational risk			936,821
Allowing three years cover on operational risk			2,810,464
General and specific risks	Amount (£)	Probability (%)	
Unforeseen events	2,000,000	25%	500,000
Legal action - counsel's fees	100,000	50%	50,000
Data Protection breach	300,000	50%	150,000
Capital project overruns	100,000	50%	50,000
Project failure / delays to savings realisation	1,000,000	75%	750,000
Cover for lower level of earmarked and specific reserves	1,000,000	100%	1,000,000
General risks			2,500,000
Prudent Minimum Balance			5,310,464
Target (PMB + 20%)			6,372,556

Operational cost risk profiles

			Low	Medium	High
Employee costs	30,252,130	overspend	1.00%	2.00%	3.00%
		probability	20.0%	15.0%	10.0%
		amount at risk	60,504	90,756	90,756
Premises costs	9,183,800	overspend	2.00%	4.00%	6.00%
		probability	20.0%	15.0%	10.0%
		amount at risk	36,735	55,103	55,103
Transport costs	868,050	overspend	2.00%	4.00%	6.00%
		probability	20.0%	15.0%	10.0%
		amount at risk	3,472	5,208	5,208
Supplies and services	18,549,960	overspend	1.00%	2.00%	3.00%
		probability	15.0%	10.0%	5.0%
		amount at risk	27,825	37,100	27,825
Grants and transfers	40,724,500	overspend	1.00%	2.00%	3.00%
		probability	10.0%	7.5%	5.0%
		amount at risk	40,725	61,087	61,087
Grant income	48,862,600	overspend	1.00%	2.00%	3.00%
		probability	10.0%	7.5%	5.0%
		amount at risk	48,863	73,294	73,294
Other income	47,843,550	overspend	5.00%	10.00%	15.00%
		probability	15.0%	12.5%	10.0%
		amount at risk	358,827	598,044	717,653
Other	696,190	overspend	1.00%	2.00%	3.00%
		probability	15.0%	10.0%	5.0%
		amount at risk	1,044	1,392	1,044

Appendix C

Principal earmarked and specific funds

Fund	Balance at 1 April 2016 £000	Planned contributions £000	Planned Commitments £000	Uncommitted balance to end of 2021/22 £000
City Deal Investment and Delivery Fund ¹	(1,985)	(25,089)	27,074	0
Sharing Prosperity Fund ²	(625)	(200)	825	0
Climate Change Fund	(347)	(120)	464	(3)
Asset Replacement Fund	(1,000)	(6,000)	6,027	(973)
Bereavement Services (Trading & Asset Replacement Fund) ³	(551)	(1,346)	1,713	(184)
Council Tax Earmarked for Growth	(427)	0	427	0
Efficiency Fund	(217)	0	217	0
Development Plan Fund ⁴	(255)	(252)	507	0
Office accommodation strategy fund	0	(3,896)	3,721	(175)
Property Strategy Fund	(21)	0	21	0
Invest for Income	(6,500)	(1,500)	8,000	0
Project Facilitation Fund	(73)	0	73	0
Total	(12,001)	(38,403)	49,069	(1,335)

¹ subject to future requirements (assumption is 100% committed)

² subject to any post budget approvals

³ subject to retention of over performance against budget (assumption £nil)

⁴ subject to final costs of current plan and estimate of Local Plan work commencing 2020

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