

# Public Document Pack



## 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: Thursday, 5 January 2017*

**Date:** Monday, 23 January 2017

**Time:** 5.00 pm

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

**Contact:** Democratic Services

**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 7 - 32)**

To confirm the minutes of the meetings held on 10 October 2016.

**4 Public Questions**

## **5 Record of Urgent Decisions taken by the Executive Councillor for Finance and Resources**

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

5a Office Accommodation Strategy – Refurbishment Projects Head of Property Services (*Pages 33 - 40*)

5b Office Accommodation Strategy - Refurbishment projects technology to support flexible working. Corporate Project Manager (*Pages 41 - 48*)

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

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

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

<b>Decisions of the Leader</b>
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### **Items for Debate by the Committee and then Decision by the Leader of the Council**

6 **Review Of Use Of The Regulation Of Investigatory Powers Act** (*Pages 49 - 70*)

7 **Public Spaces Protection Orders for Dog Control** (*Pages 71 - 118*)

8 **Update on Devolution Combined Authority** (*Pages 119 - 128*)

9 **Shared Internal Audit Service (SIAS)** (*Pages 129 - 160*)

10 **Strategy & Transformation Portfolio Revenue and Capital Budget Proposals for 2017/18 to 2021/22** (*Pages 161 - 172*)

<b>Decisions for the Executive Councillor for Finance and Resources</b>
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### **Items for Debate by the Committee and then Decision by the Executive Councillor for Finance and Resources**

- 11 Finance & Resources Portfolio Revenue and Capital Budget Proposals for 2017/18 to 2021/22** (*Pages 173 - 186*)
- 12 Council Tax Reduction Review 2017/18** (*Pages 187 - 190*)
- 13 Annual Treasury Management Strategy Statement 2017/18** (*Pages 191 - 210*)
- 14 Budget Setting Report 2017/18** (*Pages 211 - 324*)
- 15 ICT Provision at Cambridge City Council** (*Pages 325 - 332*)

The report contains an exempt appendix during which the public is likely to be excluded from the meeting by virtue of paragraph 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

## Information for the Public

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

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

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

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

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

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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** 10 October 2016  
5.00 - 8.30 pm

**Present:** Councillors Sarris, Barnett (Vice-Chair, in the Chair), Baigent, Bick, Cantrill, 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

Strategic Director: Suzanne McBride

Head of Corporate Strategy: Andrew Limb

Head of Finance: Caroline Ryba

Head of Legal Practice: Tom Lewis

Asset Manager (S&OS): Alistair Wilson

Operations Manager (Community Engagement and Enforcement): Wendy Young

Committee Manager: Sarah Steed

**Other Officers:**

City Deal: Aaron Blowers

**FOR THE INFORMATION OF THE COUNCIL**

**16/27/SR Apologies for Absence**

No apologies were received, however it was noted that Councillor Barnett would Chair the meeting.

**16/28/SR Declarations of Interest**

Item	Councillor	Interest
16/36/SR	Robertson	Personal: Council Representative Cam Conservators. Had no interest to declare in relation to rowing

		or property development.
16/36/SR	Barnett	Personal: Alumna of Kings College Boat Club
16/36/SR	Sarris	Personal: Had college affiliations but no interest to declare in rowing

### **16/29/SR Minutes of the Previous Meeting**

The minutes of the meetings held on the 4 July 2016 were agreed and signed as a correct record.

### **16/30/SR Public Questions**

Public questions regarding Agenda item 10 taken when the agenda item was discussed.

Amy Spencer addressed the Committee and made the following point:

- i. Asked if anyone on the Riverside was going to be made homeless.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. The consultation was looking at a range of options.
- ii. If it was decided that registered boats with people living aboard needed to be moved off Riverside then alternative moorings would be found for them, if necessary, moorings would be increased temporarily.
- iii. Some moorers may be entitled to housing benefit.

Amy Spencer addressed the Committee and made the following further point:

- i. In the 2014 consultation people were told that they would not be evicted, she asked what had changed since then.
- ii. Made reference to a decision to discontinue banning mooring.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. There was a requirement for individuals who moored to register with the Council.

- ii. Assurances had not been given that people would not be displaced.

Kate Hurst addressed the Committee and made the following points:

- i. She was from Cambridge and had attended 6<sup>th</sup> form in Cambridge.
- ii. She was involved with a Boat Club; rowing teams felt positivity towards moorers.
- iii. There were financial pressures for people who had boats. She had been told that charges would be in line with Council Tax Band A and would not be liable to pay inflation linked prices.
- iv. Moorers were locked into mortgages with little or no alternative place to go.
- v. Believed this was an affordable housing issue.
- vi. A change in fees would force her to sell up.
- vii. Asked if doubling mooring fees was appropriate.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. Mooring fees had been benchmarked against other authorities for example Oxford City Council; Cambridge City Council charged less.
- ii. As part of the consultation process feedback was requested on the appropriate level of mooring fee.

Kate Hurst addressed the Committee and made the further following point:

- i. A comparison of mooring fees with other authorities was valid however doubling mooring fees was not fair.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. The impacts of any changes to the Mooring Policy would need to be considered.

The Executive Councillor for Finance and Resources made the following comments:

- i. He wanted to make sure that people had full knowledge of the financial support that was available to them.
- ii. The consultation was an open consultation and he wanted to hear people's concerns and what issues there were.

Sarah Airey addressed the Committee and made the following points:

- i. She had lived in Cambridge for 15 years and had lived in a boat for 2 years, this decision had been made following information provided by the Council.

- ii. Doubling the mooring fee would change the Council Tax Band to the second highest Council Tax Band, she asked what the justification was for this.
- iii. She also asked when there was a problem with affordable housing provision why the Council would get rid of an affordable housing option.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. The justification for the increased fee was to enable the Council to invest more funding into mooring services and so that the fees were comparable with other providers. No assurances had been given regarding the level of mooring fee.

Sarah Airey addressed the Committee and made the further following points:

- i. It was not easy living off the grid, she liked the lifestyle and mooring community. Many of the residents felt that the moorings would become a community for holiday homes.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. There was a requirement for people living at the moorings that it was their main residence.

Eleanor Lad addressed the Committee and made the following points:

- i. She was a teacher and had been denied the right to moor. She was also attending as an NBTA representative.
- ii. Asked members what interests they had in property development companies and rowing.
- iii. Asked that this issue was referred back to the Community Services Scrutiny Committee rather than the Strategy and Resources Scrutiny Committee, as the Resources Committee would only be interested in the financial aspects of the issue.
- iv. Health and safety issues had been raised however there had been no incidents on the railings.
- v. There was congestion on the river but this was due to the rowers, there were too many rowers on the river and they rowed late into the night.
- vi. Proposed that a 20 week consultation was undertaken rather than an 8 week consultation.
- vii. Wanted mooring to move to the Housing Department and be based on genuine need and asked that the NBTA were involved in the process.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. The Council had a duty of care to towards people who moored at the Riverside under the Occupiers Liability Act.
- ii. An 8 week consultation was considered appropriate and was in accordance with the Gunning Principles.

Eleanor Lad addressed the Committee and made the further following points:

- i. Concerns had been expressed about safety and no-one had ever had an accident at the mooring, if the Council was that worried then the moorings should be improved.
- ii. Questioned what was being done about the Council Tax refunds and people who were being taken to court in view of the consultation being undertaken.
- iii. Asked about moving the moorings to the Housing Department.
- iv. Asked what would be done about people using moorings as buy to let.
- v. The Gunning Principles advised a 20 week consultation period and not an 8 week period.
- vi. Confirmed would be happy to act as a mooring representative at any meeting and commented that every person on the river needed to have their specific circumstances taken into account.

The Executive Councillor for Finance and Resources made the following comments:

- i. Confirmed that he would meet with the mooring community to discuss issues that had been raised.
- ii. The consultation had to be reasonable and an 8 week period was suitable.
- iii. Every person on the river would be given a copy of the consultation documentation.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. The objective of the consultation was to gain feedback on proposals.
- ii. Confirmed that he had contact details for all those who had a river mooring licence and would ensure that they had copies of the consultation documentation. Other avenues to communicate the consultation included social media, press releases, online and paper consultation documentation.

James Tidy addressed the Committee and made the further following points:

- i. Commented that this was the 5<sup>th</sup> or 6<sup>th</sup> meeting that he had attended about the same issue.
- ii. Referred to a report in 2009 and Community Services Scrutiny documentation from 25<sup>th</sup> March 2010 which had not been referred to in the Officers report.
- iii. Commented that the Council had said it would consult with stakeholders but also said that they could not meet with everyone, he hoped this would be addressed.
- iv. Over the past 8 years Cam Boaters had had a good relationship with Councillors and Councillor O'Reilly.
- v. Asked why Cam Boaters had not been involved in the drafting of the consultation documentation and why meetings with them had not taken place.
- vi. Felt they were being promised things which did not then happen and wanted the decision to be fair and equitable.
- vii. Requested that the consultation was postponed, re-drafted and other options included.
- viii. Asked if consultants had drafted the consultation documentation as the language did not follow previous consultation style.

The Asset Manager (Street and Open Spaces) made the following comment:

- i. The style of the consultation documentation was different due to the important issues involved.

The Executive Councillor for Finance and Resources confirmed that consultants had not been used. The consultation involved a huge number of people with lots of different interests which needed to be captured.

Nicky Quinn addressed the Committee and made the following points:

- i. He was a member of Cam Boaters.
- ii. The increase in fees proposed would threaten the ability of people to live on the river and explained why people wanted to live on the river rather than in a marina.
- iii. The environmentally friendly life style could be found on every boat.
- iv. Conducted a business providing food boxes and provided free herbal medicines to residents.
- v. He commented that it was 'homelessness day' that day.

The Asset Manager (Street and Open Spaces) commented that any fee or charges needed to be reasonable and proportionate.



Amy Tillson addressed the Committee and made the following points:

- i. People were welcomed into the mooring community and this would be lost if they were priced out of the market.
- ii. They did not get refuse or waste removal services.
- iii. The river provided a supportive community and provided affordable housing.
- iv. There was a wide variety of people who lived on the river who had children at local schools.
- v. People could be left homeless with the increases to fees proposed.
- vi. Living on the river was not a luxury lifestyle, which was starting to look unaffordable. The licence fee had doubled for those on low incomes and had a 100% increase compared to the level of fees two years ago.

The Asset Manager (Street and Open Spaces) commented that the consultation was trying to find a balance and the level of fees would be looked at as part of the consultation process.

The Executive Councillor for Finance and Resources commented that whilst he had been responding to members of the public he became aware that some of those living on the river were unaware that housing benefit was available to help pay mooring fees, subject to means testing.

Melissa McGreechan addressed the Committee and made the following points:

- i. She had lived on the river since 2014 and had held a licence since 2013.
- ii. Referred to the consultation and asked for an assurance that the changes proposed were not to maximise income but to improve services provided to people who lived on the river.
- iii. Commented that the mooring licence was £1200 and not £1050, the fee had increased by 4%, in comparison to Council Tax which had increased by 2%.
- iv. Asked how the mooring fees were invested or spent and asked that a simple document was provided in writing to residents to explain what services residents got for the fees that they paid.
- v. Asked what the proposed improvements were that had been talked about and how much these would cost.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. When the consultation was drafted it was envisaged income could be generated by an increase in the mooring fee.

- ii. The difference between the mooring fees was a VAT issue.
- iii. In 2010 the mooring fee was linked to the RPI, which at that time was less than Council Tax increases.
- iv. The mooring fees collected were used: to make a payment to the Cam Conservators, to make payments towards water and sewage pump outs, a contribution was made towards litter collection and a sum of money went towards enforcement. A report could be sent detailing exactly what the fees were spent on.

Jim Ross addressed the Committee and made the following points:

- i. He was speaking as Chair of the Cam Boaters and welcomed a meaningful consultation but felt the current consultation was biased.
- ii. The current proposal would reduce the community by a third.
- iii. The Council wanted a simple mooring policy but the current consultation would not achieve this and evicting boats would not achieve this.
- iv. An increase in fees would be challenged, by those made homeless, displaced moorers and disgruntled landowners.
- v. Proposed that moorings were extended to Riverside, which was supported by an external Health and Safety expert.

The Asset Manager (Street and Open Spaces) made the following comments:

- i. The points made were received and welcomed, the consultation was a way to collect people's views.
- ii. Meetings with Cam Boaters were scheduled and the consultation results may propose a hybrid solution.
- iii. Health and Safety issues were significant and significant investment was needed. The Council had a duty of care under the Occupiers Liability Act.

Jim Ross addressed the Committee and made the following further point:

- i. If the Council took over the moorings at riverside, many issues could be sorted out.

The Executive Councillor for Finance and Resources referred to point 9 of the consultation document which asked for any other comments and asked that people detailed any concerns that they had in that section, if they could not be covered elsewhere in the documentation.

Public questions regarding Agenda item 6 taken when the agenda item was discussed.

Bev Nicholson addressed the Committee and made the following point:

- i. With regard to the City Deal she did not understand the balance of campaign groups submitting questions and officers / Councillors being able to answer questions, it was not clear what the report was proposing.

The Head of Corporate Strategy confirmed that an agenda for the City Deal meetings would be published a week before the meeting and anyone who wanted to submit a question had to submit the question three days before the meeting.

### **Re-ordering the Agenda**

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

## **16/31/SR Public Spaces Protection Orders for Dog Control**

### **Matter for Decision**

The Officer's report asked 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 in the revised Appendix A and the locations set out in the revised 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.

### **Decision of the Leader and Executive Councillor for Strategy and Transformation**

- i. Approved, in principle, the proposal to make Public Spaces Protection Orders for dog control within Cambridge in the form set out in the revised Appendix A and the locations set out in the revised Appendix B;
- ii. Authorised officers to publicise the proposed orders and to carry out consultation as required by the Anti-Social Behaviour, Crime and Policing Act 2014.

### **Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Operations Manager – Community Engagement and Enforcement.

A revised Appendix A and B had been circulated to Members in advance of the meeting which would replace the versions contained within the published agenda pack.

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

- i. Would be using clearer powers under the Public Spaces Protection Orders to address some inconsistencies which had been spotted in the current Dog Control Orders, this would make future enforcement clearer.

The Committee unanimously resolved to endorse the amended recommendations.

The Leader approved the amended recommendations.

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

No conflicts of interest were declared by the Leader.

**16/32/SR Amendments to City Deal Executive Board and Assembly Standing Orders****Matter for Decision**

The proposal to modify Standing Orders aimed to improve the way public questions worked at the Greater Cambridge City Deal Executive Board and Joint Assembly. The changes increased the amount of notice required to submit a public question before the meeting, whilst aiming to maintain the amount of time between publication of agenda and deadline for questions. The changes also ensured questions related to agenda items (whilst retaining Chair's discretion on this), and limited the number of words in a question.

The proposals reflected learning from the first year and a half of the

Executive Board and Joint Assembly, member feedback and suggestions from several key stakeholders who had exercised their public speaking rights at the Board and Assembly. These included Cambridge Past, Present and Future, Federation of Cambridge Residents' Associations, Cambridge Cycling Campaign, Smarter Cambridge Transport, Coton Parish Council and Madingley Parish Council.

Greater notice given for public questions and making public questions more focused should improve transparency in decision-making and public information, as well as the efficient discharge of City Deal business.

### **Decision of the Leader and Executive Councillor for Strategy and Transformation**

- i. To recommend to Council to endorse the proposed modified Standing Orders for the Greater Cambridge City Deal Joint Assembly and Executive Board which were tabled at the Committee meeting.

### **Reason for the Decision**

As set out in the Officer's report.

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

Not applicable.

### **Scrutiny Considerations**

The Committee received a report from the Head of Corporate Strategy.

A tracked changed version of the changes to the standing orders was tabled at the meeting following inconsistencies being highlighted in the version contained in the agenda pack.

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

- i. The changes proposed made sense as some of the public questions asked could require technical answers which Officers would need time to consider. However expressed concern about narrowing the scope regarding what questions could be asked and that there was no provision for supplementary questions.

The Leader said the following:

- i. He believed that the Committee should stick with the recommendations as proposed as there was flexibility within the standing orders.

- ii. He would raise the issue regarding supplementary questions with the Chair and Vice-Chair of the Assembly.

An additional recommendation was proposed by Councillor Bick to ask the Executive Councillor to seek further agreement for provision for supplementary questions. This amendment was lost by 2 votes in favour to 4 against.

The Committee resolved by 4 votes to 0 with 2 abstentions to endorse the amended recommendations.

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.

### **16/33/SR Devolution Proposals for Cambridgeshire & Peterborough consultation results**

#### **Matter for Decision**

The Officer's report gave the committee and Leader an opportunity to discuss the devolution consultation ahead of a decision at Full Council.

#### **Decision of the Leader and Executive Councillor for Strategy and Transformation**

- i. Noted the consultation responses.

#### **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 Chief Executive.

The Leader made the following comments:

- i. There were different views on the devolution deal; but the affordable housing money for Cambridge City council housing and wider affordable housing funding were both invaluable to Cambridge and addressed one of the biggest challenges facing the City.

- ii. The powers of the Mayor would be limited to those contained within the devolution documentation, and there needed to be someone in charge who was accountable.
- iii. There would be a full debate on this matter at the special Council meeting.

The Committee noted the report.

The Leader noted the report and consultation responses.

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

No conflicts of interest were declared by the Leader.

### **16/34/SR Use Of Body Worn Cameras By Public Realm Enforcement Officers**

#### **Matter for Decision**

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

#### **Decision of the Leader and Executive Councillor for Strategy and Transformation**

- i. Noted the contents of the report and agreed to the implementation of the use of Body Worn Cameras by Enforcement Officers as outlined in the report from 10 October 2016.
- ii. Authorised the purchase of Body Worn Cameras from the Fixed Penalty Notice fund.
- iii. Approved the Code of Practice and Operational Procedure, as set out in Appendix A and B respectively, of the Officer's report subject to the insertion in the Purpose Statement of the Code of Practice (s.3, p.181) of an additional bullet point with the words: to promote officer compliance with council policies and procedures and to the addition to the end of Recording section of the Operational Procedure (s3.4, p.188) of a sentence with the words: Recording may also be instigated by Council Officers at the request of a member of the public who is being engaged by an Enforcement Officer.
- iv. Requested officers brought as part of the annual CCTV report to the scrutiny committee on operation of Body Worn Cameras, showing:

- Frequency of making recordings
- Conformance with storage duration guidelines
- Actual use of recordings for the purposes defined
- Supply of recordings to other agencies
- Availability of recordings of incidents where a public complaint is later made

### **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 Operations Manager – Community Engagement and Enforcement.

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

- i. Body worn cameras would offer a source of protection to the public as well as to officers.
- ii. Questioned how it could be ensured that cameras were switched on when they needed to be.

Officers said the following in response to Members' questions:

- i. The public can ask that Officers turn on their cameras if the member of the public wants the incident to be recorded. A light showed when the camera was recording.

Councillor Bick proposed the following amendments (additional text underlined):

Add to end of Recommendation (3):

Approve the Code of Practice and Operational Procedure, as set out in Appendix A and B respectively of this report:

- subject to the insertion in the Purpose Statement of the Code of Practice (s.3, p.181) of an additional bullet point with the words: *to promote officer compliance with council policies and procedures*



- subject to the addition to the end of Recording section of the Operational Procedure (s3.4, p.188) of a sentence with the words: *Recording may also be instigated by Council Officers at the request of a member of the public who is being engaged by an Enforcement Officer.*

Add further recommendation 4:

Request officers to bring as part of the annual CCTV report to the scrutiny committee on operation of Body Worn Cameras, showing:

- Frequency of making recordings
- Conformance with storage duration guidelines
- Actual use of recordings for the purposes defined
- Supply of recordings to other agencies
- Availability of recordings of incidents where a public complaint is later made

On a show of hands this was agreed unanimously.

The amended recommendation was therefore put to the vote:

- v. Note the contents of the report and agreed to the implementation of the use of Body Worn Cameras by Enforcement Officers as outlined in the report from 10 October 2016.
- vi. Authorise the purchase of Body Worn Cameras from the Fixed Penalty Notice fund.
- vii. Approve the Code of Practice and Operational Procedure, as set out in Appendix A and B respectively, of the Officer's report subject to the insertion in the Purpose Statement of the Code of Practice (s.3, p.181) of an additional bullet point with the words: *to promote officer compliance with council policies and procedures* and to the addition to the end of Recording section of the Operational Procedure (s3.4, p.188) of a sentence with the words: *Recording may also be instigated by Council Officers at the request of a member of the public who is being engaged by an Enforcement Officer.*
- viii. Request officers to bring as part of the annual CCTV report to the scrutiny committee on operation of Body Worn Cameras, showing:
  - Frequency of making recordings
  - Conformance with storage duration guidelines

- Actual use of recordings for the purposes defined
- Supply of recordings to other agencies
- Availability of recordings of incidents where a public complaint is later made

The Committee unanimously resolved to endorse the amended recommendations.

The Leader approved the amended recommendations.

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

No conflicts of interest were declared by the Leader.

### **16/35/SR Shared Internal Audit Services**

#### **Matter for Decision**

The Officer's report provided the business case to establish a Shared Audit Service (SAS) between the Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District and detailed the activity to create it.

#### **Decision of the Leader and Executive Councillor for Strategy and Transformation**

- i. Approved 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.

#### **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 Strategic Director.

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

- i. Welcomed proposals which improved efficiencies in accordance with current shared service arrangements.

- ii. Asked for an assurance that members would get the same access to audit functions as they currently do and that there would be no reduction in the number of audit days. Going forward there would be the same flexibility as currently to re-direct audit work if the need arose.
- iii. Asked whether there would be a reduction to the audit service after the first year.

Offices said the following in response to Members' questions:

- i. Confirmed that members would continue to have the same access to audit functions as they currently did and that audit resources could be re-prioritised if the need arose.
- ii. There were currently no plans to reduce the audit service, the performance could be reviewed after the first year of operation of the shared service.

The Leader made the following comments:

- i. The hours put in by the Civic Affairs Committee and Audit Team was effective in tackling issues which needed to be looked into.
- ii. There was currently no proposal to change the level of audit services.
- iii. The role of the Civic Affairs Committee would continue.
- iv. A shared service would increase the resilience and robustness of the audit service.

The Committee unanimously resolved to endorse the recommendation.

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.

### **16/36/SR Review of River Moorings Policy**

#### **Matter for Decision**

The report considered and proposed a consultation on a range of issues and options relating to a revised River Moorings Policy (RMP).

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

- i. Instructed Officers to consult on the range of issues and options relating to the River Moorings Policy (including the revised consultation document) as amended at the Strategy and Resources

Scrutiny Committee meeting and to report back to a future Committee with findings and further recommendations.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Asset Manager (Street and Open Spaces).

Reference was made to a revised consultation document which had been published on the Council's website prior to the Committee meeting and amended the consultation document to:

- i. Remove references in item 1 to market testing and auctioning of licences.
- ii. Remove paragraphs 1.3-1.6
- iii. Include a new paragraph 1.3 which asked people about alternative methods for determining fees and charges.
- iv. Remove reference within paragraph 4.1 to auctioning of licences.
- v. Include new paragraphs 4.2 and 4.4 which asked for other solution ideas.
- vi. Add new paragraph 6.3 which sought feedback on increasing the number of licences.
- vii. Make amendments were made to the regulation scheme at paragraph 8.2.

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

- i. One Councillor was concerned by the options being put forward. Appeared that the Council had a desire to see moorings as an income generator. Thought that time should be taken to look at the consultation and then it should be started again.
- ii. Another said the river was an important community within the City and should be valued by residents of the City. Was deeply concerned by this proposal. Commented that £75,000 had been allocated earlier to improve the moorings but this funding had since been removed. Would encourage the consultation to be parked and re-started at a future point.
- iii. The Government grant to the Council would not exist from 2018 funding options for all services needed to be reviewed and that meant

the river therefore also needed to be looked at. There were many competing interests on the river and suggested comments on this issue could be submitted through the consultation.

- iv. Representations would be heard from a broad range of people including taking account of all comments from those living on the river. The consultation would respect and take into account equality and diversity issues. All the points made today would be fed into the consultation.
- v. Requested confirmation that an increase in mooring fees would provide money in addition to the £65,000 which the surplus in his view should be allocated to improving riverside facilities for mooring users.

The Executive Councillor said the following:

- i. He felt it was important to issue a press release in advance of the meeting and increase awareness of the planned consultation
- ii. He wanted to enhance the facilities for people who lived on the river.
- iii. The consultation was an open consultation, the last question acknowledged that the Council wanted to hear about any other ideas.
- iv. Needed to hear the views from those who lived on the river.
- v. There was time within the proposed 8 week consultation to talk to people and following this to develop any necessary revisions to the proposals.
- vi. The total income of the mooring was £63-65,000, of which £35,000 included direct costs to the service.

Councillor Cantrill proposed amended recommendations, the first amendment proposed 'To pause and not approve the proposals but to defer this issue to a future meeting to encourage the Executive Councillor and Officer to consider issues which had been raised at the meeting'.

On a show of hands this amendment was lost by 2 votes in favour to 4 against.

Councillor Cantrill proposed a second amendment that 'The Executive Councillor acknowledged the uniqueness of boat people and that any increase in fees was limited to the CPI as had been the case since 2010'.

On a show of hands this amendment was lost by 2 votes in favour to 4 against.

The Executive Councillor for Finance and Resources put forward an amendment (deleted text ~~struck through~~, additional text underlined) to

section 3.7 (page 3) of the Review of River Moorings Policy report and deleted the wording ~~Annual mooring licences to be allocated by public auction~~ and replaced with Mooring fees to be benchmarked with comparable mooring providers. A revised consultation document was circulated to members.

The Committee considered the amendments made to recommendation including the amendments to the Moorings Policy and consultation documentation and endorsed them by 4 votes to 2.

The Executive Councillor approved the amended recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

## **16/37/SR Treasury Management Half Yearly Update Report 2016/17**

### **Matter for Decision**

The Council adopted The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (revised 2011).

The Code required as a minimum receipt by full Council of an Annual Treasury Management Strategy Statement which includes 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.

The half-year report had 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.

In line with the Code of Practice, all treasury management reports have been presented to both Strategy & Resources Scrutiny Committee and to Full Council.

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

- i. Approve the Treasury Management Half Yearly Update Report 2016/17, which includes the Council's estimated Prudential and Treasury Indicators 2016/17 to 2019/20.
- ii. Approve the amendments to the Counter Party limits as follows:

Name	Recommended Limit (£)
Enhanced Cash Funds (Standard & Poor's: AAf/S1, Fitch AAA/V1)	10m (in each fund)
CCLA Local Authorities' Property Fund	15m

- iii. Approve the increase to the upper limit on principal sums to be deposited for over 1 year to £50m.
- iv. Approve an amendment to the Minimum Revenue Provision Policy for 2016/17.
- v. Agree to remove Deutsche Bank from the Counter Party list.

**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 whether the Council had invested in Deutsche Bank and if the Bank could be suspended from the Counter Party list. Also requested

that Counterparties that did not meet the criteria should be removed or suspended from the Counter Party list.

- ii. Requested that future reports contained an analysis on any changes to the way in which money was invested into assets.
- iii. Asked about the liquidity of the Council's assets.

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

- i. Deutsche Bank was put on the investment list 2-3 years ago when it had sufficient credit status. The Council had never used them and would not do so (referred to p277 of the agenda pack). The Council used Capita's creditor criteria before any investment were made and Deutsche Bank did not meet this criteria.
- ii. Confirmed that the Council had various investments which could be liquidated / accessed in a variety of different periods of time.

The Executive Councillor confirmed that the General Fund Medium Term Financial Strategy report contained further information on borrowing money and the changes to the way in which the Council was looking to invest its money.

Councillor Cantrill proposed an additional recommendation that Deutsche Bank was removed from the Counter Party list.

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

The Executive Councillor approved the amended recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

## **16/38/SR General Fund Medium Term Financial Strategy - October 2016**

### **Matter for Decision**

The Officer's report presented and recommended the budget strategy for the 2017/18 budget cycle and specific implications, as outlined in the Mid-Term Financial Strategy (MTFS) October 2016 document.



The report also recommended the approval of new capital items and funding proposals for the Council's Capital Plan, the results of which are shown in the MTFS.

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.

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.

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

#### **General Fund Revenue**

- i. Agree the budget strategy and timetable as outlined in Section [pages 1 to 2 refer] of the MTFS document.
- ii. Agree incorporation of the budget savings, pressures, proposals and rephasings 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**

- i. Allocate £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 and
- ii. Delegate authority 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.

- iii. 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
<b>Total Proposals</b>		<b>21,579</b>

## Reserves

- i. 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].

### 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 on what basis it was concluded that the Council should invest in commercial property and what type of commercial property the Council would invest in.
- ii. Questioned income and staffing underspend and the £200,000 contribution to the Sharing Prosperity Fund.
- iii. Commented that bids for the Sharing Prosperity Fund were being processed at the moment.

The Executive Councillor made the following comments:

- i. The Council needed to make its assets earn money to bridge the £2.2 million budget gap. The Council's portfolio was currently heavily reliant on retail commercial property and would look at warehouse and office investment opportunities to balance the portfolio.
- ii. The Sharing Prosperity Fund was the Anti-Poverty fund, currently the fund was in danger of running out before the end of the current financial year.
- iii. Confirmed that a review of the Sharing Prosperity Fund had been presented to the Community Services Scrutiny Committee in June but a briefing note on the Fund would be made available to Councillors to explain the bidding process for the fund and provide clarification on the allocation.

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

The Executive Councillor approved the amended recommendations.

*Subsequent to the meeting the Head of Finance requested a change to recommendation 2.2 to add the wording (underlined) 'budget savings, pressures, proposals and rephasings' to properly cross reference the MTFs document as detailed in recommendation 2.2.*

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

No conflicts of interest were declared by the Executive Councillor.

### **16/39/SR Decision Sheet**

The meeting ended at 8.30 pm

**CHAIR**

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## CAMBRIDGE CITY COUNCIL

### Record of Executive Decision

<b>OFFICE ACCOMMODATION STRATEGY – REFURBISHMENT PROJECTS</b>
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**Decision of:** Councillor Robertson, Executive Councillor for Finance and Resources

**Reference:** 16/URGENCY/SR/11

**Date of decision:** 10/11/16      **Recorded on:** 10/11/16

**Decision Type:** Key Decisions

**Matter for Decision:** Office Accommodation Strategy – Refurbishment Projects

**Why the decision had to be made (and any alternative options):** See reasons for decision below.

**The Executive Councillor’s decision(s):** Approved a capital budget of £2,500,000 to cover the refurbishment costs for Mandela House, 130 Cowley Road, the former Park and Ride Site at Cowley Road and refurbishing 4<sup>th</sup> floor at the Guildhall as described on Project Control Documents set out at appendix A, B,C and D of the attached report. above subject to further investigation of the possible enhanced insulation and gas supply to 130 Cowley Road.

**Reasons for the decision:** It is necessary to take this decision out of cycle to commence works as soon as possible to enable the exit of Mill Road and Hobson House to maintain momentum within the project, to retain the design teams and to deliver the projects within the first half of 2017.

**Scrutiny consideration:** The Chair and Spokesperson of the Strategy and Resources Scrutiny Committee were consulted prior to the action being authorised.

**Report:** A report detailing the background considerations is

attached. The appendices are not attached as the information contained within the documents is confidential by virtue of Schedule 12A Part 3. (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of the Local Government Act 1972.

**Conflicts of interest:**

None

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

**Comments:**

Councillor Cantrill as Spokes asked the following questions regarding the urgent decision:

- Why was the it not included in the committee agenda of the last committee
- Why can it not be considered by the committee at the next committee meeting
- If the decision is decided by an urgent decision – will it be on public record

A response was provided by Councillor Robertson.



To: Executive Councillor for Finance and Resources:  
Councillor Richard Robertson  
Report by: Frances Barratt, Corporate Projects Manager  
Relevant scrutiny committee: Strategy & Resources Scrutiny Committee  
Wards affected: None

## **OFFICE ACCOMMODATION STRATEGY - REFURBISHMENT PROJECTS FOR MANDELA HOUSE, 130 COWLEY ROAD AND FORMER PARK AND RIDE SITE COWLEY ROAD**

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### **1. Executive summary**

- 1.1 The Office Accommodation Strategy was reported to the Strategy and Resources Scrutiny Committee on 18 January 2016 which approved the short to medium term aim of the Office Accommodation Strategy (phase II) to: consolidate administrative office accommodation to The Guildhall, Mandela House and 171 Arbury Road; and relocate remaining Depot based services to 130 Cowley Road and the former Park and Ride site. The project was approved at The Council meeting on 25 February 2016.
- 1.2 The actual schemes and cost models for the refurbishment of Mandela House and 130 Cowley Road together WITH the set-up of the Park and Ride site have been developed. The estimated cost of the combined schemes is £2,500,000. These schemes are all necessary to facilitate the exit from Mill Road Depot and Hobson House and also include some planned maintenance works that are sensible to include at the same time.
- 1.3 Earmarked reserves were established to undertake these works and the attached Project Control Documents identify these reserves for most of the funding. Officers seek approval for funding from a combination of Office Accommodation Strategy earmarked revenue and capital reserves, Climate Change Funds and planned maintenance funding.
- 1.4 Having developed the schemes in more detail, the refurbishment of Mandela House, 130 Cowley Road and the former Park and Ride Site at Cowley Road have a target completion date of July 2017, revised from March 2017. The original target dates have been revised primarily because the refurbishment at Mandela House cannot be completed within this timescale.
- 1.5 It is necessary to take this decision out of cycle to commence works as soon as possible to enable the exit of Mill Road and Hobson House to maintain momentum within the project, to retain the design teams and to deliver the projects within the first

half of 2017.

## **2. Recommendations**

The Executive Councillor is recommended to approve:

- 2.1 a capital budget of £2,500,000 to cover the refurbishment costs for Mandela House, 130 Cowley Road, the former Park and Ride Site at Cowley Road and refurbishing 4<sup>th</sup> floor at the Guildhall as described on Project Control Documents set out at appendix A, B,C and D of this report.
- 2.2 the source of funding as described at appendix E

## **3. Background**

- 3.1 The Office Accommodation Strategy was approved at S&R on 18 January 2016 which approved the short to medium term aim of the Office Accommodation Strategy (phase II) to consolidate administrative office accommodation to The Guildhall, Mandela House and 171 Arbury Road and the use of 130 Cowley Road and Park and Ride site for relocated Depot services. The project was approved at The Council meeting on 25 February 2016.
- 3.2 The refurbishments at Mandela House and 130 Cowley Road and set up of the former Park & Ride site facilitate to the release of Mill Road Depot for redevelopment and Hobson House to create capital receipt.
- 3.3 In developing the scheme proposals officers have sought to combine improvements identified through the Office Accommodation Strategy together with planned maintenance and climate change projects.
- 3.4 It has been necessary to re-assess the timing and resource requirements for aspects of planned building maintenance to prioritise the Office Accommodation strategy projects which facilitate the exit from Mill Road Depot and Hobson House. The scheduled work on the Guildhall roof together with the Office Accommodation Strategy refurbishment projects at the Guildhall have therefore been scheduled for the latter months of 2017/18.
- 3.5 The specification and cost models for the refurbishment of Mandela House and 130 Cowley Road together with the specification and costs for the set-up of the former Park and Ride site have been developed and in summary are:
  - Refurbishment work at Mandela House is required to facilitate higher levels of occupation and to facilitate new ways of working. Planned building maintenance works are also required and are scheduled to take place at the same time as office space refurbishment. The proposed refurbishment involves internal alterations to create open plan working areas; new and refurbished welfare facilities; redecoration and new floor coverings; new electrical, lighting and data services; replacement mechanical services (heating, cooling and ventilation), and furniture.
  - 130 Cowley Road is an industrial unit with a warehouse and office space over two floors and refurbishment work necessary to create a suitable working environment



include; relocating the internal stairs, creating new welfare facilities, creating new internal walls / meeting rooms, installation of a lift, new mechanical services (heating, cooling and ventilation), and furniture.

- To create a new council operational depot at the former Park and Ride site at Cowley Road it is necessary to establish: a temporary Waste transfer station; various storage facilities; fuel station; vehicle wash facilities; staff rest and welfare facilities; and parking for operational and staff vehicles.
- Refurnishing of the 4<sup>th</sup> floor at the Guildhall is required to facilitate the release of ground floor accommodation in order to generate income by relocating staff to the upper floors and to consolidate office accommodation for Legal Services. The main refurbishment project at the Guildhall is scheduled to begin in the latter months of 2017/18.

## 4. Implications

### (a) Financial Implications

- 4.1 The capital and revenue budgets were approved in the BSR 2016 and an earmarked reserve for the Office Accommodation Strategy fund was established with the remit to provide the resources to deliver the capital aspects of the Office Accommodation Strategy. The earmarked reserves were:

BSR reference and description	2016/17 £	2017/18 £
NCL3764 – Capital	1,886,000	454,000
NCL3848 – Revenue – including revenue set up	1,121,000	261,000

- 4.2 Council approved a process for allocations made from the fund in accordance with the Council's delegation and approval processes outlined in Part 3 Section 9.3 of the Council's Constitution:
- Projects costing up to and including £300k in total to be considered in the first instance by the Capital Programme Board and then submitted for approval by the Executive Councillor for Finance and Resources.
  - Projects with a total cost of over £300k will be considered in the first instance by the Capital Programme Board and reviewed at Strategy and Resources Scrutiny Committee before approval, subject to the need to make urgent decisions.
- 4.3 The funding proposals for the schemes combine use of budgets from overall earmarked reserve (capital and revenue) for the Office Accommodation Strategy, the Climate Change Fund and Planned Building Maintenance, together with the reallocation of an existing capital budget for the Guildhall Re-roofing project. Appendix E provides details of the funding proposals.
- 4.4 There are no additional revenue implications resulting from the capital works.

### (b) Staffing Implications

4.4 As set out in previous reports.

(c) **Equality and Poverty Implications**

4.5 As set out in previous reports.

(d) **Environmental Implications**

4.6 As set out in previous reports.

(e) **Procurement**

4.7 As set out in previous reports.

(f) **Consultation and communication**

4.8 As set out in previous reports.

(g) **Community Safety**

4.9 As set out in previous reports.

## **5. Background papers**

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

Strategy & Resource Scrutiny Committee Reports -

## **6. Inspection of Papers**

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

Author's Name: Frances Barratt

Author's Phone Number: 01223 457008

Author's Email: [Frances.Barratt@cambridge.gov.uk](mailto:Frances.Barratt@cambridge.gov.uk)

## **7. Appendices**

Appendix A: Project Control Document – Mandela House Refurbishment

Appendix B: Project Control Document –130 Cowley Rd Refurbishment

Appendix C: Project Control Document- former Park and Ride Cowley Rd Set Up

Appendix D: Project Control Document-refurnishing 4<sup>th</sup> floor Guildhall

Appendix E: Funding Sources

Insert PCD when completed (from Will)

## Funding Sources

## Office Accommodation Strategy Capital projects

## Appendix E

	Mandela House Refurbishment	130 Cowley Road	Ex Park and Ride Site Compound	Guildhall Refurnishing 4th Floor	Total
<b>Value of total Capital project (to the nearest thousand)</b>	<b>1,350,000</b>	<b>507,000</b>	<b>586,000</b>	<b>57,000</b>	<b>2,500,000</b>
<u>Funded by:</u>					
Office Accommodation Strategy Capital earmarked reserves	(749,000)	(335,000)	(138,000)	(57,000)	(1,279,000)
Reallocation of Office Accommodation Strategy Revenue earmarked reserves to Capital earmarked reserves *	(232,000)	(172,000)	(448,000)	0	(852,000)
Climate Change funding - approved by the Environmental Strategy Group	(59,000)	n/a	n/a	n/a	(59,000)
Reallocation of existing Capital budget - Mandela House Air Conditioning Project [SC596 - cost centre 38281] - <b>The cost of the Mandela House air conditioning works are included within the Mandela House Refurbishment total Capital project value</b>	(127,000)	n/a	n/a	n/a	(127,000)
Reallocation of existing Capital budget - Guildhall Re-roofing project [PR023 - part cost centre 42090] - <b>New bid has been submitted for the Guildhall Re-roofing works for the 2017/18 financial year</b>	(183,000)	n/a	n/a	n/a	(183,000)
<b>Total Funding</b>	<b>(1,350,000)</b>	<b>(507,000)</b>	<b>(586,000)</b>	<b>(57,000)</b>	<b>(2,500,000)</b>

\* Funding to be transferred to Office Accommodation Strategy Capital earmarked reserves from Office Accommodation Strategy Revenue earmarked reserves as follows:-

- 2016/17 £379,000 (over-provision of Revenue earmarked reserve funding - primarily 130 Cowley Road and Hobson House)
- 2017/18 & future years £473,000 (over-provision of Revenue earmarked reserve funding - primarily due to lower running costs for 130 Cowley Road - Rent, Business Rates etc.)

## CAMBRIDGE CITY COUNCIL

### Record of Executive Decision

<b>OFFICE ACCOMMODATION STRATEGY – REFURBISHMENT PROJECTS TECHNOLOGY TO SUPPORT FLEXIBLE WORKING</b>
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<b>Decision of:</b>	Councillor Robertson, Executive Councillor for Finance and Resources	
<b>Reference:</b>	16/URGENCY/SR/13	
<b>Date of decision:</b>	23.12.16	<b>Recorded on:</b> 23.12.16
<b>Decision Type:</b>	Non-key	
<b>Matter for Decision:</b>	Office Accommodation Strategy – Refurbishment Projects	
<b>Why the decision had to be made (and any alternative options):</b>	See reasons for decision below.	
<b>The Executive Councillor’s decision(s):</b>	Approved a capital budget of £99,000 to cover the purchase of technology to enable flexible working and thereby release office accommodation at Hobson House and Mill Road Depot and to reduce the desk to staff ratio to 7:10 in line with the Office Accommodation Strategy approved at Strategy and Resources Committee on Strategy and Resources Scrutiny Committee on 18 January 2016	
<b>Reasons for the decision:</b>	It is necessary to take this decision out of cycle to ensure procurement and set up and installation of technology is ready by the time the Mandela House and 130 Cowley Road offices are ready for occupancy in first half of 2017.	
<b>Scrutiny consideration:</b>	The Chair and Spokesperson of the Strategy and Resources Scrutiny Committee were consulted prior to the action being authorised.	
<b>Report:</b>	A report detailing the background considerations is	

attached.

**Conflicts of interest:**

None

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

**Comments:**



## Cambridge City Council

To: Executive Councillor for Finance and Resources:  
Councillor Richard Robertson

Report by: Frances Barratt, Corporate Projects Manager

Relevant scrutiny committee: Strategy & Resources Scrutiny Committee

Wards affected: None

### **OFFICE ACCOMMODATION STRATEGY – PHASE II – MOBILE TECHNOLOGY**

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

- 1.1 The Office Accommodation Strategy was reported to the Strategy and Resources Scrutiny Committee on 19 January 2016 which approved the short to medium term aim of the Office Accommodation Strategy (phase II) to: consolidate administrative office accommodation to The Guildhall, Mandela House and 171 Arbury Road; and relocate remaining Depot based services to 130 Cowley Road and the former Park and Ride site. The project was approved at The Council meeting on 25 February 2016.
- 1.2 Earmarked reserves were established to fund the projects to deliver the strategy and included funds for the purchase of additional technology to support remote and flexible working to enable a reduction in office space overall. Officers seek approval to draw down the funds to the value of £99,000, identified for this purpose in the Office Accommodation Strategy earmarked reserves.
- 1.3 It is necessary to take this decision out of cycle to commence works as soon as possible to enable the staff groups to start making changes to their working practices ahead of their relocation to the refurbished offices at 130 Cowley Road, Mandela House and The Guildhall in the first half of 2017.

#### **2. Recommendations**

The Executive Councillor is recommended to approve:

- 2.1 a capital budget of £99,000 to cover the purchase of mobile technology to enable the reduction of office space as described in the Office Accommodation Strategy, January 2016.

#### **3. Background**

- 3.1 The Office Accommodation Strategy was approved at S&R on 19 January 2016 which approved the short to medium term aim of the Office Accommodation Strategy (phase II) to consolidate administrative office accommodation to The Guildhall, Mandela House and 171

Arbury Road and the use of 130 Cowley Road and Park and Ride site for relocated Depot services. The earmarked reserve funds for this strategy were approved at The Council meeting on 25 February 2016.

- 3.2 The Office Accommodation Strategy rationalises and improves the use of property, creating revenue savings and aims to generate capital receipts through the release of Hobson House, Mill Road Depot and 89 Cherry Hinton Road.
- 3.3 These reductions in office spaces will be enabled by more flexible working practices so staff can work where they are best located. Investment in mobile technology to support the release of office space through supporting flexible ways of working is anticipated. Relevant staff will be equipped to work outside the normal Cambridge City Council office base, e.g. at other office locations, on site, at home. The guidance for this way of working currently exists and is incorporated within the Remote Working Guidelines.
- 3.4 Work to assess how each service meets target reductions in office space will be enabled by organisational change and training interventions as the services prepare to re-locate to new offices. These changes will be overseen by the Business Transformation Programme Board and any revenue costs associated with this work is already funded within the Office Accommodation earmarked reserve. Target reductions in desk spaces for each service are set out in appendix A.
- 3.5 The technology will be purchased through the standard catalogue maintained on behalf of Cambridge City Council by 3C ICT. The capital budget will be used to purchase, set up and install this equipment. The catalogue items will include laptops and tablet devices appropriate for the work of each officer and the range will include: Surface Pro 4, Lenovo 460s Laptop, and Lenovo X1 Carbon and mobile telephones.
- 3.6 Services will start preparing for the organisational change necessary to make the adjustment to a 7:10 desk ratio and more flexible working in January 2017 and this work will continue through to the point they occupy the new offices. An overview of Office Accommodation Strategy – Phase II and details of services and number of staff affected is at appendix A:

**4. Implications**

**(a) Financial Implications**

- 4.1 The capital and revenue budgets were approved in the Budget Setting Report 2016 and an earmarked reserve for the Office Accommodation Strategy fund was established with the remit to provide the resources to deliver the capital aspects of the Office Accommodation Strategy. The earmarked reserves were:

BSR reference and description	2016/17 £	2017/18 £
NCL3764 – Capital	1,886,000	454,000
NCL3848 – Revenue – including revenue set up	1,121,000	261,000

- 4.2 Council approved a process for allocations made from the fund in accordance with the Council’s delegation and approval processes outlined in Part 3 Section 9.3 of the Council’s Constitution:
  - Projects costing up to and including £300k in total to be considered in the first instance by the Capital Programme Board and then submitted for approval by the Executive Councillor for Finance and Resources.
  - Projects with a total cost of over £300k will be considered in the first instance by the Capital Programme Board and reviewed at Strategy and Resources Scrutiny Committee before approval, subject to the need to make urgent



decisions.

- 4.3 The revenue implications of purchasing, installing and training for use of mobile technology are included in the BSR 2016 in NCL3848.
- 4.4 The Capital Programme Board considered this proposal at its meeting on 8 November 2016 and approved the proposals to be put forward for funding approval.

**(b) Staffing Implications**

- 4.4 As set out in Office Accommodation Strategy was approved at S&R on 19 January 2016

**(c) Equality and Poverty Implications**

- 4.5 As set out in Office Accommodation Strategy was approved at S&R on 19 January 2016

**(d) Environmental Implications**

- 4.6 As set out in Office Accommodation Strategy was approved at S&R on 19 January 2016

**(e) Procurement**

- 4.7 As set out in Office Accommodation Strategy was approved at S&R on 19 January 2016.

**(f) Consultation and communication**

- 4.8 As set out in Office Accommodation Strategy was approved at S&R on 19 January 2016.

**(g) Community Safety**

- 4.9 As set out in Office Accommodation Strategy was approved at S&R on 19 January 2016

**5. Background papers**

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

Strategy & Resource Scrutiny Committee Reports -

**6. Inspection of Papers**

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

Author's Name: Frances Barratt

Author's Phone Number: 01223 457008

Author's Email: [Frances.Barratt@cambridge.gov.uk](mailto:Frances.Barratt@cambridge.gov.uk)

## **7. Appendices**

Appendix A: Overview – Phase II Office Accommodation Strategy

# Office Accommodation Strategy



Page 47

<ul style="list-style-type: none"> <li>• Delivered 2014</li> <li>• Release of Lion House</li> <li>• Letting of the Guildhall Annex</li> </ul>	<ul style="list-style-type: none"> <li>• Release of Hobson House, Mill Road Depot, Cherry Hinton Road</li> <li>• Vacating Guildhall ground floor</li> <li>• Transition into (re-furnished) Mandela &amp; Cowley road</li> <li>• Reduction to 7:10 desk ratio</li> </ul>	<ul style="list-style-type: none"> <li>• Further rationalisation of office accommodation to 1 building</li> <li>• Reduction to 5:10 desk ratio</li> <li>• Building tbc. Business case presentation: April 2018</li> </ul>
<ul style="list-style-type: none"> <li>• £334,000 p.a. saving from 2015/16</li> <li>• £100,000 income p.a. from 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• Receipts of circa £7m to 11m</li> <li>• £60,000 reduction op. costs p.a.</li> <li>• Contribution to land supply in the City</li> </ul>	<ul style="list-style-type: none"> <li>• Possible receipts of £6m to £13m</li> <li>• Possible income p.a.</li> <li>• Further reduction in op. costs</li> </ul>

## Office Accommodation Strategy Phase II Overview

Service Area Impacted	Move From	Move To	People	Desks
Environmental Services (Health)	Mill Road	Mandela House	44	28
Environmental Services (All Other)	Mill Road	Cowley Road	40	24
Community Services	Hobson House	Mandela House	41	28
Revenues and Benefits	Hobson House	Mandela House	56	44
Customer Services	Mandela House	Mandela House	39	39
Estates and Facilities	Mill Road	Cowley Road	54	37
Housing Services	Hobson House	Mandela House	47	36
Housing Development Agency	Hobson House	Mandela House	10	5
Corporate Strategy	Guildhall Ground	Guildhall 4th	24	19
Parking Services	Guildhall Ground	Guildhall 4th	7	5
Legal	Guildhall Ground	Guildhall 4th	23	6
Property	Guildhall Ground	Guildhall 4th	6	5

### Phase II: Smart Working Culture

- Work with HOS and Managers on Smart Working behaviours and principles
- Develop and implement Smart Working communications plan
- Work with teams to identify how to move to a culture of increased Smart Working and agree team protocols
- Review smart working policies and processes and identify what can be adjusted for Phase 2 and what should be planned into Phase 3
- Provide training to leaders and managers on managing Smart Working/remote working teams
- Provide training to staff on how to be an effective Smart Worker
- Track benefits realisation and culture change

### Phase II: Smart Working Technology

- Create device strategy for Phase II (laptops, phones)
- Assess user needs to enable remote working
- Procure & roll out technology
- Embed best practice telephony usage in Phase II service areas
- Upgrading wifi in all buildings (priority Phase II buildings) as part of normal ICT upgrade road map
- Training to staff on effective use of technology and user access in all locations



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

Report by: Head of Legal Services/ Monitoring Officer

Relevant scrutiny committee: Strategy & Resources  
23/1/2017  
Scrutiny Committee

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

## **REVIEW OF USE OF THE REGULATION OF INVESTIGATORY POWERS ACT**

### **Not a Key Decision**

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### **1. Executive summary**

- 1.1 A Code of Practice introduced in April 2010 recommends that councillors should review their authority's use of the Regulation of Investigatory Powers Act 2000 (RIPA) and set its general surveillance policy at least once a year. The Leader and Executive Councillor for Strategy and Transformation and Strategy and Resources Scrutiny Committee last considered these matters on the 18 January 2016.
- 1.2 The City Council has not used surveillance or other investigatory powers regulated by RIPA since February 2010.
- 1.3 This report sets out the Council's use of RIPA and the present surveillance policy.

### **2. Recommendations**

The Executive Councillor is recommended:

- 2.1 To review the Council's use of RIPA set out in paragraph 5.1 of this report.

- 2.2 To note and endorse the steps described in paragraph 7.1 and in Appendix 1 to ensure that surveillance is only authorised in accordance with RIPA.
- 2.3 To approve the amended general surveillance policy in Appendix 1 to this report.

### **3. Background**

- 3.1 The Regulation of Investigatory Powers Act imposes controls on the circumstances in which public bodies can use covert investigative methods in connection with their statutory functions. Local authorities may only use these methods for the purpose of preventing or detecting crime or of preventing disorder.
- 3.2 These are the activities that are regulated by RIPA:

#### **a) Covert directed surveillance**

Surveillance is “covert” if it is carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is or may be taking place. It is “directed” if it is undertaken for the purposes of a specific investigation or operation in such a manner as is likely to result in the obtaining of private information about a person. Surveillance is not directed if it is an immediate response to events or circumstances; for instance if a police officer sees someone acting suspiciously and decides to follow them. The Council uses covert directed surveillance very sparingly – and has not used it at all in the period covered by this report.

#### **b) Covert human intelligence source (“CHIS”)**

A covert human intelligence source is someone who establishes or maintains a relationship with a person for the purpose of covertly obtaining or disclosing information. In practice, this is likely to cover the use of an informer or Council officer to strike up a relationship with someone as part of an investigation to obtain information “under cover”. The Council has never authorised the use of a “covert human intelligence source” under RIPA.

#### **c) Access to Communications Data**

There are stringent controls placed on access by the Council to “communications data”. The Council is not entitled to obtain access to the content of communications between third parties but can, in some

circumstances, obtain information relating to the use of a communications service. "Communications services" include telecom providers, postal services and internet service providers. The Council has never authorised access to communications data under RIPA.

- 3.3 More detail of the nature of the scope of RIPA and controls and procedures are set out in the general surveillance policy in Appendix 1.

#### **4. Member Supervision of the Use of RIPA**

- 4.1 A Home Office Code of Practice provides for a wider supervisory role for councillors. The code states that, at least once a year, councillors should review the Council's use of RIPA and set the general surveillance policy. This report gives members this opportunity.

The Council has not used RIPA powers since the Code of Practice came into effect. If RIPA powers are used, Councillors should consider internal reports on their use at least on a quarterly basis to ensure that they are being used consistently with the council's policy and that the policy remains fit for purpose. The Code emphasises that councillors should not be involved in making decisions on specific authorisations.

#### **5. The Council's Use of RIPA**

- 5.1 The City Council is very sparing in its use of RIPA powers. In fact, it has not authorised the use of RIPA powers in the period covered by this report (January 2016 to January 2017) and not used these powers since February 2010.
- 5.2 As mentioned in Section 3, the Council has never used RIPA powers to authorise the use of "confidential human intelligence sources" or the powers relating to the obtaining of communication data.
- 5.3 When members previously reviewed the Council's use of RIPA, they asked for information about surveillance etc. carried out by the Council under an authorisation given by a third party. This might arise where an investigation is being led by another agency (e.g. Police or HMRC) and the Council is asked to assist. There were two occasions in 2015 in which the Council assisted the Police in directed surveillance carried out through of the Council's CCTV. Both related to a single investigation into suspected sexual assault.

#### **6. The Protection of Freedoms Act 2012**

- 6.1 From 1 November 2012, all local authority surveillance authorised under the Regulation of Investigatory Powers Act 2000 (RIPA) has been subject to approval by a Magistrate.
- 6.2 Approval can only be given if the Magistrate is satisfied that:
- (a) There were reasonable grounds for the authorising officer approving the application to believe that the Directed Surveillance or deployment of a Covert Human Intelligence Source (CHIS) was necessary and proportionate and that there remain reasonable grounds for believing so.
  - (b) The authorising officer was of the correct seniority within the organisation i.e. a Director, Head of Service, Service Manager or equivalent.
  - (c) The granting of the authorisation was for the prescribed purpose, which is preventing or detecting crime or disorder and, in the case of directed surveillance, is confined to cases where the offence under investigation carries a custodial sentence of six months or more.
- 6.3 There are also additional safeguards in relation to the use of a CHIS. (As mentioned in paragraph 3.2, The Council has never authorised the use of a “covert human intelligence source” under RIPA.)

## **7. The Council’s Surveillance Policy**

- 7.1 The Council’s surveillance policy is set out at Appendix 1. It sets out the tests to apply in determining whether the use of RIPA powers is necessary and proportionate.
- 7.2 The policy was updated in 2016 to reflect the Office of Surveillance Commissioners Inspection Report carried out on the 25<sup>th</sup> April 2016. The report commended the Council on their management of surveillance and made minor amendments to the policy to reflect the Protection of Freedoms Act 2012, which restricted the Local Authorities powers of surveillance. Local Authorities were previously permitted under s.28 (3)(b) to authorise surveillance where it is necessary “for the purpose of preventing or detecting crime or preventing disorder”. This was subsequently amended in 2012 under 7A (3)(a) and (b) to only permit surveillance for criminal offences which are set to be prevented or detected, whether on summary conviction or on indictment by a max term of at least six months and would constitute an offence under s.146,147,147A of the Licensing Act 2003 or s.7 of the Children’s & Young Persons Act 1993. The



latter are all offences involving the sale of tobacco and alcohol to underage children.

- 7.3 The previous Head of Legal Services revised the policy in 2016 following the report.
- 7.4 No further changes to the policy are recommended at present.

## **8. Implications**

- a) **Financial Implications** - None
- (b) **Staffing Implications** - None
- (c) **Equality and Poverty Implications**

A formal equality impact assessment has not been carried out in preparing this report. Equality impact issues are addressed, and safeguards contained, within the body of the general surveillance policy which the Executive Councillor is being asked to endorse. Paragraph 10.5 of the policy highlights the need to consider equality issues as part of considering whether to use RIPA powers. Paragraph 10.7 highlights the special care needed if surveillance might involve obtaining access to religious material. The Head of Legal Services receives copies of all authorisations and takes an overview of the use of RIPA. The member supervision outlined in section 4 of this report would also help ensure that the policy is being applied properly.

- (d) **Environmental Implications**

The proposals in this report have a “nil” climate change impact.

- (e) **Procurement** - None
- (f) **Consultation and communication**

The RIPA general surveillance policy is based on legal requirements and the guidance contained in Home Office codes of practice and there has been no external consultation on this.

- (g) **Community Safety**

Although the Council’s use of RIPA has been very sparing, there have been, and will be, occasions on which the use of the powers are justified and necessary to ensure community safety.

## **9. Background papers**

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

Report to the Leader and Strategy and Resources Scrutiny Committee:  
Review of Use of The Regulation Of Investigatory Powers Act (19 January  
2015) This is a published source available at  
<http://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&MId=2551&Ver=4>

House of Commons Library briefing paper dated 19 November 2015: Draft  
Investigatory Powers Bill. This is a published source available at  
<http://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7371#fullreport>

## **Appendix**

City Council RIPA Procedure Guide.

## **Inspection of papers**

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

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*Appendix*  
*The Regulation of Investigatory Powers Act 2000: A procedure guide on the use of covert surveillance and “covert human intelligence sources”*

Statement of Intent: Cambridge City Council attaches a high value to the privacy of citizens. It will adhere to the letter and to the spirit of the Act and will comply with this Code.

## **1. Introduction**

- 1.1 The Regulation of Investigatory Powers Act 2000 (“RIPA”) is designed to ensure that public bodies respect the privacy of members of the public when carrying out investigations, and that privacy is only interfered with where the law permits and there is a clear public interest justification.

## **2. What does RIPA do?**

- 2.1 RIPA places controls on the use of certain methods of investigation. In particular, it regulates the use of surveillance and “covert human intelligence sources”. This guide covers these aspects of the Act. Further guidance will be issued on other aspects of the Act if necessary.
- 2.4 RIPA’s main implications for the Council are in respect of covert surveillance by Council officers and the use of “covert human intelligence sources”. (A covert human intelligence source is someone who uses a relationship with a third party in a secretive manner to obtain or give information – for instance an informer or someone working “under cover”.)

## **3. Some definitions**

### **3.1 “Article 8 Rights”**

This refers to the rights of individuals under the European Convention on Human Rights:

*“Everyone has the right to respect for his private and family life, his home and his correspondence.*

*“There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.”*

The Council must not infringe these rights unless they are acting in accordance with the law for one of the purposes mentioned in the second paragraph. Even then, any infringement of this right needs to be proportionate. (See paragraph 9.4.)

### **3.2 “Covert”**

Concealed, done secretly

### 3.3 *"Covert surveillance"*

Surveillance which is carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is or may be taking place;

### 3.4 *"Directed surveillance"*

Directed surveillance is defined in RIPA as surveillance which is covert, but not intrusive, and undertaken:

- a) for the purposes of a specific investigation or operation;
- b) in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation); and
- c) otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be reasonably practicable for an authorisation under this Part to be sought for the carrying out of the surveillance (i.e. where the circumstances make it impractical to seek authorisation. An example might be where a police officer on patrol sees a person acting suspiciously and decides to watch them surreptitiously to see whether they are intending to commit a crime.)

Private information in relation to a person includes any information relating to his private or family life.

### 3.5 *"Intrusive surveillance"*

Intrusive surveillance is defined in section 26(3) of the 2000 Act as covert surveillance that:

- a. is carried out in relation to anything taking place on any residential premises or in any private vehicle; and
- b. involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.

## **4. RIPA and Surveillance – what is not covered**

- 4.1 General observation forms part of the duties of some Council officers. They may, for instance, be on duty at events in the City and will monitor the crowd to maintain public safety and prevent disorder. Environmental Health Officers might covertly observe and then visit a shop as part of their enforcement function. Such observation may involve the use of equipment merely to reinforce normal sensory perception, such as binoculars, or the use of cameras, where this does not involve systematic surveillance of an individual. It forms a part of the everyday functions of law enforcement or other public bodies. This low-level activity will not usually be regulated under the provisions of RIPA.

- 4.2 Neither do the provisions of the Act cover the use of overt CCTV surveillance systems. Members of the public are aware that such systems are in use, for their own protection, and to prevent crime. (There is a separate Code of Practice adopted by the Council to govern use of CCTV. For information about this, contact Martin Beaumont, CCTV Manager.)

## **5. RIPA and Surveillance – What is covered?**

- 5.1 The Act is designed to regulate the use of “covert” surveillance. Covert surveillance means surveillance which is carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is or may be taking place. Strictly speaking, only two types of covert surveillance are regulated by RIPA – “directed” and “intrusive” surveillance. However, where the purpose of a surveillance operation is to obtain private information about a person, the authorisation procedures set out in this guide should be followed and the surveillance treated as being “directed”.

## **6. What is “directed surveillance”?**

### **6.1 Directed surveillance is defined in RIPA as surveillance which is covert, but not intrusive, and undertaken:**

- a) for the purposes of a specific investigation or operation;
- b) in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation); and
- c) otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be reasonably practicable for an authorisation under this Part to be sought for the carrying out of the surveillance. (See the clarification of this in paragraph 3.3.)

Private information in relation to a person includes any information relating to his private or family life.

- 6.2 Directed surveillance is conducted where it involves the observation of a person or persons with the intention of gathering private information to produce a detailed picture of a person’s life, activities and associations. However, it does not include covert surveillance carried out by way of an immediate response to events or circumstances which, by their very nature, could not have been foreseen. For example, a plain clothes police officer would not require an authorisation to conceal himself and observe a suspicious person who he comes across in the course of a patrol.
- 6.3 Directed surveillance does not include any type of covert surveillance in residential premises or in private vehicles. Such activity is defined as “intrusive surveillance” and is dealt with in paragraph 7.
- 6.4 In practice, the sort of directed surveillance which the Council might undertake would include the use of concealed cameras as part of an investigation into antisocial behaviour or breach of tenancy conditions. It might include covert

surveillance connected with the enforcement of environmental health or planning regulations or in connection with investigating benefit fraud. You should treat anything involving the use of concealed cameras or anything involving keeping covert observation on premises or people as potentially amounting to directed surveillance. If you are unsure, please take advice either from your manager or supervisor, or from the Head of Legal Practice.

- 6.5 Directed surveillance **must** be properly authorised in accordance with the procedure set out in section 9.
- 6.6 You should treat any covert surveillance which is likely to intrude upon anyone's privacy to more than a marginal extent as directed surveillance, even if it does not fall within the strict terms of the definition – for instance where surveillance is not part of a specific investigation or operation.

## **7. Directed Surveillance and Social Media**

- 7.1 The use of the internet may be required to gather information prior to and/or during an operation, which may amount to directed surveillance. Whenever you intend to use the internet as part of an investigation, you must first consider whether the proposed activity is likely to interfere with a person's Article 8 rights, including the effect of any collateral intrusion. (See Section 3 for an explanation of Article 8 rights.)
- 7.2 Any activity likely to interfere with an individual's Article 8 rights should only be used when necessary and proportionate to meet the objectives of a specific case. If your proposed use of social media in connection with an investigation amounts to covert directed surveillance within the scope of RIPA by electronic means, an authorisation in accordance with the procedure set out in section 9. Where an investigator may need to communicate covertly online, for example contacting individuals using social media websites, a CHIS authorisation is likely to be needed and the Head of Legal Service should be consulted.
- 7.3 Where individuals publish information freely (e.g. twitter accounts, LinkedIn profiles), there is unlikely to be any interference with Article 8 rights. This is also likely to be the case with other information published openly on the Internet. Care should be taken with other social media, such as Facebook. Even if the user has not used privacy settings to restrict access, this does not necessarily mean that they have made a decision to publish personal information to the world. It is likely to be proportionate, in connection with an investigation (e.g. benefit fraud) to make a single visit to an unsecured Facebook profile. Further visits could amount to surveillance. If you are considering monitoring social media such as Facebook in connection with an investigation. you should first seek advice on whether RIPA authorisation is needed.

## **8. What is intrusive surveillance?**

**An important warning: the Council cannot authorise intrusive surveillance.**

- 8.1 Intrusive surveillance is defined as covert surveillance that:
  - a. is carried out in relation to anything taking place on any residential premises or in any private vehicle; and

b. involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.

8.2 In essence, intrusive surveillance amounts to intrusion into people's homes or vehicles either physically or by means of a surveillance device.

8.3 **Intrusive surveillance cannot be undertaken without authorisation and the Council cannot authorise intrusive surveillance.** Bodies such as the Police and Customs and Excise can authorise intrusive surveillance. If you are asked by another agency to co-operate with intrusive surveillance, you should seek advice from the Head of Legal Practice immediately. Where other authorities say that they are authorised to undertake intrusive surveillance but need our co-operation, we need to check that their authorisation is in order.

## 9. What is a covert human intelligence source?

9.1 A covert human intelligence source is someone who establishes or maintains a relationship with a person for the purpose of covertly obtaining or disclosing information. In practice, this is likely to cover the use of an informer or Council officer to strike up a relationship with someone as part of an investigation to obtain information "under cover".

9.2 Someone who volunteers information to the Council, either as a complainant (for instance, about anti-social behaviour or a breach of planning regulations) or out of civic duty, is unlikely to be a covert human intelligence source. If someone is keeping a record, say, of neighbour nuisance, this will not amount by itself to use of a covert human intelligence source. However, if we are relying on, say, a neighbour to ask questions with a view to gathering evidence, then this may amount to use of a covert human intelligence source.

9.3 The use by the Council of covert human intelligence sources is expected to be extremely rare and, for that reason, this guide does not deal with the issues to which they give rise. If you are contemplating use of a covert human intelligence source, please take advice from the Head of Legal Practice before putting your plan into action.

## 10. Authorising Directed Surveillance: The Rules

10.1 It is crucial that all directed surveillance is properly authorised. Failure to secure proper authorisation and to comply with this procedure could lead to evidence being excluded by the courts and to complaints against the Council. The Council is subject to audit and inspection by the Office of the Surveillance Commissioner and it is important that we can demonstrate compliance with RIPA and with this code. **Again, please note that the Council cannot authorise intrusive surveillance – see section 8.**

10.2 **Who can authorise directed surveillance?** Regulations made under the Act say that the most junior level at which authorisations can only be given is by what it refers to as "assistant chief officers". For the purposes of this Code, authorisations may only be given by the officers identified in the Appendix to this Guide referred to as "authorising officers". In cases of urgency, if it is not possible to seek

authority from an authorising officer, authority may be given by a deputy to an authorising officer, but ratification of that authority should be sought at higher level as soon as practical, and the reasons for urgency recorded on the authorisation form. Where practical, the authorising officer should not be directly involved in the case giving rise to the request for authorisation. (However, an authorising officer may authorise a request made by staff who report to them if they are not directly involved in the case.) Where it is not practical for authorisation to be given by an officer who is not directly involved, this should be noted with reasons on the authorisation form. In addition to internal authorisation, directed surveillance cannot be carried out without the approval of a Magistrate. (See paragraph 10.2 below.)

**10.3 On what grounds can directed surveillance be authorised?** Directed surveillance can only be authorised by 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; or
- for the purpose of preventing or detecting conduct which is an offence under—
  - (i) section 146 of the Licensing Act 2003 (sale of alcohol to children);
  - (ii) section 147 of the Licensing Act 2003 (allowing the sale of alcohol to children);
  - (iii) section 147A of the Licensing Act 2003 (persistently selling alcohol to children);
  - (iv) section 7 of the Children and Young Persons Act 1933 (sale of tobacco, etc, to persons under eighteen).”.

When the legislation was introduced, the Council could authorise directed surveillance on other grounds (e.g. in the interests of public safety or in the interests of protecting public health, or to prevent or detect disorder) but the serious crime ground is the only one available to local authorities. The Police have wider powers to authorise directed surveillance.

Please note that surveillance has to be **necessary** for the serious crime purpose. If you can just as well carry out an investigation by means which do not involve directed surveillance, then you should use them.

**10.4 Is the proposed surveillance proportionate?** Authorisation should not be sought, and authority should not be given unless you are satisfied that the surveillance is proportionate. You should make sure that any interference with privacy is justified by the end being sought. Unless the benefit to be obtained from surveillance is significant, and unless the problem you are seeking to tackle is serious, the use of surveillance is unlikely to be proportionate. We should not “use a sledgehammer to crack a nut”!

**10.5 Is the proposed surveillance discriminatory?** The Council is under a legal obligation to avoid either direct or indirect discrimination in carrying out its functions. As surveillance can interfere with rights contained in the European Convention on Human Rights, discrimination can also amount to a breach of the Human Rights Act. You should be sensitive to this issue and ensure that you apply similar standards to seeking or authorising surveillance regardless of ethnic origin, sex or sexual orientation, disability, age etc. You should be alert to any



assumptions about people from different backgrounds which may not even be consciously held.

10.6 **Might the surveillance involve “collateral intrusion”?** In other words, might the surveillance intrude upon the privacy of people other than those who are the subject of the investigation. You should be sensitive of the privacy rights of third parties and consider very carefully whether the intrusion into their privacy is justified by the benefits of undertaking the surveillance.

10.7 **Might the surveillance involve acquiring access to any confidential or religious material?** If so, then the surveillance will require a particularly strong justification and arrangements need to be put in place to ensure that the information obtained is kept secure and only used for proper purposes. Confidential material might include legal or financial records, or medical records. Where there is a possibility that access to confidential or religious material might be obtained, the authorisation of the Chief Executive (or, in her absence in cases where it is not practical to wait for her return, the authorisation of a Director acting as her deputy) should be sought.

## 11. Authorising Directed Surveillance: The Procedure

### 11.1 Applying for authorisation.

11.1.1 Detailed guidance on the authorisation procedure and on how to complete the statutory forms is available on the Council’s Intranet at <http://intranet/Guidelines/Docs/RIPA%20Guidance%20Manual.pdf> The individual forms are available separately and links to them are set out in Appendix 3. You must only use the forms that are on the Intranet, you should read the accompanying notes carefully and follow them when completing the form.

11.1.2 Before submitting an application for authorisation, you must supply a copy of your request to the Head of Legal Practice. You may only submit your application for authorisation if you obtain the approval of the Head of Legal Practice.

11.1.3 A written application for authorisation for directed surveillance should describe in detail any conduct to be authorised and the purpose of the investigation or operation. The application should also include:

- the reasons why the authorisation is necessary in the particular case and on the grounds (e.g. for the purpose of preventing or detecting crime) listed in Section 28(3) of the 2000 Act;
- the reasons why the surveillance is considered proportionate to what it seeks to achieve;
- the nature of the surveillance;
- the identities, where known, of those to be the subject of the surveillance;
- an explanation of the information which it is desired to obtain as a result of the surveillance;

- the details of any potential collateral intrusion and why the intrusion is justified;
- the details of any confidential information that is likely to be obtained as a consequence of the surveillance.
- the level of authority required (or recommended where that is different) for the surveillance; and
- a subsequent record of whether authority was given or refused, by whom and the time and date.

## 11.2 Approval by a Magistrate

11.2.1 The internal authorisation for covert surveillance is not to take effect until a Magistrate has made an order approving it. Approval can only be given if the Magistrate is satisfied that:

(a) There were reasonable grounds for the authorising officer to believe that the directed surveillance was necessary and proportionate and that there remain reasonable grounds for believing so.

(b) The authorising officer was of the correct seniority within the organisation i.e. a Director, Head of Service, Service Manager or equivalent.

(c) The granting of the authorisation was for preventing or detecting crime and that the offence under investigation carries a custodial sentence of six months or more

11.2.2 You must not commence covert surveillance until you have confirmation that the Magistrate's approval has been given.

## 11.3 Duration of authorisations

11.3.1 A written authorisation granted by an authorising officer will cease to have effect (unless renewed) at the end of a period of **three months** beginning with the day on which it took effect.

11.3.2 Even though authorisations cease to have effect after three months, you should not simply leave them to run out. When the surveillance ceases to be necessary, you should always follow the cancellation procedure. See section 10.6. Where surveillance has ceased, we must be able to match each authorisation with a cancellation.

## 11.4 Reviews

11.4.1 Regular reviews of authorisations should be undertaken to assess the need for the surveillance to continue. The maximum period between authorisation and review, and between reviews, should be four weeks. The more significant the infringement of privacy, the more frequent should be the reviews. The results of a review should be recorded on the central record of authorisations (see paragraph 11). Particular attention is drawn to the need to review authorisations frequently where the surveillance provides access to confidential information or involves collateral intrusion.

11.4.2 In each case authorising officers within the Council should determine how often a review should take place. This should be as frequently as is considered necessary and practicable.

11.4.3 A link to the form to record a review of an authorisation may be found in Appendix 2 to this Guide.

## 11.5 Renewals

11.5.1 If at any time before an authorisation would cease to have effect, the authorising officer considers it necessary for the authorisation to continue for the purpose for which it was given, s/he may renew it in writing for a further period of **three months**. A renewal cannot take effect unless it has been approved by a Magistrate. If you think a renewal might be needed, you should plan to allow sufficient time for an application to a Magistrate to be made before expiry.

11.5.2 A renewal takes effect at the time at which, or day on which the authorisation would have ceased to have effect but for the renewal. An application for renewal should not be made until shortly before the authorisation period is drawing to an end. Any person who would be entitled to grant a new authorisation can renew an authorisation. Authorisations may be renewed more than once, provided they continue to meet the criteria for authorisation.

11.5.3 All applications for the renewal of an authorisation for directed surveillance should be made on the form linked to Appendix 2 to this guide and should record:

- whether this is the first renewal or every occasion on which the authorisation has been renewed previously;
- any significant changes to the information given in the original application for authorisation;
- the reasons why it is necessary to continue with the directed surveillance;
- the content and value to the investigation or operation of the information so far obtained by the surveillance;
- the results of regular reviews of the investigation or operation.

11.5.4 Authorisations may be renewed more than once, if necessary, and the renewal should be kept/recorded as part of the central record of authorisations (see paragraph 12).

## 11.6 Cancellations

11.6.1 The authorising officer who granted or last renewed the authorisation must cancel it if he is satisfied that the directed surveillance no longer meets the criteria upon which it was authorised. Where the authorising officer is no longer available, this duty will fall on the person who has taken over the role of authorising officer. If in doubt about who may cancel an authorisation, please consult the Head of Legal Practice. Cancellations are to be effected by completion of the form linked to in Appendix 2 to this Guide.

**11.6.2 N.B. Please note the warning in paragraph 10.3.3 that there must be a completed cancellation for each authorisation once surveillance has been completed. An authorisation cannot simply be allowed to expire.**

## **11.7 Ceasing of surveillance activity**

11.7.1 As soon as the decision is taken that directed surveillance should be discontinued, the instruction must be given to those involved to stop all surveillance of the subject(s). The date and time when such an instruction was given should be included in the Notification of Cancellation form.

## **12. Record Keeping and Central Record of Authorisations**

12.1 In all cases in which authorisation of directed surveillance is given, the Service Head is responsible for ensuring that the following documentation is kept safely for a period of at least three years from the date of authorisation:

- a copy of the application and a copy of the authorisation together with any supplementary documentation and notification of the approval given by the authorising officer;
- a record of the period over which the surveillance has taken place;
- the frequency of reviews prescribed by the authorising officer;
- a record of the result of each review of the authorisation;
- a copy of any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested;
- the date and time when any instruction was given by the authorising officer.

12.2 In addition, copies the following must be sent to the Head of Legal Practice immediately upon completion:

- all completed forms authorising directed surveillance;
- all completed forms authorising renewal of directed surveillance;
- all completed forms cancelling directed surveillance.

These will be kept by the Head of Legal Practice who will review them at least every twelve months in his capacity as the Council's Monitoring Officer.

## **13. Authorising Use of Covert Human Intelligence Sources**

13.1 Similar principles and procedures apply to authorising the use of covert human intelligence sources, including the need for authorisations to be approved by a Magistrate. If it becomes apparent that their use is more than very exceptional, detailed guidance will be published and circulated. For the present, officers' attention is drawn to the explanation of the nature of a covert human intelligence source in Paragraph 9. If you think you might be using, or might use, a covert human intelligence source, please contact the Head of Legal Practice, who will

advise on the principles to be applied, the authorisation procedure, record keeping etc. For the avoidance of doubt, the Council will comply, so far as applicable, with the model guidance issued by the Home Office.

#### **14. Authorisations by Third Parties**

- 14.1 You may be approached by another agency, e.g. the Police or HMRC, to co-operate in undertaking activities regulated by RIPA. In cases where the City Council is acting on behalf of another agency, the tasking agency should normally obtain and provide evidence of the RIPA authorisation. Although the Council can act on an authorisation obtained by another agency, it is still important for the Council to reach a view on whether it is appropriate to co-operate. Please, where practical, seek the advice of the Head of Legal Practice before acting on a third-party authorisation.
- 14.2 Home Office guidance says that, where possible, public authorities should seek to avoid duplication of authorisations as part of a single investigation or operation. For example, where two agencies are conducting directed surveillance as part of a joint operation, only one authorisation is required. Duplication of authorisations does not affect the lawfulness of the activities to be conducted, but may create an unnecessary administrative burden on authorities. But we should not use Police authorisation as a means to avoid the safeguards put in place for local authority use of RIPA or as a means of carrying out surveillance for purposes not authorised for local authorities; e.g. intrusive surveillance or surveillance for non-permitted purposes. If it is primarily a Council operation, then the Council should be responsible for authorisation.
- 14.3 You must notify the Head of Legal Practice of all occasions on which you act under a RIPA authorisation obtained by a third party.

#### **15. Access to Communications Data**

- 15.1 There are stringent controls placed on access by the Council to “communications data”. The Council is not entitled to obtain access to the content of communications between third parties but can, in some circumstances, obtain information relating to the use of a communications service. “Communications services” include telecom providers, postal services and internet service providers.
- 15.2 This is a complex area, procedurally and legally. Access to communications data can only be obtained through the Council’s designated “single point of contact” (“SPOC”) for communications data. The Head of Legal Practice has this role and you should consult him at an early stage if you think you may need access to communications data.

#### **16. Covert surveillance outside of RIPA**

- 16.1 Not all types of covert surveillance falls within the scope of RIPA which, for local authorities, is limited to criminal investigations and the underage sale of alcohol or tobacco. On occasion, it may be appropriate to carry out covert surveillance in connection with, for instance, an audit or disciplinary investigation. Formal RIPA authorisation will not be needed in these circumstances but the principles embodied in RIPA still apply. In these circumstances, you should complete the non-RIPA application form and

submit it to an authorising officer for approval. Detailed guidance on non-RIPA surveillance is available on the Intranet at <http://live.drupal.intranet.ccc.local/content/regulation-investigatory-powers-act-2000> .

## **17. Further Information**

- 17.1 Departments may wish to develop their own guidance and Environmental Health and Waste Management has already done so. This is to be encouraged. However, the principles and procedures contained in departmental guidance must be compatible with this guidance.
- 17.2 There is helpful information on the Home Office web site about RIPA. See below for links.
- 17.3 The Head of Legal Practice will be happy to advise further on issues connected with RIPA. Departments need to consider what their training needs are in this area and the Head of Legal Practice is willing to discuss what help he can offer with this.

Tom Lewis  
Head of Legal Services

# Approved Authorising Officers for the Purposes of the Regulation of Investigatory Powers Act 2000

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- David Edwards Strategic Director
- Suzanne McBride Strategic Director

The Leader of the Council delegated power to the Chief Executive to designate authorised officers for the purposes of Chapters II and III of the Act. (Record of Decision ref: 07/S&R/14, 3 September 2007.

## Links

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Links to Home Office Information on RIPA, including codes of practice are at <http://www.homeoffice.gov.uk/counter-terrorism/regulation-investigatory-powers/> Forms are also available via this site but you should only use the forms on the Council's Intranet, which may be found through the links in Appendix Three.

## Intranet Guidance

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### ***RIPA Covert Surveillance Forms and Guidance***

#### **Regulation of Investigatory Powers Act 2000**

#### **Guidance on the use of covert surveillance and "covert human intelligence sources"**

- [The Regulation of Investigatory Powers Act 2000 - Procedure Guide 2013 \[DOC, 87kB\]](#)

The guidance manual and the information set out in all the forms below have been purchased from an external source and copyright belongs to Ibrahim Hasan (2010) of Act Now Training - [www.actnow.org.uk](http://www.actnow.org.uk) - Surveillance Law Training and Resources. Under no circumstances should copies of the manual or guidance be provided to any other person or organisation outside Cambridge City Council.

#### **RIPA Guidance Manual**

- [1. Introduction \[PDF, 0.5MB\]](#)
- [2. Guidance for Authorising Officers \[PDF, 153kB\]](#)
- [3. Completing the RIPA Forms \[PDF, 0.8MB\]](#)
- [4. Seeking Magistrates' Approval \[PDF, 121kB\]](#)
- [5. Non RIPA Surveillance \[PDF, 0.6MB\]](#)

#### **Directed Surveillance (DS) Forms**

- [15 DS Review Form.doc \[DOC, 61kB\]](#)
- [14 DS Application Form.doc \[DOC, 115kB\]](#)
- [17 DS Cancellation Form.doc \[DOC, 47kB\]](#)
- [16 DS Renewal Form.doc \[DOC, 59kB\]](#)

#### **Covert Human Intelligence Source (CHIS) Forms**

- [Completing the CHIS Forms.doc \[DOC, 24kB\]](#)
- [CHIS Review \[DOC, 62kB\]](#)
- [CHIS Application \[DOC, 122kB\]](#)

- [CHIS Cancellation \[DOC, 45kB\]](#)
- [CHIS Renewal \[DOC, 61kB\]](#)
- [CHIS Non-RIPA Form \[DOC, 89kB\]](#)





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

Report by: Wendy Young, Operations Manager (Community Engagement and Enforcement)

Relevant scrutiny committee: Strategy & Resources  
23/1/2017  
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**

#### **Public Spaces Protection Order For Dog Control in Cambridge**

#### **Not a Key Decision**

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### **1. Executive summary**

This report considers the statutory consultation exercise conducted by the Council during October and November 2016 in relation to the proposal to introduce a Public Spaces Protection Order ('PSPO') in respect of dog control (including dog fouling, dog exclusion and dogs on leads requirements) within Cambridge.

The purpose of this report is to inform the Executive Councillor of the results of the consultation, in summary form, and to highlight the main substantive issues that have been raised and how these have been taken into account, in formulating the next steps of the proposed PSPO.

### **2. Recommendations**

The Executive Councillor is recommended:

1. To note the contents of the report only
2. To undertake further consultation work for the proposals at the following sites:
  - Cherry Hinton Hall
  - Ravensworth Gardens
  - Mill Road Cemetery

3. To ask officers to provide a full report on the consultation responses and recommended PSPO at Strategy and Resources Committee in 2017.

### **3. Background**

3.1 PSPOs are designed to place controls on the use of public space and everyone within it. The orders have effect for up to three years and can be extended. Only local authorities can make PSPOs. 'Public place' means 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.

3.2 The Council can make a PSPO if satisfied on reasonable grounds that two conditions are met. The first condition is that:

- a. Activities carried out 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 out in a public place within that area and that they will have such an effect.

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

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

3.3 A PSPO 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.

3.4 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.

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

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

3.7 Unless extended the order may not have effect for more than 3 years.

- 3.8 Breach of a PSPO, without reasonable excuse, is a criminal offence. The Police or a person authorised by the Council can issue fixed penalty notices. A person can also be prosecuted for breach of a PSPO and, on conviction; the Magistrates' Court can impose a fine not exceeding level 3 on the standard scale (currently £1000).
- 3.9 On 10 October, 2016, the Executive Councillor approved in principle the proposal to make a PSPO in respect of dog control (including dog fouling, dog exclusion and dogs on leads requirements) within Cambridge. Authorisation was given for the necessary statutory consultation to be carried out, prior to any decision being made on whether or not to make such a PSPO.

### **Summary of responders**

- 3.10 A total of 386 responses were received in response to the consultation, 92% of those responded lived in Cambridge and 50% were dog owners/walkers. Respondents to the consultation ranged in age from under 18 years to 65 years and over.
- 3.11 Written responses were also received from a number of groups and organisations including residents associations, Guidedogs for the Blind, Canine Generated Independence, The Kennel Club, RSPCA (Royal Society for Protection of Cruelty to Animals), Cambridgeshire County Council and Cambridgeshire Police and Crime Commissioner.

### **Dog fouling**

- 3.12 The PSPO proposal is to continue the requirement that on land, open to the air, to which the public are entitled or permitted to have access (with or without payment) across Cambridge, that if a dog defecates, at any time, the person who is in charge of the dog, at the time, must remove the faeces from the land immediately.
- 3.13 Responses to the consultation indicated high support for this power to continue and comments received indicated dog mess was a problem in a number of areas of the city; and questions were raised on how the offence was to be enforced.

### **Dogs on leads by direction**

- 3.14 The PSPO proposal is that a person in charge of a dog must comply with a direction given to them by an authorised officer to put and keep the dog on a lead, in situations when dogs appear to be 'out of control' include the following situations:
- Where animals, or birds, or wildlife, are, or could be, threatened;

- Where the public, particularly children or vulnerable adults, are at threat, or feel threatened;
- Where dogs are posing a risk to the safety of pedestrians and/or cyclists and/or motorists;
- Where dogs are causing damage to public property, including trees and plants; and
- In case of emergency situations.

3.15 97% of respondents agreed that authorised officers should have the ability to use the power in given situations. The consensus of comments received was that that this power should only be used when proportionate to the situation; and that officers should use careful judgement in applying this order when a dog displayed genuine behaviour and could cause harm to people or other dogs.

### **Dogs on leads**

3.16 In reviewing the transition from the existing dog control orders, the PSPO proposal is to retain dogs on leads for some play areas and cemeteries and to remove restrictions for others. A list of the sites affected by each of these proposals is included in appendix A. Land subject to the proposed PSPO will continue to have signs using the words “dogs on leads area”; or words and/or symbols having a similar meaning displayed.

3.17 In retaining current restrictions, 88% of responders agreed with the play areas where dogs were to be kept on leads at all times, and 81% agreed with the requirements to keep dogs on leads at Histon Road and Newmarket Road cemetery.

3.18 In removing restrictions, the majority of responders, 54%, replied that existing dogs on leads requirements at children’s play areas should remain in place.

3.19 A specific question was asked about the requirement for dogs to be on leads at Mill Road Cemetery, with 59% of respondents supporting dogs to be on leads at all times in this area.

### **Dog exclusion areas**

3.20 In reviewing the transition from the existing dog control orders, the PSPO proposal is to retain dog exclusion areas for some play areas, paddling pools, tennis courts and bowling greens and to remove restrictions for others. A list of the sites affected by each of these proposals is included in appendix A. Land subject to this order will continue to have signs using the words “dog exclusion area” or words and/or symbols having a similar meaning displayed.

- 3.21 In retaining current restrictions, 85% of responders agreed with the bowling greens, 87% with paddling pools, 88% with tennis courts as the areas where dogs were to be excluded at all times, and 83% agreed with the requirements to exclude dogs from the play areas set out in the consultation.
- 3.22 In removing existing restrictions, only 41% agreed with the proposals. A number of the sites, where restrictions were proposed to be removed, are no longer fenced or not easily accessible. A list of these sites is included in appendix B

### **Ravensworth Gardens green area**

- 3.23 For the green area at Ravensworth Gardens, the PSPO proposal is to require dogs to be on leads at all times; or for dogs to be excluded.
- 3.24 30% of respondents agreed that dogs should be excluded from the green area at all times, and 65% agreed that dogs should be on leads at all times. When asked to state their preference for a dog exclusion area, dogs on leads restriction, or neither, the results were 21% for dog exclusion area, 47% for dogs on leads area, 25% for neither and 8% set out other ideas. The ideas suggested include marking a dedicated dog exercise area, CCTV cameras and timed dogs on leads / dog exclusion areas.
- 3.25 A number of residents and South Petersfield Residents Association wrote to support the proposal for a dog exclusion area at Ravensworth Gardens.

### **Cherry Hinton Hall**

- 3.26 For the pond area at Cherry Hinton Hall, PSPO proposal is to require dogs to be on leads at all times.
- 3.27 The results of the consultation show that 60% of responses agreed with the proposal, though a number of comments were made about the geographical area that had been identified in the consultation.

### **Cherry Hinton Lakes**

- 3.28 For the area of Cherry Hinton Lakes, the PSPO proposal is to require dogs to be on leads at all times. The results of the consultation show that 51% of responses agreed with the proposal.

### **Exceptions**

- 3.29 It was proposed that some exceptions were included within the order, in line with those that are already in place for the dog control orders. The proposed exceptions are set out in the draft order of Appendix A.
- 3.30 These were proposed to ensure that the restrictions placed on dog owners / handlers are reasonable and take into account conditions where it is not possible to comply.
- 3.31 87% of respondents agreed with the proposed exceptions; however a number of responses set out suggested changes to the exceptions that should be considered and had not previously formed part of the dog control orders.

### **Next steps**

- 3.32 Following a careful consideration of the consultation responses officers are recommending the following steps:
1. Undertake further consultation work for the proposals at Cherry Hinton Hall, Ravensworth Gardens and Mill Road Cemetery, including but not limited to:
    - Liaison with residents, parochial committee and friends of groups;
    - Focus groups; and
    - Officer questionnaires
  2. Review the exceptions listed in line with advice from expert agencies and officers, both internal and external.
  3. In light of the above, to revise the proposed PSPO to enhance clarity and certainty.
- 3.33. In setting out this background, the Executive Councillor is asked specifically to note, that the proposed PSPO is not put forward as a means of unduly restricting the exercising or recreation of dogs across the city. The reason for putting forward the PSPO is to address the detrimental effect on the quality of life of those in the locality caused by the irresponsible behaviour of a small minority of dog owners; and to set out a clear standard to which all dog owners are required to adhere.

## **4. Implications**

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

The Council has already incurred the cost of carrying out the consultation. If the PSPO is made, in accordance with Anti-social Behaviour, Crime and Policing Act 2014, 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.

The signage required 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 for those with disabilities have been fully considered and included in the consultation. 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 enforcement of a PSPO for Dog Control 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 Council has carried out an extensive consultation, which included the necessary consultation required by statute. The consultation was carried out at a stage when the proposal was at a sufficiently formative stage and with an open mind as to what the responses may be. The Council believes this is amply demonstrated by the proposed alterations made to the terms of the PSPO, resulting from the consultation and the recommended further specific consultation over the proposals for Cherry Hinton Hall, Ravensworth Gardens and Mill Road Cemetery.

The Council is required to consult with the Chief Officer of Police the Police and Crime Commissioner, the local policing body and whatever community representatives the Council thought appropriate to consult. The Council is also required to consult with the owner or occupier of land within the restricted area (to the extent that this was reasonably practicable).

It was recognised that the proposed PSPO could be of interest to many sections of the community, including the public and special interest groups. Accordingly, the Council has consulted widely. The list of consultees (those consulted separately to the main public consultation) is at Appendix E. The consultation included:

- Making the survey available on the Council's website (Appendix D)
- Letters sent out to statutory consultees and to any individual, organisation or business on request.
- Local newspaper ran a press release from the Council informing people of the consultation and giving links and addresses for responses.
- Notifying all residents groups and friends of groups of the consultation.

## **(g) Community Safety**

The introduction of a PSPO for dog control will continue to have a positive effect on community safety, reducing the risks associated with Toxocariasis<sup>1</sup> and nuisance dogs

## **(h) Human Rights**

In deciding whether to make a PSPO 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.

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<sup>1</sup> Toxocariasis is a rare infection caused by roundworm parasites. Its spread from animals to humans through contact with infected faeces and infection may cause disease that involves the liver, heart, lung, muscle, eye, and brain.

## 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](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](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf)
- Report to Strategy and Resources Committee Proposed Public Spaces Protection Orders For Dog Control in Cambridge;
- Minutes for Strategy & Resources Scrutiny Committee on 10<sup>th</sup> December 2016 and;
- Consultation responses

## 6. Appendices

Draft Orders Appendix A  
Proposed locations for Orders Appendix B  
EQIA Appendix C  
Consultation Survey Appendix D  
List of consultees Appendix E

## 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](mailto:wendy.young@cambridge.gov.uk)

## **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)
- Cambridge Lakes
- Cherry Hinton Hall – *area by pond / stream*
- 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
- Coleridge Recreation Ground
- Discovery Way
- Dudley Road
- Edgecombe Flats
- Flower Street
- Green End Road
- Gunhild Way/Close
- Hampden Gardens
- 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)
- Reilly Way
- River Lane
- Robert May Close
- Romsey Recreation Ground
- Scotland Road
- Sleaford Street/Ainsworth Street
- St Albans Recreation Ground
- St Barnabas Court
- St Matthews Recreation Ground
- St Thomas's Square
- Stourbridge Common (Access Land)
- The Bath House (Gwydir Street\_
- 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 now fully enclosed
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 area	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	
Christs Pieces	Fenced bowling greens	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Christs Pieces	Fenced tennis courts	Dog exclusion area	July 2013	Keep as a dog exclusion area	
Christs Pieces	Fenced children's play areas	Dog exclusion area	July 2013	Keep as a dog exclusion area	
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	Keep as a dog exclusion area	
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	Subject to consultation with land owners
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	
Hampden Gardens	Fenced children's play area	None	None	Add 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	Outdoor paddling pools	Dog exclusion area	July 2013	Keep as a dog exclusion area	

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Location	Area	Restriction	Introduction date	Proposal	Comments
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	
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	
Peverel 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 Bearnar 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 Albans Recreation Ground	Fenced children's play areas	None	None	Add 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 (Gwydir Street)	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](mailto:suzanne.goff@cambridge.gov.uk) or from any member of the Joint Equalities Group.

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

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:

- 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 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:

- 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 he relies for assistance; or
- c. 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](mailto: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:

## Appendix E List of consultees

Organisation	Method of consultation
PCC	Formal Letter
Local Police	Formal Letter
County Council	Email
<b>Other organisations</b>	
Arbury Road Veterinary Surgery	Letter
Blue Cross	Letter
Cambridge Veterinary Group	Letter
Clarendon Street Veterinary Surgery	Letter
Creature Comforts	Letter
Dapper Dog Grooming	Letter
Grumpy's	Letter
Guide Dogs	Letter
Just for Pets	Letter
Pets At Home	Letter
Poochie Parlour	Letter
RSPCA	Letter
Vets4Pets Cambridge	Letter
Wood Green Animal Shelter	Letter
Abbey People	Email
Accordia Community and Resident's Association (ACRA)	Email
Applecourt Residents' Association	Email
Arbury Road East RA (ARERA)	Email
Ascham Road Residents' Association	Email
Babraham Road Action Group	Email
Barton Close Residents' Association	Email
Bateman Street & Bateman Mews Residents Association	Email
BENERA (Bentley and Newton Road Residents' Association)	Email
Benson Area Residents' Association	Email
Birdwood Area Residents' Association	Email
Bishops Court Residents' Company Ltd	Email
Blinco Grove Residents' Association	Email
Bradmore & Petersfield Residents Association	Email
Brooklands Avenue Area Residents' Association	Email
Brookside Residents Association	Email
BRUNK (Brunswick and North Kite)	Email
Brunswick & North Kite Residents Association	Email
Bulstrode Gardens Residents Association	Email
Cam Sight	Email
Cambridge Deaf Association	Email
Cambridge Online	Email
Cambridge Valley Forum	Email

Cherry Hinton & Rathmore Road Residents' Association	Email
Christ's Pieces Residents Association	Email
Clerk Maxwell Road Residents' Association	Email
Concerned Residents Of North West Cambridge (CRONC)	Email
Corfe Close Residents Association (CCRA)	Email
Covent Garden Residents' Association	Email
CREW	Email
Darwin & Akeman St (DEARA)	Email
Disability Cambridgeshire	Email
Dogs for Disabled	Email
East Mill Road Action Group EMRAG	Email
Empty Common Allotment Society	Email
Evening Court RA	Email
Federation of Cambridge Residents' Associations	Email
Fen Estates and Nuffield Road RA (FENRA)	Email
Fen Road Steering Group	Email
Fenners Lawn Residents' Association	Email
Friends of Bramblefields	Email
Friends of Cherry Hinton Hall	Email
Friends of Coldhams Common	Email
Friends of Histon Road Cemetery	Email
Friends of Histon Road Rec	Email
Friends of Midsummer Common	Email
Friends of Mill Road Cemetery	Email
Friends of Nightingale Rec	Email
Friends of Stourbridge Common	Email
Gazeley Lane Residents' Association	Email
Glisson Road/Tenison Road Area Residents' Association	Email
Gough Way Residents Association	Email
Grantchester Road Residents' Association	Email
Greenlands' Residents Association	Email
Greville Road RA	Email
Guest Road Residents' Association	Email
Gurney Way (& Atherton Close) Residents Association	Email
Hanover & Princess Court Residents' Association	Email
Hearing Dogs for Deaf People	Email
Hedgerley Close RA	Email
Highsett Flats Resident's Association	Email
Highsett Houses Residents' Society	Email
Highworth Avenue CB	Email
Hills Road Residents' Association	Email
Histon Road Residents' Association	Email
Hurst Park Estate Residents'	Email

Association (HPERA)	
Iceni Homes (Hundred Houses) Tenants' Association	Email
Jesus Green Association	Email
King Street Neighbourhood Association	Email
Lifecraft	Email
Local Access Forum	Email
Madingley Road Group	Email
Marion Close & Sherlock Road Association	Email
Millington Road & Millington Lane Residents' Association	Email
Mill Road Community Improvements Group	Email
Mill Road Society	Email
Millington Road & Millington Lane Residents' Association	Email
Milton Road RA (MRRA)	Email
Mitchams Corner Residents' & Traders' Association (MCRTA)	Email
Mulberry Close (Leys Road, Cambridge) Residents' Society Ltd	Email
NAFRA 19 Acre Field Residents' Association	Email
Newnham Croft Conservation Group	Email
Newnham Croft Residents' Association	Email
Newtown Residents' Association	Email
North Newnham Residents Association	Email
North Newtown Residents' Association	Email
Norwich Street Residents' Association	Email
Old Chesterton Residents Association	Email
Oxford Road Residents' Association	Email
Mitchams Corner Residents' & Traders' Association (MCRTA)	Email
Mulberry Close (Leys Road, Cambridge) Residents' Society Ltd	Email
NAFRA 19 Acre Field Residents' Association	Email
Newnham Croft Conservation Group	Email
Newnham Croft Residents' Association	Email
Newtown Residents' Association	Email
North Newnham Residents Association	Email
North Newtown Residents' Association	Email
Norwich Street Residents' Association	Email
Old Chesterton Residents Association	Email
Oxford Road Residents' Association	Email
Parishes Committee Mill Road Cemetery	Email

Park Street Residents' Association	Email
Petersfield Area Community Trust (PACT)	Email
Petersfield Mansions Residents' Association	Email
Pinehurst South Resident's Association	Email
Radcliffe Court Residents' Association	Email
Ravensworth Gardens Residents Association Limited	Email
Residents' Association of Old Newnham	Email
Richmond Fellowship	Email
Richmond Road Residents' Association	Email
Riverside Area Residents Association	Email
Romsey Action	Email
Rustat Neighbourhood Association	Email
Sandy Lane Residents' Association	Email
Shelly Gardens Leaseholder's Association	Email
Sherlock Close RA	Email
Southacre Latham Road and Chaucer Road RA (SOLACHRA)	Email
St Andrews Road RA	Email
Storeys Way Residents' Association	Email
Support Dogs	Email
Tavistock Road & Stratfield Close Residents' Association	Email
The Friends of Stourbridge Common	Email
Three Trees Residents' Association	Email
Trumpington Residents Association	Email
Victoria Park Residents Working Group	Email
West Cambridge Preservation Society	Email
Whitehill Residents Association	Email
Windsor Road Residents Association (WIRE)	Email





# Dog Control Public Spaces Protection Order Consultation

## 1. Introduction

### Have your say on dog control in Cambridge

**To continue to tackle the issue of irresponsible dog owners, the Council is undertaking a review of existing dog control orders and invites views on the proposals.**

The vast majority of dog owners in Cambridge are responsible, however there are a minority who do not clear up after their dog, who allow their dog to act aggressively or do not have control of their dog in public places. The legislation enables the local authority to tackle issues and problems relating to dogs within Cambridge. The Council is reviewing the dog control orders in place at present and wants to hear what residents think about them.

The parts of the order being consulted on are:

- **Fouling of land by dogs** which requires all dog owners to clear up after their dog immediately from all public land
- **Dogs on leads by direction** for the whole of the city, which would give authorised officers the power to request that dogs are placed on a lead where they are not under appropriate control of their owner, or where they are causing damage or acting aggressively;
- **Requirement for dogs to be on leads** when in certain areas including Newmarket Road and Histon Road Cemeteries; and
- **Exclusion of dogs** from sensitive areas such as fenced children's play areas, bowling greens, tennis courts, and paddling pools.

If you would like more information on the proposals please visit the councils website at [www.cambridge.gov.uk/dog-control](http://www.cambridge.gov.uk/dog-control) or to view a map of the proposed changes please visit the webpage [www.cambridge.gov.uk/dog-control-orders-map-of-proposed-changes](http://www.cambridge.gov.uk/dog-control-orders-map-of-proposed-changes), to complete the questionnaire please click 'Next'.

To send us any further questions or comment please email us on [dogwarden@cambridge.gov.uk](mailto:dogwarden@cambridge.gov.uk)

The consultation will end on **Monday 21 November 2016**



## Dog Control Public Spaces Protection Order Consultation

### 2. About You

**\* 1. Do you live in Cambridge?**

- Yes  
 No

**2. If you live in Cambridge, please tell us your full postcode**

**\* 3. Are you a dog owner?**

- Yes  
 No

**\* 4. Are you a dog walker?**

- Yes  
 No

**5. Are you**

- Male  
 Female

**6. Please indicate your age range**

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 65+



**Dog Control Public Spaces Protection Order Consultation**

**3. Dog Fouling**

**\* 7. Do you agree with the requirement of the order that a person in charge of a dog must clear up their dog immediately?**

- I agree
- I disagree
- Other (please specify)

**8. Do you have any other comments on the requirement for people in charge of dogs to clear up after their dog immediately? Please write any comments below.**



**Dog Control Public Spaces Protection Order Consultation**

**4. Keeping dogs on leads if asked by an authorised officer**

With the exception of dog exclusion and dogs on leads areas, as is the case now, dogs are allowed to roam off of leads in all open spaces in Cambridge.

However, we do ask that dogs are still under control and can be called and obey orders from their owner / handler. If it is clear that a dog cannot be kept under control off lead, then authorised officers from the council can request that the dog is placed on a lead.

Examples of when this order may be used are:

- Where animals or birds or wildlife are, or could be, threatened.
- Where the public, particularly children or vulnerable adults are at threat, or feel threatened.
- Where dogs are posing a risk to the safety of pedestrians and/or cyclists and/or motorists.
- Where dogs are causing damage to public property, including trees and plants.
- In case of emergency situations.

**\* 9. Do you agree that authorised officers (e.g. Dog Wardens, Enforcement Officers) from the council should be able to request dog owners or handlers to put their dogs on a lead if the dogs are deemed to be out of control, or a threat to other people or animals?**

- I agree
- I disagree
- Other (please specify)

**10. Do you have any comments on authorised officers (e.g. Dog Wardens, Enforcement Officers) from the council being able to request that owners or handlers put their dogs on a lead when appropriate? Please write any comments below.**



## Dog Control Public Spaces Protection Order Consultation

5. Dog On Leads  
Areas

For the following areas, where there are specific proposals to continue to require dogs to be on leads at all times, please indicate whether you:

Agree (i.e. you think dogs should be on leads at all times)

Disagree (i.e. you do not think dogs should be on leads at all times)

Proposed dogs on leads areas:

### Play areas

- Abbey Pool children's play area
- Coldhams Lane children's play area
- Ditton Fields recreation ground
- Kings Hedges "Pulley" recreation ground (play area)
- Molewood Close play area
- Velos Walk play area

### Cemeteries

- Histon Road cemetery
- Newmarket Road cemetery

**11. Do you agree that dogs should be on leads at all times in the above play areas?**

- I agree
- I disagree
- Other (please specify)

**12. Do you agree that dogs should be on leads at all times in the above cemeteries?**

- I agree
- I disagree
- Other (please specify)

**13. Do you have any other comments on the proposed dog on leads areas? Please write any comments below.**



## Dog Control Public Spaces Protection Order Consultation

### 6. Dog On Leads Areas (2)

Some existing areas currently have a requirement for dogs to be on leads at all time. Feedback received by the council has indicated that these areas should no longer have such a restriction.

For the following areas where it is proposed to remove the requirement for dogs to be on leads, please indicate whether you:

Agree (i.e. you think dogs should not be on leads at all times)

Disagree (i.e. you do not think dogs should be on leads at all times)

Proposed areas:

#### Play areas

- Arbury Court (unfenced play area)
- Ashbury Close play area
- Brooks Road (unfenced play area)
- Dundee Close play area
- George Nuttall Close play area
- Great Eastern street play area
- Green End Road recreation ground (unfenced play area)
- Lammas Land (unfenced play area)
- Shelly Road recreation ground
- Shenstone House play area
- Tenby Close play area
- Thorpe Way recreation ground (unfenced play area)

#### Cemeteries

- Mill Road Cemetery

**14. Do you agree that dogs should no longer be required to be on leads at all times in the above play areas?**

- I agree
- I disagree
- Other (please specify)

**15. Do you agree that dogs should no longer be required to be on leads at all times in the above cemeteries?**

- I agree
- I disagree
- Other (please specify)

**16. Do you have any other comments on the above proposals? Please write any comments below.**



## Dog Control Public Spaces Protection Order Consultation

7. Dog exclusion areas

For the following areas, where there are specific proposals to continue to exclude dogs at all times, please indicate whether you:

Agree (i.e. you think dogs should be excluded)

Disagree (i.e. you do not think dogs should be excluded)

Proposed dogs exclusion areas:

### **Bowling greens**

- Alexandra Gardens
- Christ's Pieces
- Coleridge Recreation Ground
- Lammas Land
- Nightingale Avenue Recreation Ground
- Trumpington Recreation Ground

### **Paddling Pools**

- Abbey Pool Paddling Pool
- Cherry Hinton Hall
- Coleridge Recreation Ground
- Lammas Land
- Sheep's Green Learner Pool

### **Tennis courts**

- Christ's Pieces
- Cherry Hinton Hall
- Coleridge Recreation Ground
- Jesus Green
- Lammas Land
- Nightingale Avenue Recreation Ground
- Trumpington Recreation Ground

**17. Do you agree that dogs should be excluded from the above bowling greens?**

- I agree
- I disagree
- Other (please specify)



**18. Do you agree that dogs should be excluded from the above padding pools?**

- I agree
- I disagree
- Other (please specify)

**19. Do you agree that dogs should be excluded from the above tennis courts?**

- I agree
- I disagree
- Other (please specify)

**20. Do you have any other comments on the above dog exclusion areas for bowling greens, tennis courts and paddling pools? Please write any comments below.**



## Dog Control Public Spaces Protection Order Consultation

### 8. Dog exclusion areas (2)

For the following areas, where there are specific proposals to continue to exclude dogs at all times, please indicate whether you:

- Agree (i.e. you think dogs should be excluded)
- Disagree (i.e. you do not think dogs should be excluded)

Proposed dogs exclusion areas:

#### Play areas

- Aberdeen Avenue
- Ainsdale
- Alexandra Gardens
- Arbury Court (fenced play area)

- Atkins Close
- Barnwell Road (fenced play area)
- Bateson Road
- Beales Way
- Brooks Road (fenced play area)
- Cherry Hinton Hall (fenced play area)
- Cherry Hinton Recreation Ground
- Chesterton Recreation Ground
- Chestnut Grove
- Christs Pieces
- Coleridge Recreation Ground
- Discovery Way
- Dudley Road
- Edgecombe Flats
- Flower Street
- Green End Road (fenced play area)
- Gunhild Way/Close
- Hampden Gardens
- Histon Road
- Humphreys Road
- Jesus Green (fenced play area)
- Kathleen Elliot Way
- Kingfisher Way
- Neptune Close
- Nightingale Avenue
- Nuns Way
- Pearl Close
- Petersfield
- Peverel Road
- Ramsden Square
- Ravensworth Gardens (fenced children's play area x2)
- Reilly Way
- River Lane
- Robert May Close
- Romsey Recreation Ground
- Scotland Road
- Sleaford Street/Ainsworth Street
- St Albans Recreation Ground (fenced play area)
- St Barnabas Court
- St Matthews Recreation Ground (fenced play area)
- St Thomas's Square
- Stourbridge Common (Access Land)
- The Bath House (Gwydir Street)
- Thorpe Way play (fenced play area)
- Trumpington Recreation Ground
- Whytford Close

**21. Do you agree that dogs should be excluded from the above fenced play areas?**

- I agree
- I disagree
- Other (please specify)

**22. Do you have any other comments on the above dog exclusion areas for fenced children's play areas? Please write any comments below.**



## Dog Control Public Spaces Protection Order Consultation

9. Dog Exclusion Areas  
(3)

Some existing areas currently have a requirement for dogs to be excluded at all time. Feedback received by the council has indicated that these areas should no longer have such a restriction, similarly some areas are no longer fenced or not readily accessible.

For the following areas where it is proposed to remove the requirement for dogs to be on excluded, please indicate whether you:

Agree (i.e. you think dogs should not be excluded at all times)

Disagree (i.e. you do not think dogs should be excluded at all times)

Proposed areas:

#### **Play areas**

- Ekin Road

#### **Bowling Greens**

- Barnwell Road

#### **Tennis Courts**

- Barnwell Road

#### **Paddling pools**

- Kings Hedges "Pulley" Recreation Ground (paddling pool replaced by an unfenced splash pad)

**23. Do you agree that dogs should no longer be excluded in the above areas?**

- I agree
- I disagree
- Other (please specify)

**24. Do you have any other comments on the above proposals? Please write any comments below.**



**Dog Control Public Spaces Protection Order Consultation**

## 10. Green Spaces

For the following area at Ravensworth Gardens, where there is a specific proposal to require dogs to be on leads at all times or for dogs to be excluded, please indicate whether you:

1. Agree with an exclusion zone (i.e. you think dogs should be excluded from the area)
2. Disagree with an exclusion zone (i.e. you do not think dogs should be excluded from the area)
  
3. Agree with a dogs on leads area (i.e. you think dogs should be on leads at all time in the area)
4. Disagree with dogs on leads area (i.e. you do not think dogs should be on leads at all time in the area)



### 25. Ravensworth Gardens green area - should dogs be excluded from this area

- Agree
- Disagree
- Other (please specify)

**26. Ravensworth Gardens green area - should dogs be required to be on leads in this area at all times**

- Agree
- Disagree
- Other (please specify)

**27. What do you think would be the most appropriate proposal for Ravensworth Gardens green area?**

- Dog exclusion area
- Dogs on leads area
- Neither
- Other (please specify)

**28. Do you have any other comments on the proposals for Ravensworth Gardens green area? Please write any comments below.**



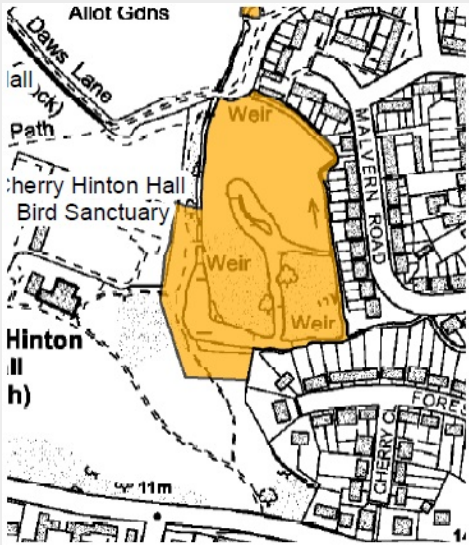
## Dog Control Public Spaces Protection Order Consultation

11. Green Spaces  
(2)

For the following area at Cherry Hinton Hall (around pond / stream), where there is a specific proposal to require dogs to be on leads at all times please indicate whether you:

1. Agree with a dogs on leads area (i.e. you think dogs should be on leads at all time in the area)
2. Disagree with dogs on leads area (i.e. you do not think dogs should be on leads at all time in the area)



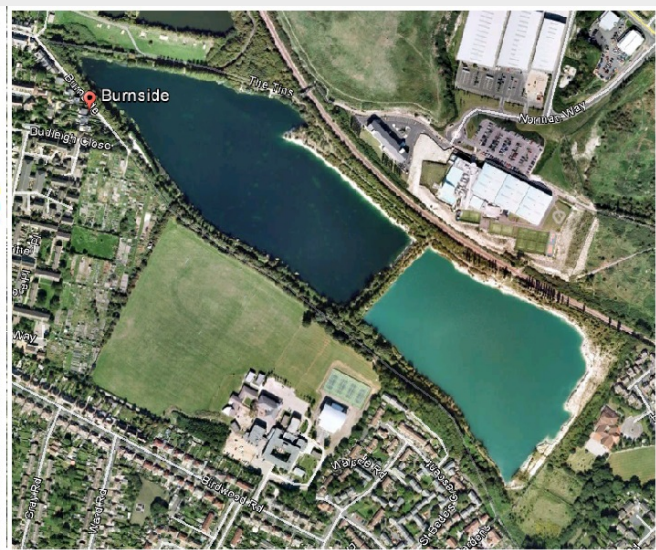
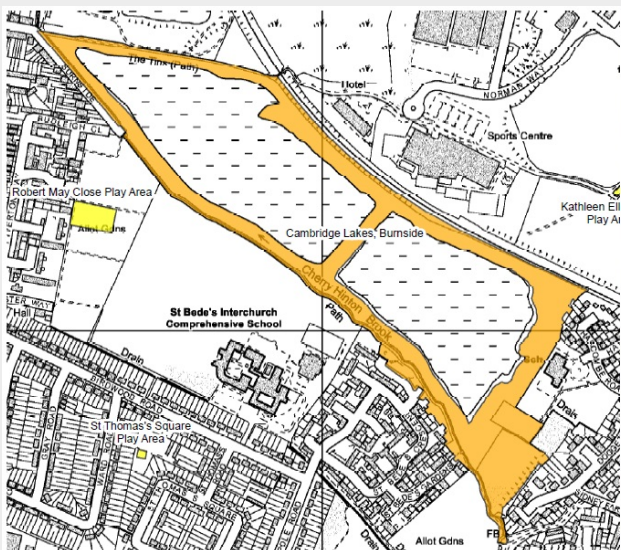


**29. Cherry Hinton Hall pond area - should dogs be required to be on leads in this area at all times**

- Agree
- Disagree
- Other (please specify)

For the following area at Cherry Hinton Lakes, where there is a specific proposal to require dogs to be on leads at all times please indicate whether you:

1. Agree with a dogs on leads area (i.e. you think dogs should be on leads at all time in the area)
2. Disagree with dogs on leads area (i.e. you do not think dogs should be on leads at all time in the area)



**30. Cherry Hinton Lakes - should dogs be required to be on leads in this area at all times**

- Agree
- Disagree
- Other (please specify)

**31. Do you have any other comments on the proposals for Cherry Hinton Hall and Cherry Hinton Lakes green area? Please write any comments below.**



## Dog Control Public Spaces Protection Order Consultation

### 12. Exceptions to the order

Currently dog control restrictions do not apply to all people, and the council want to ensure that restrictions places on dog owners and handlers are reasonable and take into account conditions where it is not possible to comply.

Below are the exceptions to the requirement to clear dog fouling and dog exclusion areas:

- Anyone who is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948;
- 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; 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.

**32. Do you agree with the above exceptions?**

- Yes
- No



**33. Do you have any other comments on the above exceptions?**



## Dog Control Public Spaces Protection Order Consultation

13. Any other comments

**34. If you have any other comments about these proposals and about dog control in Cambridge, please write them below.**

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

Report by: Chief Executive

Relevant scrutiny committee: Strategy & Resources 23/1/2017  
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

## **PROGRESS UPDATE ON DEVOLUTION**

### **Not a Key Decision**

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

- 1.1 In November 2016, Cambridge City Council and its partner authorities in Cambridgeshire and Peterborough, and the Greater Cambridge Greater Peterborough Enterprise Partnership all voted to agree the Cambridgeshire and Peterborough Devolution Deal.
- 1.2 As part of Cambridge City Council's decision, it was agreed to bring a report to this committee on progress.
- 1.3 Since those decisions, Parliamentary processes have been initiated to formalise the establishment of the Mayoral Combined Authority, implement the governance arrangements, and prepare for Mayoral elections on 4 May 2017.
- 1.4 This report provides an update on those processes and progress towards implementation.

#### **2. Recommendations**

- 2.1 The Executive Councillor is recommended to report the contents of this report to the scrutiny committee and provide a verbal update on any additional information at the meeting.

- 2.2 That the Leader of the Council and the Leader of the Lib Dem Group confirm their nominees to the Overview and Scrutiny Committee of the Combined Authority which will be ratified by Council on 23 February.

### **3. Background**

- 3.1 Cambridge City Council considered proposals for devolution in East Anglia on 23 March 2016. It rejected proposals to enter a Mayoral Combined Authority for Cambridgeshire, Peterborough, Norfolk and Suffolk, but committed to negotiate for a deal that better suited the needs of Cambridgeshire and Peterborough.
- 3.2 These negotiations led to a proposal for a devolution deal for Cambridgeshire and Peterborough. Following consideration by the Council on 27 June 2016, the Leader agreed the recommendation to consult the public on the proposals.
- 3.3 Following public consultation on the proposals, Council held an extraordinary meeting on 22 November 2016. At that meeting, both the Council and the Leader agreed to proceed with the devolution deal as proposed. The Leader also agreed that a report on progress towards implementation would be brought to this committee.
- 3.4 A further progress update will be given orally by the Leader at Full Council on 23 February 2017, with the opportunity for councillors to ask questions of the Leader at that point. This report may be published as a background paper to that item on the Council agenda.

### **4. Progress to date**

- 4.1 The next sections update the committee on the work which has taken place since the November Council meeting. The Leader and Chief Executive may provide further updates orally at the committee meeting.

### **Setting up the Combined Authority**

- 4.2 The final draft Parliamentary Order was laid in Parliament on 19 December 2016, and is due to be debated in Parliament during January 2017. This will enable the Mayoral election to be held on 4 May 2017, combined with County Council elections.
- 4.3 The Shadow Combined Authority met for the first time on 14 December 2016. At that meeting it made the following decisions:

1. Electing Councillor Steve Count (Cambs County Council) as chair,

2. Confirming members of the shadow combined authority as the seven local authorities and the GCGP Enterprise Partnership, with the Cambridgeshire and Peterborough Clinical Commissioning Group, Cambridgeshire Fire Authority and Cambridgeshire Police and Crime Commissioner as observers to the Combined Authority.
  3. Conferring voting rights to GCGP Enterprise partnership
  4. Appointing Cllrs John Holdich (Peterborough) and Robin Howe (Huntingdonshire) as vice chairs;
  5. Appointing interim statutory officers – Paul Medd (Fenland) as Chief Executive, Kim Sawyer (Peterborough) as Monitoring Officer and John Harrison (Peterborough) as Section 151 officer.
  6. Approving interim procedure rules
  7. Approving shadow overview and scrutiny arrangements
- 4.4 The process to recruit a permanent Chief Executive, has commenced, with appointments expected by the end of February/early March.
- 4.5 The Shadow Combined Authority will meet again on 31 January. If the Parliamentary order is approved, the Combined Authority will meet formally for the first time in February. At that meeting it will approve its constitution and formalise membership and appointments.

### **Overview and Scrutiny in the Combined Authority**

- 4.6 The Combined Authority (CA) will have an Overview and Scrutiny Committee as reported to Council in November. The Shadow Board received a report seeking authority to set up a shadow overview and scrutiny committee to assist in the development of the Combined Authority, and in particular the scrutiny arrangements, and to agree the process for nominating to the committee. They also noted the proposal to appoint a scrutiny officer to support the Committee. It was proposed that it should have 14 members. The Committee needs to be politically proportionate across the CA area and each local authority will be invited to nominate two Councillors as laid out in appendix A to this report to achieve that political balance
- 4.7 The City Council's representatives will be nominated by the leaders of the Labour Group and Liberal Democrat Group and confirmed by Council on 23 February 2017.
- 4.8 Proposals for scrutiny of the City Council's representative on the Combined Authority will be brought to Civic Affairs Committee on 15 February 2017, as recommended in the report to Council on 22 November 2016.

- 4.9 The Combined Authority's detailed standing orders have not been determined at the time of writing this update report. It is anticipated that members of the public will be able to ask questions as part of the arrangements that will be put in place.

### **Combined Authority workstreams**

- 4.10 Officers from across the constituent councils and the GCGP Enterprise partnership have been working with nominated council Leaders to develop work plans across the topic areas covered by the deal. These are all at different stages of development and will report into the combined authority over coming months.

- 4.11 The GCGP Enterprise Partnership has commissioned work on an economic strategy that will provide the basis for Mayoral Combined Authority's economic plans and investments. That is currently anticipated to be ready for consideration by the time of the March meeting of the Combined Authority.

- 4.12 Work is also underway to consider how the Mayoral Combined Authority will relate to the Greater Cambridge City Deal, and to seek as much alignment and coherence in strategy and investment planning as possible between the City Deal, Combined Authority and LEP going forward.

### **Housing**

- 4.13 There two pots of housing money covered by the devolution deal £100m for the wider geography and £70m ring-fenced for Cambridge.

- 4.14 An officer-led Housing Task Force across Cambridgeshire and Peterborough has been developing the business case for the £100m affordable housing fund. Meetings have been held every other week and the work of the group has been supplemented with input from specialist housing consultants. The aim is to get sign off of the draft business case by DCLG and Treasury Committee in February /March 2017. This is needed for the release of the £100m funds including draw down of an initial £20m of funding in the current financial year.

- 4.15 The £70m grant specifically for housing in Cambridge will be cross-referenced in the business case. Reports will be submitted to the Housing Scrutiny Committee in March 2017 on the first schemes to be brought forward under the programme, together with detail on the first two years of the five year programme. The legal agreement to form the Cambridge Investment Partnership, the Council's joint venture with Hill, has been signed and this will be the main delivery vehicle for the

investment of the £70m grant to provide 500 socially rented homes in Cambridge.

- 4.16 Alongside the development of the business case, ideas are also being developed about how the £100m and £70m fund and the associated development programme will be managed and monitored and how these arrangements will fit with the governance of the Combined Authority.

## 5. Implications

(a) **Financial Implications**

There are no financial implications of this update report. The financial implications of the devolution deal were set out in reports to Council in November, listed as background papers to this report.

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

There are no direct staffing implications from this update report. In addition to the statutory officers who have been formally appointed, “in-kind” officer support is going into the combined authority from a range of officers across the constituent councils in this initial transition period, including from the city council.

(c) **Equality and Poverty Implications**

There are no equality and poverty implications of this update report. An EqIA has not, therefore, been produced for this report, but a Communities Impact Statement has been produced for the devolution deal more widely, as linked to the November Council report.

(d) **Environmental Implications**

There are no environmental implications of this update report.

(e) **Procurement**

There are no procurement implications of this update report.

(f) **Consultation and communication**

There is no consultation planned on the contents of this report. The Combined Authority will continue to issue communications around progress with the devolution deal as appropriate.

(g) **Community Safety**

There are no community safety implications of this update report.

## 6. Background papers

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

[Council Report March](#)

[Council Report June](#)

[Council Report November](#)

Overview and Scrutiny Arrangements for the Shadow Combined Authority  
[\[Report to the Shadow Combined Authority 14 December 2016, agenda item 7\]](#)

## **7. Appendices**

Appendix A      Spreadsheet detailing political proportionality of scrutiny committee

## **8. Inspection of papers**

8.1    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





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POLITICAL BALANCE ACROSS THE COUNTY MAY 2016													
	Total	Vacancy	Conservative	Labour	Independent	Independent Non Group	Liberal Party	Liberal Democrat	Green	Truly Independent (TIP)	UKIP	Total	Entitlement
CAMBRIDGESHIRE		0	30	8	5	0	0	14	0	0	0	12	69 2 seats = 1 conservative, 1 ukip
PETERBOROUGH		0	31	14	3	0	3	7	0	0	0	2	60 2 seats = 1 conservative, 1 labour
HUNTINGDONSHIRE		0	35	2	6	0	0	6	0	0	0	3	52 2 seats = 1 conservative, 1 independent
EAST CAMBS		0	36	0	0	1	0	2	0	0	0	0	39 2 seats = 2 conservative
SOUTH CAMBS		0	36	1	5	1	0	14	0	0	0	0	57 2 seats = 1 conservative, 1 liberal democrat
CAMBRIDGE CITY		0	0	26	2	0	0	13	1	0	0	0	42 2 seats = 1 labour, 1 liberal democrat
FENLAND		0	34	0	0	1	0	2	0	2	0	0	39 2 seats = 2 conservatives
<b>TOTAL</b>		<b>0</b>	<b>202</b>	<b>51</b>	<b>21</b>	<b>3</b>	<b>3</b>	<b>58</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>17</b>	<b>358</b>
POLITICAL BALANCE %			56.42	14.25	5.87	0.84	0.84	16.20	0.28	0.56	4.75	100.00	
<b>New seat allocation May 2016</b>			<b>8</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>14</b>	
Scrutiny Committee seat allocation	14		7.90	1.99	0.82	0.12	0.12	2.27	0.04	0.08	0.66	14.00	

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To: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert  
Report by: Strategic Director: David Edwards  
Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 23/01/2017  
Wards affected: All Wards

## **SHARED INTERNAL AUDIT SERVICES**

### **Key Decision**

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

- 1.1 Cambridge City Council and South Cambridgeshire District Council 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 Internal Audit Service between the Councils and details the activity to create it.
- 1.3 The full business case was presented to the previous Strategy and Resources Committee (October 2106) for a 3 way Shared Internal Audit Service with South Cambridgeshire District Council and Huntingdonshire District Council. Cambridge City Council and South Cambridgeshire District Council approved the recommendation for a 3 way shared service. Huntingdonshire District Council Cabinet decided to defer the decision on joining the shared service. It is understood this deferral would be for a significant time period and therefore the option of a two way service has been brought forward. Should Huntingdonshire District Council wish to join the service in the future this would be in the context of joining an established service.
- 1.4 Peterborough City Council has indicated that they wish to conclude the current management arrangements in place for Cambridge City Council and South Cambridgeshire District Council due to new ways of working and therefore this is a further driver for the implementation of the Shared Internal Audit Service.

- 1.5 Additional budget provision of £20k (split £15.8k from Cambridge City Council and £4.2k from South Cambridgeshire District Council) is required for 2017/18 to cover the transition costs.

## **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 Shared Internal Audit Service in accordance with the business case.
- 2.2 To approve a budget of £15.8k for 2017/18 to cover the transition costs for the service which will be met from the business transformation budget.

## **3. Background**

- 3.1 Peterborough City Council has indicated that they wish to conclude the current management arrangements in place for Cambridge City Council and South Cambridgeshire District Council due to new ways of working.
- 3.2 The business case for the establishment of the Shared Internal Audit Service 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
  - Increased potential for audit services to be offered commercially
- 3.3 Discussions have also taken place with Huntingdonshire District Council over the Shared Internal Audit service covering all three authorities; however, the Cabinet at Huntingdonshire District Council has decided to defer joining the service at this stage.
- 3.4 The 2016/17 budget allocation only part funds the Head of Service post. This is due to the fact that the previous Head of Service costs were split across three authorities. With two authorities in the Shared Audit Partnership transitional funding of £20k will be required for 2017/18. The budget will then return to the current level for 2018/19.
- 3.5 It is proposed that Cambridge City Council will act as the employing authority for the Shared Internal Audit Service.

- 3.6 A new joint lead post will be created to lead the implementation of the Shared Internal Audit Service. The Shared Internal Audit Service will be created by the TUPE transfer of 1 staff member from South Cambridgeshire District Council to Cambridge City Council; this is proposed to happen in 2017/18 once the new joint lead is in post. The opening staffing level will be six. A review will then be undertaken of the rest of the staffing structure and ways of working as part of developing the Audit Plan and meeting the budget for 2018/19.
- 3.7 The Shared Internal Audit Service would have an opening staffing budget of circa £280k combining the 16/17 staffing budgets for each of the two current audit service operations. The ratio of the budget contribution at start up is Cambridge City Council 79% and South Cambridgeshire District Council 21%. This ratio forms the basis of potential saving distribution and additional cost incurred, if any.
- 3.8 The focus is on providing a shared management arrangement with the termination of Peterborough City Councils current management arrangements.
- 3.9 The work to develop the attached business case has been undertaken by a project group consisting of audit staff from the two Councils.
- 3.10 The work of the Shared Internal Audit Service will be driven by its Audit Plan which will be agreed with the two client Councils. The Audit Plan will identify what has to be delivered and establish the means for measuring and assuring its performance. Cambridge City Council will act as a client of its services. The Audit Plan 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 Audit Plan will be a key element of the operational plan for the Shared Internal Audit Service.

## **4. Implications**

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

Additional budget provision of £20k (split £15.8k from Cambridge City Council and £4.2k from South Cambridgeshire District Council) is required for 2017/18 to cover the transition costs.

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

Cambridge City Council will become the Employing Authority for the Shared Audit Service. As such, identified Audit staff in South Cambridgeshire District Council will transfer under TUPE to Cambridge City Council on the go-live date. Formal consultation with staff, Unions will take place during February/March 2017 in accordance with each Councils policy on consultation. The

consultation will be in respect of the proposed TUPE arrangements and new joint lead post.

(c) **Equality and Poverty Implications**

An Equalities Impact Assessment has been carried out and 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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## **Business Case and Proposal**

### **Formation of a Shared Internal Audit Service for Cambridge City Council and South Cambridgeshire District Council**

**VERSION 1.9**

## 1.0 Executive Summary

- 1.1 Cambridge City Council ('CCC') and South Cambridgeshire District Council ('SCDC') 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 (SIAS) across CCC and SCDC Councils that will meet the statutory requirements of the Public Sector Internal Audit Standards (PSIAS). Huntingdonshire District Council deferred the opportunity to join the shared service at this point in time.
- 1.2 Internal Audit has a vital role to play, as a key business partner, 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. CCC and SCDC desire to have a strong business focussed leadership model in line with other shared services to lead the shared Internal Audit Service across the two Councils.
  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 boundaries across the two Councils.
- 1.4 This proposal recommends that the two Councils create a shared IAS. The service would operate and be governed in accordance with the principles that the two Councils have already agreed for the Phase 1 shared services, including the creation of a new joint lead role and the transfer of internal audit staff to one employing authority.

The Aims of the new service are:-

1. Improved audit coverage that is of a high quality
  2. Increased productivity
  3. The ability to audit, without boundaries, any of the current shared services.
  4. The ability to explore commercial opportunities and offer services to other organisations
- 1.5 In the last five years internal audit budgets across the two Councils have been reduced by £83k (23%). No savings are anticipated in year 1 of a new SIAS but the option for future year's savings will be explored once the audit requirements, new ways of working and the budgets for future years have been established.
  - 1.6 There will be of £20K in year one as a one off cost. These costs (£15.8k for Cambridge City Council and £4.2k for South Cambridgeshire District Council) will be covered by existing transformation funds within each authority.

- 1.7 A shared SIAS would create a pool of auditors available to work across the two Councils, providing additional resilience to cover holidays, training and any sickness.
- 1.8 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 across the other. The new joint lead role will have the ability to develop a wider skills and knowledge base across the service. This is particularly important at SCDC who employ only one auditor, who is required to undertake the majority of internal audit reviews.
- 1.9 The two 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 SIAS is recognised by the two Councils 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 2015<sup>1</sup>.
- 2.2 To meet the aims set out above, it is proposed that a Shared Internal Audit Service (SIAS) be formed. This will require the recruitment of the new role to lead the SIAS. Once the new joint lead role 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 the Internal Audit team at SCDC. The individuals will transfer to the employing authority (Cambridge City Council) to form a new single team.
- 2.3 Currently 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 two authorities for 2016/17 is £51.9k. Management of the current Audit provision is currently being delivered by Peterborough City Council and this would be terminated. In subsequent years productivity gains and the removal of non-audit tasks will be looked at for savings. A copy of relevant organisational charts for each Council is shown in Appendix 1.
- 2.4 The new joint lead 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 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:

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<sup>1</sup> 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'.

- 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

2.5 The other main non-audit duties that are currently performed by each of the two teams accounted for 63 days in 2015/16 (split CCC 40 days, SCDC 23 days) on the national Fraud Initiative. 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.

### **3.0 Delivery options considered**

3.1 Six options have been identified and assessed at a high level. These were:

- 1 The two 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.

3.4 The full business case for Option 2 was presented to the relevant committees at CCC, SCDC and HDC in autumn 2016. CCC and SCDC approved the

recommendation for a 3 way shared service. HDC Cabinet decided to defer the decision on joining the shared service. It is understood this deferral would be for a significant time period and therefore the option of a two way service has been brought forward. Should HDC wish to join the service in the future this would be in the context of joining an established service.

3.5 CCC and SCDC have developed this business case to progress with a two way shared service.

#### 4.0 Existing internal audit provision

4.1 Each Council maintains an in-house Internal Audit Service. CCC and SCDC obtain their Audit Manager 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, 5 fte auditors are employed. Details of the current staffing and budgets are shown in Appendix 2.

#### 5.0 People Implications

5.1 As we bring new services together, there will be new management arrangements in place. We will be reviewing existing working arrangements to ensure that practices in place are the most appropriate for the new Shared Internal Audit Service. These will include a look at remote and flexible working arrangements and our accommodation needs, this is anticipated to be carried out in the first 12 months once the joint lead role has been recruited to.

#### 6.0 Staffing costs

6.1 The 2016/17 budget (excluding the lead auditor provided by PCC to CCC/SCDC) for the two services is £228k. 97% of the service budget relates to staff costs, which includes staff salaries, professional training and development and computer audit costs.

	Total budget £	Staff costs £	FTE	Other costs £
CCC	187,170	180,360	4.0	6,810
SCDC	41,040	39,990	1.0	1,050
<b>Total</b>	<b>228,210</b>	<b>220,350</b>	<b>5.0</b>	<b>7,860</b>
% of total budget		97%		3%

#### 7.0 Internal Audit Resourcing

7.1 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. However, the number of audit days and productivity levels are comparable.

7.2 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 lead role 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 lead role 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 two Councils Audit Committees in respect of the audit plans for 2014/15 or 2015/16.

- 7.3 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. Neither CCC nor SCDC have been reviewed as of yet. Consequently the shared service will require an external independent assessment by March 2018. If the SIAS 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.
- 7.4 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.
- 7.5 There no expectation of reduction of fte's across the shared service in year 1.

## **8.0 Benefits to be realised**

8.1 A shared SIAS should bring clear benefits, including:

- 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 contract audit and specialist fraud expertise;
- maximising productive audit time in line with industry best practice;
- providing for flexible deployment if and when necessary, and allowing staff to build up specialist knowledge of the council(s) they are working within; and
- providing better opportunities for staff to further careers within the internal audit function.

These benefits will be measured through the business plan and performance monitoring.

## 9.0 Vision for the future

9.1 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.

<b>Objectives</b>	<b>Be a fully integrated commercial internal audit service across the 2 councils</b>	<b>Deliver robust assurance on risk managm't, control and governance processes</b>	<b>Be proactive, flexible, future-focused and innovative</b>	<b>Communicate in a clear, easy to understand and timely way</b>	<b>An attractive place to work</b>
<b>Principles</b>	<p>One team.</p> <p>Alignment of audit plans &amp; 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>
<b>Activity</b>	<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 &amp; 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 &amp; 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>
<b>Outcome</b>	<p>Standard and consistent processes. PSIAS compliance.</p> <p>Auditors work to same goals &amp; 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>

9.2 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 two Chief Executives.

## **10.0 Meeting customer expectations**

### **Management**

10.1 One of the most important elements of an effective SIAS 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 lead role will be to quickly understand the expectations of each of the two Councils Management Teams and to introduce a formal and cohesive engagement programme so that the Vision can be delivered.

10.2 The joint lead role will strive to obtain a consensus of approach across the two Councils 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 a 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 SIAS 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.
- reporting quarterly against priorities and key performance measures to the Shared Service Management Board.

The benefits that regular contact with customers will bring to the SIAS 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 SIAS and the benefits to be gained;



- building relationships that are based on cooperation, collaboration and mutual respect; and
- trusting the lead role 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 lead role, all internal auditors will be expected to contribute to the achievement of the aims listed above.

- 10.3 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 joint lead role can maintain oversight of the work that is being performed across two 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 an audit working paper and reporting system.

## **11.0 Audit Committee**

- 11.1 Elected Members are also a key customer for the SIAS. Each Council is required to conform with the PSIAS – which requires the appointment of a lead role and a Board (Audit Committee) to which the joint lead role reports on a regular basis.
- 11.2 It is proposed that the Civic Affairs Committee at CCC, the Audit and Corporate Governance Committee at SCDC will fulfil the Board responsibilities as set out within PSIAS.
- 11.3 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 lead roles annual report is likely to be significant assurance sources in assisting them discharge their responsibilities. This is because the joint lead role, 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.
- 11.4 The lead role 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 lead roles 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.

- 11.5. The joint lead role 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 joint lead role will have free and unfettered access to the Chair of each Board.
- 11.6 The joint lead role will also support the development of each Board by sharing good practice and new initiatives introduced elsewhere or, by organising training.

## 12.0 Risks

- 12.1 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 joint lead role for the shared service that will prepare and agree with the Head of Finance 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 joint lead role 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 leave; qualified and experienced replacements unable to be recruited.	<p>Ensure the process is completed quickly and staff have confidence in the new arrangements.</p> <p>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>
4. Failure to deliver increased productivity.	<p>Performance management targets introduced for all auditors linked to annual appraisal</p>

## Risk

## Mitigation

mechanisms.

Undertake comparative benchmarking in 2018/19 (based on first year of operation) and if necessary, introduce changes to working practices.

Introduce audit management software that allows the auditors to work across the two Councils and for file reviews to be completed remotely.

Introduce a management information system that enables both performance to be monitored and the early identification of issues, so allowing the joint lead role to take remedial action.

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.

The joint lead role meets managers prior to the new service starting and explains the changes/savings that will be delivered and within what time period.

The joint lead role meets frequently with managers to allow them to share and resolve their concerns.

6. 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.

The joint lead role 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 joint lead role will introduce a method for prioritising work demands and agreeing changes to the audit plan with the 'intelligent client'.

7. 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 that 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.

### **13.0 Governance and decision-making processes**

13.1 The same governance principles and decision-making processes that have already been agreed by the two Councils for the Phase 1 shared services will apply to the Shared Internal Audit Service.

13.2 In addition, the following is proposed for the Shared Internal Audit Service:

- The joint lead role to be line managed by the Head of Finance at CCC.
- The joint lead role shall remain independent and be solely responsible for managing the Shared Internal Audit Service.
- One Internal Audit Charter covering internal audit responsibilities across the two Councils 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 two Councils.

### **14.0 Key performance indicators**

14.1 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 two Councils. The indicators will be agreed between the joint lead role, 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.

### **15.0 Managing the Shared Service**

15.1 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 Shared Internal Audit Service to the two Councils in accordance with the PSIAS.

### **16.0 Timetable**

16.1 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

16.2 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 January 2017. Formal consultation with staff, Unions/Staff Council commence in February 2017 in accordance with each Councils consultation policy.

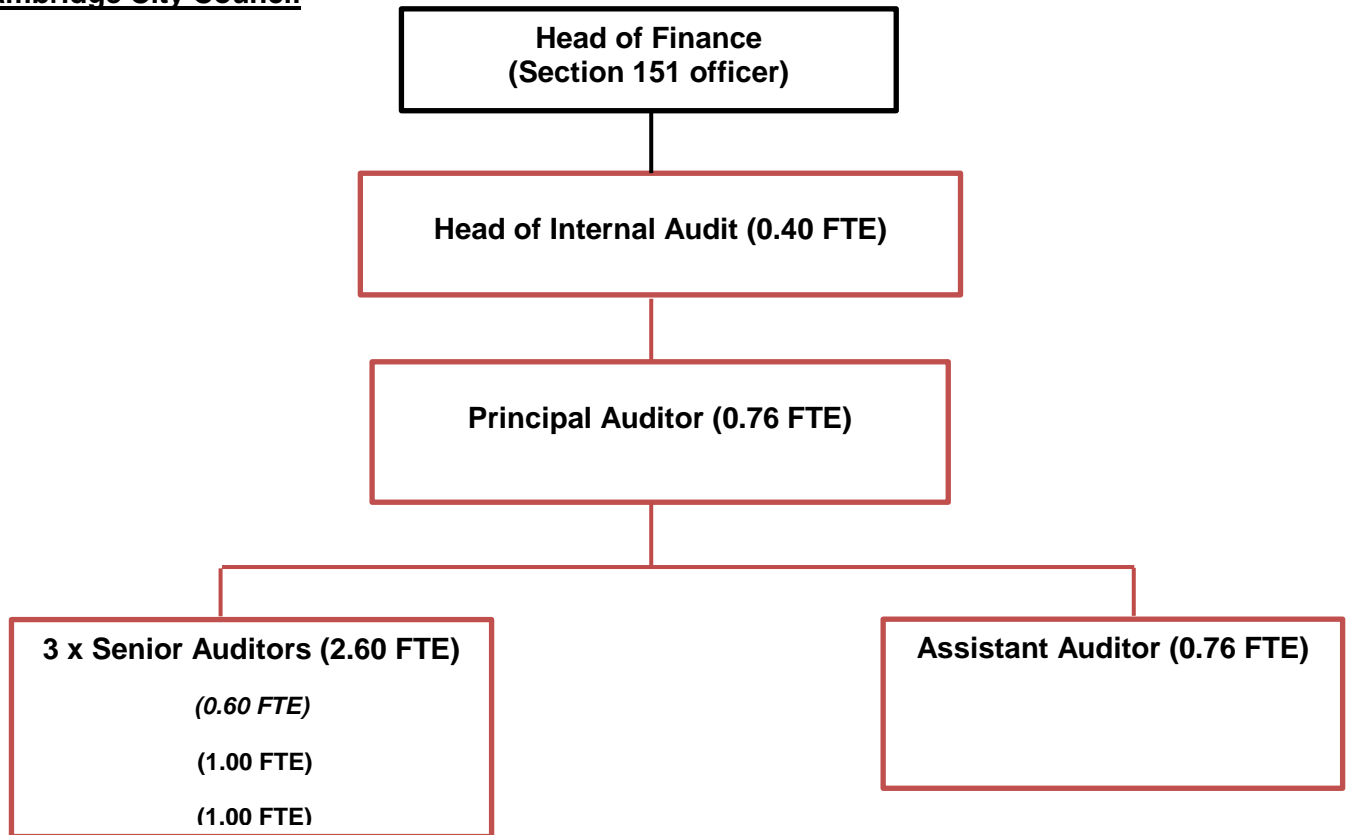
**Internal Audit Service  
Service Delivery Options Considered**

**Appendix**

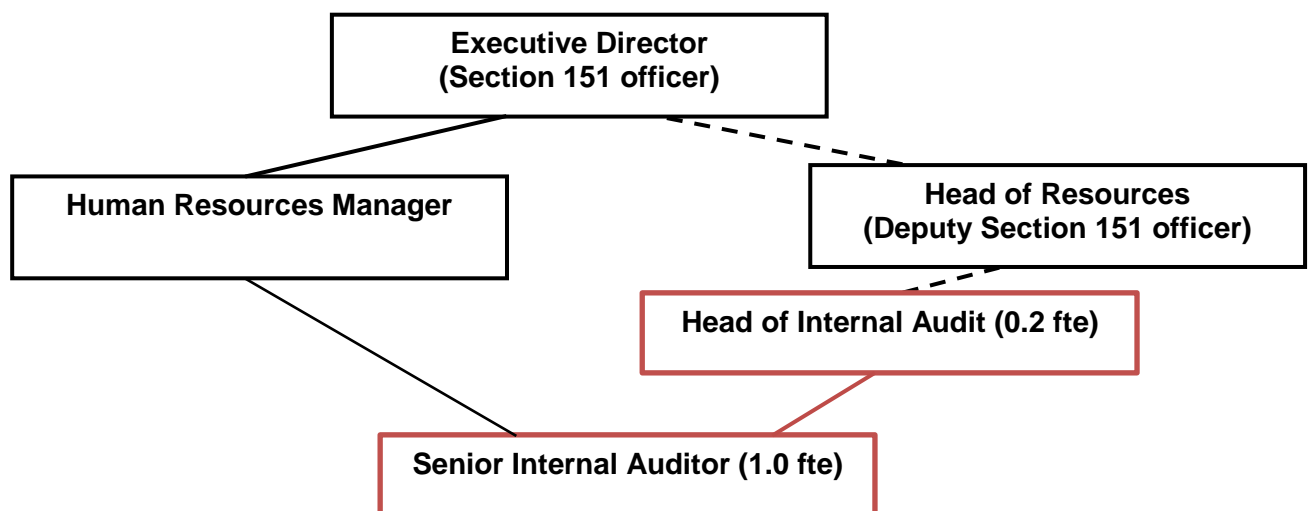
- 1 Organisational Charts
- 2 Budget details
- 3 Timetable for implementation

Organisational Charts

Cambridge City Council



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	222,110
SCDC	82,750	77,950	54,500	56,510	58,040	58,040
<b>TOTAL</b>	<b>362,800</b>	<b>357,150</b>	<b>272,880</b>	<b>270,230</b>	<b>280,150</b>	<b>280,150</b>
Savings already achieved 12/13 – 16/17					£ 82,650	
					23%	
Shared service savings 16/17 – 17/18						£ 0
						0%

The two tables below show the budgets per Council

Table 1  
Cambridge City Council

	2012/13	2013/14	2014/15	2015/16	2016/17
	£	£	£	£	£
<b>Employee costs</b>					
HolA costs	40,980	42,170	36,890	33,960	34,940
Salaries	226,390	224,180	168,380	168,920	175,340
Training	1,960	1,920	1,970	3,240	5,020
<b>Supplies &amp; Services</b>	<b>10,420</b>	<b>10,630</b>	<b>10,840</b>	<b>7,300</b>	<b>6,510</b>
<b>Transport</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>TOTAL</b>	<b>280,050</b>	<b>279,200</b>	<b>218,380</b>	<b>213,720</b>	<b>222,110</b>
Savings already achieved 12/13 – 16/17					£ 57,940
					21%

## Internal Audit Service Budgets

Table 2

## South Cambridgeshire District Council

	2012/13	2013/14	2014/15	2015/16	2016/17
	£	£	£	£	£
<b>Employee costs</b>					
External contractor	82,750	77,950			
HoIA costs			17,000	17,000	17,000
Salaries			36,200	37,710	39,290
Training			1,000	700	700
<b>Supplies &amp; Services</b>			200	700	850
<b>Transport</b>			100	400	200
<b>TOTAL</b>	<b>82,750</b>	<b>77,950</b>	<b>54,500</b>	<b>56,510</b>	<b>58,040</b>
	Savings already achieved 12/13 – 16/17				£ 24,710
					30%



**Timetable for implementation**

**2016  
December**

Draft Business Case to Leaders Board

Briefing for IAS staff on Business Case

**2017  
January**

Business Case to Member Committees

2017/18 budget agreed

**February**

Staff Consultation  
TUPE consultation and feedback

**March**

Recruitment to lead role for service

Develop new working practices, reporting formats.

**April**

Service plan prepared

TUPE staff once lead role in place

**Commencement of Internal Audit Shared Service**

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

The public sector has had, and continues to have, a very challenging time as the government implements austerity plans to reduce the national debt. Local government has seen its central government grant cut by around 40%, which has meant that many Councils have had to stop providing most, if not all, of their discretionary services such as community development, sports and arts services and voluntary sector support. Whilst there are signs that the national economic climate may be improving, there are clearly still many difficult years ahead for local government with further budget reductions from central government and increasing demands for statutory services.

Cambridge City Council has worked hard to try and reduce the costs of its services through efficiencies, sharing resources with partner authorities and outsourcing some services to private or not for profit organisations where this has proved cheaper and where quality can be maintained.

As part of this, Cambridge City Council is reviewing its Internal Audit Service. This is an EQIA for the decision to be considered at the Council's Strategy and Resources Scrutiny Committee on 23 January 2017

The rationale for the establishment of a Shared Internal Audit Service between Cambridge City Council (CCC), and South Cambridgeshire District Council (SCDC) 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

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

- Create shared systems and ways of working to facilitate wider shared service delivery for all Council Services.
- Reduce overall costs to the Council and get better value for money.
- Provide a service that is user friendly but enables the development of innovative solutions to deliver services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required by the public.

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

X Staff

A specific client group or groups (please state):

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

New

Revised

Existing

**5. Responsible directorate and service**

Directorate: Strategic Director

Service: Internal Audit

**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):

South Cambridgeshire District Council will be a partner in delivering the shared service.

## 7. Potential impact

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

When answering this question, please think about:

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

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

The service effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is currently anticipated.

In terms of the public there is unlikely to be any positive or negative effect.

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

The service effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is anticipated, although development of shared services may facilitate the ability for staff to work from a wider range of workplaces which may have some positive impacts for disabled people.

In terms of the public there is unlikely to be any positive or negative effect.

**(c) Gender**

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(d) Pregnancy and maternity**

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

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

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(f) Marriage and Civil Partnership**

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or the community who share this characteristic

**(g) Race or Ethnicity**

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff and the community who share this characteristic

**(h) Religion or Belief**

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(i) Sexual Orientation**

The effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

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

The effects are primarily on staff rather than the community.

However, the overall aim of creating shared services is to preserve or enhance the existing service and increase its resilience for the future while reducing unnecessary costs.

This focus on an improved service, with reduced costs, will enable the Council to ensure that its resources are preserved and diverted to those who need it most in line with its anti-poverty strategy.

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

The Committee reports are going to Strategy and Resources on 23 January 2017. If approved, consultation commence in February/March 2017. The EqlA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

## 9. Conclusions and Next Steps

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

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

## 10. Sign off

Name and job title of assessment lead officer:  
Brian O'Sullivan - Shared Services Programme Manager

Names and job titles of other assessment team members and people consulted:  
Steve Crabtree – Head of Internal Audit  
David Edwards – Strategic Director  
Suzanne Goff – Strategy Officer

Date of completion: 09 December 2016

Date of next review of the assessment: February 2017



## Action Plan

**Equality Impact Assessment title:** Shared Internal Audit Service

**Date of completion:** 09/12/2016

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

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

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

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

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

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

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

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

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

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

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To: Executive Councillor for Strategy and Transformation  
 Report by: Chief Executive, Strategic Directors and Head of Finance  
 Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 23 January 2017  
 Wards affected: All Wards

### Strategy and Resources – Strategy and Transformation Portfolio Revenue and Capital Budget Proposals for 2016/17 to 2021/22

#### Key Decision

#### 1. Executive summary

##### Revenue and Capital Budgets

- 1.1 The following report details the budget proposals relating to this portfolio that are included in the Budget-Setting Report (BSR) 2017/18 which will be considered at the following meetings:

Date	Committee	Comments
23 January 2017	Strategy & Resources	Consider proposals / recommendations from all Scrutiny Committees in relation to their portfolios
26 January 2017	The Executive	Budget amendment may be presented
13 February 2017	Strategy & Resources	Consider any further amendments including opposition proposals
23 February 2017	Council	Approves General Fund Budget and sets Council Tax

- 1.2 The report also includes a recommendation concerning the review of charges for this portfolio.

#### 2. Recommendations

The Executive Councillor is recommended to:

##### Review of Charges:

- a) Approve the proposed charges for this portfolio's services and facilities, as shown in Appendix A to this report.

**Revenue:**

- b) Consider the revenue budget proposals as shown in Appendix B.

**Capital:**

- c) Consider the capital budget proposals as shown in Appendix C (none for this Portfolio).
- d) Adjust capital funding for item 2 (c) (none).

**3. Background**

- 3.1 At its meeting on 20 October 2016, Council gave initial consideration to the budget prospects for the General Fund for 2017/18 and future years in the Medium-Term Financial Strategy (MTFS) 2016.
- 3.2 The overall BSR to Strategy & Resources Scrutiny Committee on 23 January 2017 will include a review of all the factors relating to the overall financial strategy that were included in the MTFS.
- 3.3 The report to The Executive on 26 January 2017 may include details of the Government's Final Settlement for 2017/18. The announcement is likely to be made shortly after the conclusion of the consultation period in January 2017.
- 3.4 Further work may be required on detailed budgets, so delegation to the Head of Finance will be sought from Council for authority to finalise changes relating for example, to the reallocation of departmental administration, support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).

**Budget 2017/18 - Overall Revenue Budget Position**

- 3.5 The budget proposals for this portfolio, as summarised in table 1, will be considered by The Executive at its meeting on 26 January 2017.

**Table 1: Overall Revenue Proposals (see Appendix B)**

<b>Savings and Bids</b>	<b>2017/18 Budget £</b>	<b>2018/19 Forecast £</b>
<b>Savings:</b>		
Savings	(196,500)	(86,500)
<b>Total</b>	<b>(196,500)</b>	<b>(86,500)</b>
<b>Bids:</b>		
Unavoidable Revenue Pressures	312,900	312,900
Bids	360,000	10,000
Programme Bids	154,000	269,000
<b>Total</b>	<b>826,900</b>	<b>591,900</b>
<b>Net (savings)/bids</b>	<b>630,400</b>	<b>505,400</b>

<b>External Bids</b>	-	-
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<b>Non-Cash Limit Items</b>	<b>53</b>	-
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### **Capital**

- 3.6 The majority of capital bids address the on-going renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (vehicles, building repairs, etc). New capital proposals for this portfolio are shown in Appendix C.

**Table 2: Overall Capital Proposals (see Appendix C)**

	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>
Capital Deletions	-	-	-	-	-	-
Capital Bids	-	-	-	-	-	-
<b>Net Capital Bids</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## **Public Consultation**

- 3.7 The Council has carried out a budget consultation exercise annually since 2002.
- 3.8 This year the council commissioned Mel Research, an independent research company, to carry out a residents' survey following methodology set out in the Local Government Association's (LGA) 'Are you being served' guidelines, found at [local.gov.uk/web/10180/home/-/journal\\_content/56/10180/3484891/ARTICLE](http://local.gov.uk/web/10180/home/-/journal_content/56/10180/3484891/ARTICLE).
- 3.9 This involved sending out by post a questionnaire to a random sample of 4,400 residents. From this random sample 1,250 people returned questionnaires, providing a robust view of what Cambridge residents think.
- 3.10 The questionnaire asked what residents thought about the council, the level of importance they attached to council services, how satisfied they were with services, and how they interacted with the council. Some questions were comparable with those asked in surveys carried out in 2011 and 2008, allowing for changes over a period of time to be identified. Where other local authorities have used the same LGA approach it has been possible to benchmark results.
- 3.11 The final report also includes insights provided by two workshops - the first involving residents from low income households and the second representatives from local businesses. These two groups are important because of the direction given by the council's Anti-Poverty Strategy and the need for the council's to fulfil its best value duty to consult about its budget priorities.
- 3.12 The results of the residents' survey was published on 17 November 2016 and can be found on the council's website at [cambridge.gov.uk/budget-consultation](http://cambridge.gov.uk/budget-consultation) .

## **4. Implications**

All budget proposals have a number of implications. A decision not to approve a revenue bid will impact on managers' ability to deliver the service or scheme in question and could have financial, staffing, equality and poverty, environmental, procurement, consultation and communication and / or community safety implications. A decision not to approve a capital or external bid will impact on managers' ability to deliver the developments desired in the service areas.

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

Financial implications of budget proposals are summarised in the BSR 2017/18.

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

See text above.

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

A consolidated Equality Impact Assessment for the budget proposals is included in the BSR, reporting separately on this agenda. Individual Equality Impact Assessments have been conducted to support this and will be available on the Council's website.



A local poverty rating (using the classifications outlined in the BSR, preface to Appendix C) has been included in each budget proposal to assist with assessment.

**(d) Environmental Implications**

Where relevant, officers have considered the environmental impact of budget proposals which are annotated as follows:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

**(e) Procurement Implications**

Any procurement implications will be outlined in the BSR 2017/18.

**(f) Consultation and Communication Implications**

As outlined in 3 above, budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year and can be seen at:

[cambridge.gov.uk/current-consultations](http://cambridge.gov.uk/current-consultations)

**(g) Community Safety Implications**

Any Community Safety Implications will be outlined in the BSR 2017/18.

## 5. Background papers

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

- Budget Setting Report 2017/18
- Medium-Term Financial Strategy (MTFS) October 2016
- Individual Equality Impact Assessments

## 6. Appendices

The following items, where applicable, are included for discussion:

<b>Appendix</b>	<b>Proposal Type</b>	<b>Included</b>
<b>A</b>	Review of Fees & Charges	x
<b>B</b>	Revenue Budget Proposals for this portfolio	✓
<b>C</b>	Capital Budget Proposals for this portfolio	x

## 7. Inspection of papers

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

Authors' Names: John Harvey  
Authors' Phone Numbers: 01223 – 458143  
Authors' Emails: [john.harvey@cambridge.gov.uk](mailto:john.harvey@cambridge.gov.uk)

O:\accounts\Committee Reports & Papers\Strategy & Resources from July 2007\2017  
January\Strategy and Transformation Portfolio\Final\2017-18 Budget Report - Strategy  
and Transformation report.doc

## 2017/18 Budget - Revenue proposals

Page 1 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Bids

## Strategy &amp; Transformation

<b>B3927</b>	<b>Additional funding to the Council's Climate Change Fund</b>	0	250,000	0	0	0	David Kidston	+H
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An additional allocation to the Council's Climate Change Fund to support carbon reduction projects to be delivered in 2017/18, including a range of energy saving measures at the Guildhall (potential projects include solar photo-voltaics, LED lighting, a Combined Heat and Power system and a Building and Energy Management system) [For details on investments see C3934]

None

<b>B3977</b>	<b>Further contribution to the Sharing Prosperity Fund</b>	0	100,000	0	0	0	David Kidston	Nil
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This makes a further contribution to the Sharing Prosperity Fund supplementing those made in July 2014, February 2015, February 2016 and October 2016. The funding would support the delivery of new and expanded projects which will contribute to the delivery of the objectives of the Anti-Poverty Strategy, including the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents. Potential projects include: work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering; and projects to improve the mental and physical health of residents on low incomes.

High

<b>B3988</b>	<b>Street lighting contribution</b>	0	10,000	10,000	10,000	10,000	Lynda Kilkelly	-L
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This bid is to allow the city centre, historic core and residential areas to be lit to 80% between 10pm and 2.00 am and at 60% until dawn. The County Council restored funding in December 2016 for overnight lighting (see S3939), but not to lighting levels considered bright enough for Cambridge's needs as a city.

None

<b>Total Bids in Strategy &amp; Transformation</b>	<b>0</b>	<b>360,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>			
<b>Total Bids</b>	<b>0</b>	<b>360,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>			

## 2017/18 Budget - Revenue proposals

Page 2 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Non-Cash Limit Items

## Strategy &amp; Transformation

NCL3899	Reprofile Apprentice Scheme delivery between years 2016/17 and 2017/18	(53,000)	53,000	0	0	0	Deborah Simpson	Nil
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In 2014/15 budget provision was made for a four year apprentice programme. The Council started work on developing an apprentice scheme to recruit 20 apprentices over a four year period to support people in gaining workplace skills in Cambridge. The programme to increase apprenticeships will continue through to March 2018, requiring the carrying over of £50k from the 2016/17 budget to 2017/18 to complete the programme. Low

## Total Non-Cash Limit Items in Strategy &amp; Transformation

(53,000)	53,000	0	0	0
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## Total Non-Cash Limit Items

(53,000)	53,000	0	0	0
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## 2017/18 Budget - Revenue proposals

Page 3 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Programme

### Strategy & Transformation

PROG3908	Additional funding for Business Transformation Programme	0	154,000	269,000	0	0	Paul Boucher	Nil
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The Council has previously allocated significant funding for a complex council-wide programme of None transformational change, including shared services and initial work developing a new council Digital Strategy. This additional funding will enable further Business Transformation Programme projects to be delivered over the next two years. The bid will provide for the additional change resources required to deliver future projects and other staffing costs associated with the programme.

#### Total Programme in Strategy & Transformation

0	154,000	269,000	0	0
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#### Total Programme

0	154,000	269,000	0	0
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## 2017/18 Budget - Revenue proposals

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

## Strategy &amp; Transformation

<b>S3868</b>	<b>Restructure of the Stores Team and improved procurement processes</b>	0	(13,000)	(13,000)	(13,000)	(13,000)	Trevor Burdon	Nil
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A restructure of the Stores Team is anticipated to reduce staff numbers by one full time equivalent post, None delivering savings to both the General Fund and the HRA. Following restructure of the Stores Team, and planned re-location to Cowley Road, improved procurement and supply chain management are anticipated to deliver savings to both the General Fund and the HRA.

<b>S3902</b>	<b>Miscellaneous Democratic Service savings</b>	0	(28,000)	(28,000)	(28,000)	(28,000)	Gary Cliff	Nil
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Restructuring of officer support to the Mayoralty (£24k) and additional small saving (£4k) from first full year None reduction in the frequency of Area Committees

<b>S3918</b>	<b>Election 2017 - one-off saving</b>	0	(110,000)	0	0	0	Gary Cliff	Nil
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Cambridgeshire district councils run elections for the county council every four years and are reimbursed. This None takes place every fourth year and there are county council elections in May 2017. Therefore there is a one-off saving of £110,000 for this year's county council elections.

<b>S3939</b>	<b>Reduction in street lighting contribution</b>	0	(45,500)	(45,500)	(45,500)	(45,500)	Lynda Kilkelly	Nil
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Cambridgeshire County Council has reversed the decision to turn off lighting in the City resulting in a saving of None £45,500 which the City had allocated in order to keep the lights on in all areas of the city (2016/17 budget B3821)  
[see also proposal B3988]

<b>Total Savings in Strategy &amp; Transformation</b>	<b>0</b>	<b>(196,500)</b>	<b>(86,500)</b>	<b>(86,500)</b>	<b>(86,500)</b>	<b>(86,500)</b>		
<b>Total Savings</b>	<b>0</b>	<b>(196,500)</b>	<b>(86,500)</b>	<b>(86,500)</b>	<b>(86,500)</b>	<b>(86,500)</b>		

## 2017/18 Budget - Revenue proposals

Page 5 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Unavoidable Revenue Pressure

## Strategy &amp; Transformation

URP3900	Changes to the calculation of holiday pay for employees	0	46,900	46,900	46,900	46,900	Deborah Simpson	Nil
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Following changes to the way in which holiday pay should be calculated to include overtime, allowances and commission in addition to basic pay, the increased cost of amending the holiday pay calculation (based on 2015/16 costs) is estimated as an overall total of £70,000 of which £23,100 relates to the HRA. Low

URP3972	Increase in Business Rates costs resulting from 2017 Rating Revaluation	0	266,000	266,000	266,000	266,000	Dave Prinsep	Nil
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Projected increase in business rates costs for Cambridge City Council's property portfolio as a result of the 2017 Rating Revaluation. None

<b>Total Unavoidable Revenue Pressure in Strategy &amp; Transformation</b>	<b>0</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>		
<b>Total Unavoidable Revenue Pressure</b>	<b>0</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>		
<b>Report Total</b>	<b>(53,000)</b>	<b>683,400</b>	<b>505,400</b>	<b>236,400</b>	<b>236,400</b>	<b>236,400</b>		

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To: Executive Councillor for Finance and Resources  
 Report by: Chief Executive, Strategic Directors and Head of Finance  
 Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 23 January 2017  
 Wards affected: All Wards

### Strategy and Resources - Finance and Resources Portfolio Revenue and Capital Budget Proposals for 2016/17 to 2021/22

#### Key Decision

#### 1. Executive summary

##### Revenue and Capital Budgets

- 1.1 The following report details the budget proposals relating to this portfolio that are included in the Budget-Setting Report (BSR) 2017/18 which will be considered at the following meetings:

Date	Committee	Comments
23 January 2017	Strategy & Resources	Consider proposals / recommendations from all Scrutiny Committees in relation to their portfolios
26 January 2017	The Executive	Budget amendment may be presented
13 February 2017	Strategy & Resources	Consider any further amendments including opposition proposals
23 February 2017	Council	Approves General Fund Budget and sets Council Tax

- 1.2 The report also includes a recommendation concerning the review of charges for this portfolio.

#### 2. Recommendations

The Executive Councillor is recommended to:

##### Review of Charges:

- a) Approve the proposed charges for this portfolio's services and facilities, as shown in Appendix A to this report.

**Revenue:**

- b) Consider the revenue budget proposals as shown in Appendix B.

**Capital:**

- c) Consider the capital budget proposals as shown in Appendix C.
- d) Adjust capital funding for item 2 (c).

**3. Background**

- 3.1 At its meeting on 20 October 2016, Council gave initial consideration to the budget prospects for the General Fund for 2017/18 and future years in the Medium-Term Financial Strategy (MTFS) 2016.
- 3.2 The overall BSR to Strategy & Resources Scrutiny Committee on 23 January 2017 will include a review of all the factors relating to the overall financial strategy that were included in the MTFS.
- 3.3 The report to The Executive on 26 January 2017 may include details of the Government's Final Settlement for 2017/18. The announcement is likely to be made shortly after the conclusion of the consultation period in January 2017.
- 3.4 Further work may be required on detailed budgets, so delegation to the Head of Finance will be sought from Council for authority to finalise changes relating for example, to the reallocation of departmental administration, support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).

**Budget 2017/18 - Overall Revenue Budget Position**

- 3.5 The budget proposals for this portfolio, as summarised in table 1, will be considered by The Executive at its meeting on 26 January 2017.

**Table 1: Overall Revenue Proposals (see Appendix B)**

<b>Savings and Bids</b>	<b>2017/18 Budget £</b>	<b>2018/19 Forecast £</b>
<b>Savings:</b>		
Increased Income	(415,000)	(740,000)
Savings	(25,000)	(25,000)
<b>Total</b>	<b>(440,000)</b>	<b>(765,000)</b>
<b>Bids:</b>		
Unavoidable Revenue Pressures	-	-
Reduced Income	35,000	35,000
Bids	157,000	57,000
<b>Total</b>	<b>192,000</b>	<b>92,000</b>
<b>Net (savings)/bids</b>	<b>(248,000)</b>	<b>(673,000)</b>

<b>External Bids</b>	-	-
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<b>Non-Cash Limit Items</b>	-	-
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### **Capital**

- 3.6 The majority of capital bids address the on-going renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (vehicles, building repairs, etc). New capital proposals for this portfolio are shown in Appendix C.
- 3.7 Following a review of the capital plan, it is recommended that the funding from a number of schemes is released and made available for new capital proposals. There are none for this portfolio.

**Table 2: Overall Capital Proposals (see Appendix C)**

	<b>2016/17</b> <b>£</b>	<b>2017/18</b> <b>£</b>	<b>2018/19</b> <b>£</b>	<b>2019/20</b> <b>£</b>	<b>2020/21</b> <b>£</b>	<b>2021/22</b> <b>£</b>
Capital Deletions	-	-	-	-	-	-
Capital Bids	-	614,000	-	-	-	-
<b>Net Capital Bids</b>	-	<b>614,000</b>	-	-	-	-

**Public Consultation**

- 3.8 The Council has carried out a budget consultation exercise annually since 2002.
- 3.9 This year the council commissioned Mel Research, an independent research company, to carry out a residents' survey following methodology set out in the Local Government Association's (LGA) 'Are you being served' guidelines, found at [local.gov.uk/web/10180/home/-/journal\\_content/56/10180/3484891/ARTICLE](http://local.gov.uk/web/10180/home/-/journal_content/56/10180/3484891/ARTICLE).
- 3.10 This involved sending out by post a questionnaire to a random sample of 4,400 residents. From this random sample 1,250 people returned questionnaires, providing a robust view of what Cambridge residents think.
- 3.11 The questionnaire asked what residents thought about the council, the level of importance they attached to council services, how satisfied they were with services, and how they interacted with the council. Some questions were comparable with those asked in surveys carried out in 2011 and 2008, allowing for changes over a period of time to be identified. Where other local authorities have used the same LGA approach it has been possible to benchmark results.
- 3.12 The final report also includes insights provided by two workshops - the first involving residents from low income households and the second representatives from local businesses. These two groups are important because of the direction given by the council's Anti-Poverty Strategy and the need for the council's to fulfil its best value duty to consult about its budget priorities.
- 3.13 The results of the residents' survey was published on 17 November 2016 and can be found on the council's website at [cambridge.gov.uk/budget-consultation](http://cambridge.gov.uk/budget-consultation) .

**4. Implications**

All budget proposals have a number of implications. A decision not to approve a revenue bid will impact on managers' ability to deliver the service or scheme in question and could have financial, staffing, equality and poverty, environmental, procurement, consultation and communication and / or community safety implications. A decision not to approve a capital or external bid will impact on managers' ability to deliver the developments desired in the service areas.

**(a) Financial Implications**

Financial implications of budget proposals are summarised in the BSR 2017/18.

(b) **Staffing Implications**

See text above.

(c) **Equality and Poverty Implications**

A consolidated Equality Impact Assessment for the budget proposals is included in the BSR, reporting separately on this agenda. Individual Equality Impact Assessments have been conducted to support this and will be available on the Council's website.

A local poverty rating (using the classifications outlined in the BSR, preface to Appendix C) has been included in each budget proposal to assist with assessment.

(d) **Environmental Implications**

Where relevant, officers have considered the environmental impact of budget proposals which are annotated as follows:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

(e) **Procurement Implications**

Any procurement implications will be outlined in the BSR 2017/18.

(f) **Consultation and Communication Implications**

As outlined in 3 above, budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year and can be seen at:

[cambridge.gov.uk/current-consultations](http://cambridge.gov.uk/current-consultations)

(g) **Community Safety Implications**

Any Community Safety Implications will be outlined in the BSR 2017/18.

**5. Background papers**

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

- Budget Setting Report 2017/18
- Medium-Term Financial Strategy (MTFS) October 2016
- Individual Equality Impact Assessments

**6. Appendices**

The following items, where applicable, are included for discussion:

<b>Appendix</b>	<b>Proposal Type</b>	<b>Included</b>
<b>A</b>	Review of Fees & Charges	✓
<b>B</b>	Revenue Budget Proposals for this portfolio	✓
<b>C</b>	Capital Budget Proposals for this portfolio	✓

**7. Inspection of papers**

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

Authors' Names: Linda Thompson, John Harvey  
Authors' Phone Numbers: 01223 - 458144, 01223 – 458143  
[linda.thompson@cambridge.gov.uk](mailto:linda.thompson@cambridge.gov.uk)  
Authors' Emails: [john.harvey@cambridge.gov.uk](mailto:john.harvey@cambridge.gov.uk)

O:\accounts\Committee Reports & Papers\Strategy & Resources from July 2007\2017 January\Finance and Resources Portfolio\Final\2017-18 Budget Report - Finance and Resources report.doc

## Review of Charges

## Conference/exhibition letting charges for Guildhall

<b>DAILY LETS:-</b>	<b>Charges 2016/17 *</b>	<b>Charges 2017/18 *</b>	<b>% Increase</b>
<b>COMMITTEE ROOMS 1 AND 2:</b>			
Morning or Afternoon (per session)	£131.08	£134.36	2.50%
Evening/Weekends/Bank Holidays (per hour)	£131.08	£134.36	2.50%
<b>COUNCIL CHAMBER:</b>			
Morning or Afternoon (per session)	£262.14	£268.69	2.50%
Evening/Weekends/Bank Holidays (per hour)	£157.28	£161.21	2.50%
<b>EXHIBITION AREA (Outside Council Chamber):</b>			
Monday to Friday, 9am to 5pm (per day)	£131.08	£134.36	2.50%
Saturday/Sunday, 9am to 5pm (per hour) + day rate	£49.94	£51.19	2.50%
Evening, after 5pm (per hour) + day rate	£49.94	£51.19	2.50%

\* All charges are subject to VAT.

**Review of Charges**  
Standard letting charges for Guildhall

DAILY LETS:-	Charges 2016/17 *	Charges 2017/18 *	% Increase
<b>COMMITTEE ROOMS 1 AND 2:</b>			
Morning or Afternoon (per session)	£81.14	£83.17	2.50%
Evening/Weekends/Bank Holidays (per hour)	£81.14	£83.17	2.50%
<b>COUNCIL CHAMBER:</b>			
Morning or Afternoon (per session)	£131.08	£134.36	2.50%
Evening/Weekends/Bank Holidays (per hour)	£81.14	£83.17	2.50%
<b>EXHIBITION AREA (Outside Council Chamber):</b>			
Monday to Friday, 9am to 5pm (per day)	£131.08	£134.36	2.50%
Saturday/Sunday, 9am to 5pm (per hour) + day rate	£49.94	£51.19	2.50%
Evening, after 5pm (per hour) + day rate	£49.94	£51.19	2.50%

\* All charges are subject to VAT.



**Finance & Resources Portfolio  
Strategy & Resources Scrutiny Committee  
Land Charges**

**Appendix A3**

Charge Type and description	Charges 2016/17	Proposed Charges 2017/18	% increase 2017/18
<b>Land Charges</b>			
LLC1 *	£22.00	£22.00	0.0%
CON29R **	£100.00	£125.00	25.0%
Each additional Parcel of Land **	£12.00	£12.00	0.0%
Additional Enquiries **	£12.00	£12.00	0.0%
<b>CON290 (Optional Enquiries) **</b>			
Q6 - Advertisements	£8.00	£8.00	0.0%
Q7 - Completion Notices	£8.00	£8.00	0.0%
Q8- Parks & Countryside	£8.00	£8.00	0.0%
Q10 - House in Multiple Occupation	£8.00	£8.00	0.0%
Q11- Noise Abatement	£8.00	£8.00	0.0%
Q12 - Urban Development Areas	£8.00	£8.00	0.0%
Q13 - Enterprise Zones	£8.00	£8.00	0.0%
Q14 - Inner Urban Development Areas	£8.00	£8.00	0.0%
Q15 - Simplified Planning Zones	£8.00	£8.00	0.0%
Q16 - Land Maintenance Notices	£8.00	£8.00	0.0%
Q17 - Mineral Consultation Areas	£4.00	£4.00	0.0%
Q18 - Hazardous Substance Consents	£8.00	£8.00	0.0%
Q19 - Environmental & Pollution Notices	£8.00	£8.00	0.0%
Q20 - Food Safety Notices	£8.00	£8.00	0.0%
Q21 - Hedgerow Notices	£8.00	£8.00	0.0%
Q22 - Common Land, Town and Village Greens	£4.00	£4.00	0.0%

**Notes**

Cambridgeshire County Council increased their fee for answering CON29R highways questions from £20 to £45 on 4th April 2016. We are therefore recommending an increase to our CON29R fee of the same amount.

\* Classed as non-business activity by HMRC and not subject to VAT

\*\* These charges have been subject to the standard rate of VAT since 1 January 2017

## 2017/18 Budget - Revenue proposals

Page 1 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Bids

## Finance &amp; Resources

<b>B3931</b>	<b>Expanded Property Services capacity</b>	0	57,000	57,000	57,000	57,000	Dave Prinsep	Nil
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Additional staff to manage the planned commercial property acquisitions, the general fund development programme, the Housing Company and Investment Partnership. This proposal is linked to the commercial property acquisition capital bid in the Medium-Term Financial Strategy and the Commercial Property Acquisition Additional Income 'Increased Income' proposal. (Linked to proposal I13897). None

<b>B3940</b>	<b>Office Accommodation Strategy Phase III Feasibility Funding</b>	0	100,000	0	0	0	Dave Prinsep	Nil
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The Office Accommodation Strategy approved at Strategy & Resources Scrutiny Committee (S&R) on 18/1/16 set out proposals for Phase III. Phase III will require feasibility funding to investigate and report on the options ahead of reporting deadlines. This is expected to include market valuations, architectural and quantity surveying support to cost options, planning advice, smart working requirements/support, and legal fees to advise on title and procurement issues. The business case for a preferred option is proposed to be reported for decision and funding by April 2018 supported by a project appraisal and funding issues reported to S&R in August 2017. None

<b>Total Bids in Finance &amp; Resources</b>	<b>0</b>	<b>157,000</b>	<b>57,000</b>	<b>57,000</b>	<b>57,000</b>			
<b>Total Bids</b>	<b>0</b>	<b>157,000</b>	<b>57,000</b>	<b>57,000</b>	<b>57,000</b>			

## 2017/18 Budget - Revenue proposals

Page 2 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Increased Income

## Finance &amp; Resources

113862	<b>Increase in benefit overpayments recovered</b>	0	(50,000)	(50,000)	0	0	Naomi Armstrong	Nil
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Projected increase in repayments of housing benefit overpayments from claimants that are no longer claiming benefit (and who now have the means to make the repayments), who either gave the Council wrong information or could have known that they were being overpaid, or who didn't report a change in their circumstances. (This proposal refers to 2017/18 and 2018/19 only as the introduction of Universal Credit will significantly reduce the amount of housing benefit being paid out). None

113896	<b>Commercial Property Additional Income</b>	0	(110,000)	(110,000)	(110,000)	(110,000)	Dave Prinsep	Nil
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Forecast additional net income reflecting expected rent reviews, lease renewals and lettings on the existing property portfolio. None

113897	<b>Commercial Property Acquisition Additional Income</b>	0	(125,000)	(500,000)	(500,000)	(500,000)	Dave Prinsep	Nil
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Projected income generated from the further commercial property acquisition funding allocation of £20m in the Medium-Term Financial Strategy. Assumes 5.5% return on price after acquisition costs but adjusted for Minimum Revenue Provision based on 40 year asset life. Likely to be 2 to 6 lots acquired and assumes some income from January 2018 with full income from April 2018. (Linked to proposal B3931). None

113916	<b>Guildhall Letting - One-off Additional Rental Income</b>	0	(50,000)	0	0	0	Trevor Burdon	Nil
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One-off additional rental income in respect of the 2017/18 financial year resulting from the rent commencement date for a new letting being earlier than originally estimated. None

113971	<b>Increased income from further investment in Local Authority Property Fund (General Fund share)</b>	0	(80,000)	(80,000)	(80,000)	(80,000)	Charity Main	Nil
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Council approved a change to our Treasury Management Strategy in October 2016 which permits a further £5m to be invested in the CCLA Local Authority Property Fund. This will generate additional investment income above our base forecast. None

<b>Total Increased Income in Finance &amp; Resources</b>	0	(415,000)	(740,000)	(690,000)	(690,000)			
<b>Total Increased Income</b>	0	(415,000)	(740,000)	(690,000)	(690,000)			

## 2017/18 Budget - Revenue proposals

Page 3 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Reduced Income

### Finance & Resources

RI3942	Review of Moorings Fees and Charges	0	35,000	35,000	35,000	35,000	Alistair Wilson	Nil
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*This proposal relates to an approved budget proposal from 2015/16, which identified an annual increase in revenue income from the moorings service of £17,500 in 2016/17 and £35,000 in 2017/18. The proposed budget adjustment removes the anticipated annual increase in income from moorings of £35,000 from 2017/18, in light of the Council's decision that any changes to mooring fees and charges will be dependent on the outcome of the moorings policy consultation.*

### Total Reduced Income in Finance & Resources

0	35,000	35,000	35,000	35,000
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### Total Reduced Income

0	35,000	35,000	35,000	35,000
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## 2017/18 Budget - Revenue proposals

Page 4 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

## Finance &amp; Resources

S3907	Customer Service Transformation	0	(25,000)	(25,000)	(25,000)	(25,000)	Clarissa Norman	Nil
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This is a further phase in our work to modernise and improve our handling of telephone calls. Following on from new phones and the automated switchboard implementation, this will introduce a call triage system, which results in some cost savings. Call triage will apply to Waste and Streets service issues initially but there will be further phases to roll this out to other services at a later stage. Low

<b>Total Savings in Finance &amp; Resources</b>	<b>0</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>			
<b>Total Savings</b>	<b>0</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>			
<b>Report Total</b>	<b>0</b>	<b>(248,000)</b>	<b>(673,000)</b>	<b>(623,000)</b>	<b>(623,000)</b>			

## 2017/18 Budget - Capital Proposals

Page 1 of 1

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

## Finance &amp; Resources

<b>C3917</b>	<b>Re-roof the Guildhall</b>	0	164,000	0	0	0	Andrew Muggeridge	+M
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Replace the existing asphalt flat roof covering on the upper and lower levels of the Guildhall with a new high performance covering, which will also offer improved insulation. The new roof will be covered by a 20 year guarantee and a condition inspection by the manufacturer after 10 years. In recent years, the existing roof has been patched as necessary.

<b>C3934</b>	<b>Building works at the Guildhall to reduce carbon emissions and improve energy efficiency</b>	0	450,000	0	0	0	Will Barfield	+H
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Energy efficiency works throughout the Guildhall to meet requirements of the Council's carbon management plan including Solar PV (£60k), heating controls (£140k), improved insulation (£25k) and LED lighting (£80k). Works will also improve energy efficiency with associated cost reduction.  
[Funded from Climate Change Fund £300k and Reserves]

<b>Total Capital Bids in Finance &amp; Resources</b>	<b>0</b>	<b>614,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Bids</b>	<b>0</b>	<b>614,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Report Total</b>	<b>0</b>	<b>614,000</b>	<b>0</b>	<b>0</b>	<b>0</b>



To: Executive Councillor for Finance and Resources:  
Councillor Richard Robertson

Report by: Alison Cole: Head of Revenues and Benefits

Relevant scrutiny  
committee: Strategy & 23/01/2017  
Resources  
Scrutiny  
Committee

Wards affected: All Wards

## **COUNCIL TAX REDUCTION SCHEME 2017-2018**

### **Key Decision**

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

- 1.1 From April 2013, local authorities across England were given the power to devise their own systems of Council Tax Support for working-age adults. It replaced the national system of the Council Tax Benefit which ensured that the poorest households received help to pay Council Tax.
- 1.2 The current local scheme meets the Council's commitment to protect as many people as possible from any decrease in the level of Council Tax Reduction support.
- 1.3 This commitment means that the people of Cambridge who are in need of support with Council Tax payments do not have to find extra money towards their Council Tax at a time of other reductions in welfare benefits.
- 1.4 The purpose of this report is to undertake the annual review of the Council Tax Reduction Scheme and to decide whether the Scheme should be revised, replaced or continued for the financial year 2017-2018.

#### **2. Recommendations**

- 2.1 The Executive Councillor is recommended:

- 2.2 To agree to continue the current Council Tax Reduction Scheme framework with changes in applicable amounts and premiums as defined within the scheme.
- 2.3 In doing so the Council will continue to support low-paid workers already struggling to cope with stagnant wages, rising living costs and ongoing reductions in tax credits and other in- work support.

### **3. Background**

- 3.1 Local Council Tax Reduction Schemes replaced the national Council Tax Benefit scheme for those of working age from April 2013.
- 3.2 The local scheme is for those of working age only as there is no local discretion in respect of the provision for pensioners, which is set out in statute in the prescribed regulations.
- 3.3 The current local Council Tax Reduction Scheme broadly follows the Council Tax Benefit scheme that ceased on 31 March 2013 and continues to support the Council's commitment to support the most vulnerable in the city.
- 3.4 The current scheme supports all those that enter work and provides support to those who are in work.
- 3.5 There are currently 6,539 households receiving Council Tax Reductions , with an average reduction being £18.47 per week against an average liability of £21.09.
- 3.6 Of these, 2,343 are of pension age falling under the government's prescribed scheme (36% of the caseload) and 4,196 are of working age (64% of the caseload) and are supported under the Council's local scheme.
- 3.7 Of the 4,196 working age households:
  - 1,033 have either the claimant or their partner working some hours per week
  - 1,909 have children in the household – an average of 2 children per household
  - 1,919 are considered vulnerable due to disability within the household or they have caring responsibilities

### **4. Implications**

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

- 4.1 Council Tax Reductions for 2016-2017 (as at 30 November 2016) are estimated to be £6,277,493.



- 4.2 By retaining the current scheme framework, and applying an early preliminary estimated increase in Council Tax of 2.08%, the Council Tax Reduction spend during 2017-2018 is estimated to be £6,318,704. This calculation is based on a small anticipated reduction in caseload during 2017/18 and a small increase in the number of claims from working households.
- 4.3 These modelling assumptions are made with reference to CPI at 1% (September 2016), average earnings at 2.3% (September 2016), pension increases of 2.5% and mirror the freeze in working age benefits and allowances in line with Department for Work and Pensions incomes and allowances.
- 4.4 Identifiable funding for Council Tax Reduction Schemes was only explicitly stated in local authority baseline funding levels in the new business rates retention system in 2013/14. Since then, government funding for Council Tax Reduction Schemes has not been a separately specified amount and it is now entirely for local authorities to decide how much they are prepared to spend on Council Tax support from general revenue funding, which includes retained business rates.
- 4.5 Whilst the power to set the scheme rests with billing authorities (Cambridge City Council), it is recognised that the financial impact is shared with precepting authorities (Cambridge City Council's precept is approximately 11%).
- 4.6 The legislation that brought in Local Council Tax Reduction Scheme from April 2013 also allowed Local Authorities to change some of the Council Tax discounts and exemptions. The Council used these reforms to increase revenue to contribute to the overall funding of the Local Council Tax Reduction Scheme and also promotes bringing empty homes back in to use more quickly.

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

4.7 None identified.

(c) **Equality and Poverty Implications**

4.8 The current Council Tax Reduction Scheme supports the Council's aspiration to build a fairer Cambridge and help improve the standard of living for individuals and communities on a low income in the city by:

- Helping people on low incomes to maximise their income

and minimise their costs

- Reducing the impact of poverty on children and helping low income families with the cost of raising a child
- Making the move into work easier

4.9 A full EqIA was carried out when the scheme was established (and reviewed in 2015) and is not required as there are no proposed changes to the scheme framework.

4.10 The scheme fully meets the Council's responsibilities to protect vulnerable groups including responsibilities under the Child Poverty Act 2010, the Disabled Persons' Act 1986, the Housing Act 1996, as well as the public sector equality duty in section 149 of the Equality Act 2010.

(d) **Environmental Implications**

4.11 None

(e) **Procurement**

4.12 None

(f) **Consultation and communication**

4.13 A full consultation was carried out when the scheme was established and is not required as there are no proposed changes to the scheme framework.

(g) **Community Safety**

4.14 None

## **5. Background papers**

5.1 None

## **6. Appendices**

6.1 None

## **7. Inspection of papers**

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

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Author's Phone Number: 01223 - 457752

Author's Email: [naomi.armstrong@cambridge.gov.uk](mailto:naomi.armstrong@cambridge.gov.uk)



To: The Executive Councillor for Finance & Resources:  
Councillor Richard Robertson

Report by: Caroline Ryba – Head of Finance & S151 Officer

Relevant scrutiny committee: Strategy & Resources  
23/01/2017  
Scrutiny Committee

Wards affected: All Wards

## **ANNUAL TREASURY MANAGEMENT STRATEGY STATEMENT REPORT 2017/18 TO 2019/20**

### **Key Decision**

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

- 1.1 The Council is required by regulations issued under the Local Government Act 2003, to produce an Annual Treasury Management Strategy Report.
- 1.2 The Council has also adopted The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (revised 2011).
- 1.3 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.
- 1.4 This Treasury Management Strategy Statement Report has been prepared in accordance with CIPFA's Code of Practice on Treasury Management and covers the following:-
  - The Council's capital expenditure plans (prudential indicators):-
  - A statement of the Council's borrowing strategy;
  - The Annual Borrowing and Minimum Revenue Provision Statements;
  - The Treasury Management Strategy Statement and Annual Investment Strategy for 2017/18; and;
  - An update on interest rate and economic forecasts.

1.5 In line with the Code of Practice, all treasury management reports have been presented to both Strategy & Resources Scrutiny Committee and full Council.

## **2. Recommendations**

2.1 The Executive Councillor is asked to recommend to Council the Annual Borrowing Statement at paragraph 4, the Council's Minimum Revenue Provision (MRP) Policy at paragraph 5 and the Council's Annual Investment Strategy as contained within paragraphs 8 & 9.

2.2 Following a recent review, the Executive Councillor is asked to recommend to Council an amendment to the counterparty list to include a Cambridge City Council (CCC) Housing Working Capital Loan Facility. A limit of £200k is recommended and has been updated within Appendix A, as follows:-

<b>Name</b>	<b>Type</b>	<b>Recommended Limit (£)</b>
CCC Housing Working Capital Loan Facility	Non-Specified Investment	200,000

2.3 The Executive Councillor is also asked to recommend to Council changes to the estimated Prudential & Treasury Indicators for 2016/17 to 2019/20, inclusive, as set out in Appendix C.

## **3. Background**

### **3.1 Treasury Management Activities**

The Council is required to comply with 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. The Council also follows DCLG Investment Guidance as issued on 11<sup>th</sup> March 2010.

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, deposit and borrowing interest rates and the economy.

#### **4. Borrowing Policy Statement**

- 4.1 The Council is permitted to borrow under the Prudential Framework, introduced with effect from 1<sup>st</sup> April 2004.
- 4.2 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.
- 4.3 The Council does not currently anticipate any new external borrowing for the period 2017/18 to 2019/20, inclusive.
- 4.4 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<sup>st</sup> October 2017.
- 4.5 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

#### **5. Minimum Revenue Provision (MRP) Policy Statement**

- 5.1 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.
- 5.2 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'.
- 5.3 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.

- 5.4 The Housing Revenue Account share of the CFR is not subject to an MRP charge.
- 5.5 There is no requirement to make a MRP charge on an asset until the financial year after that asset becomes operational.
- 5.6 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.
- 5.7 However, the guidance is clear that differing approaches can be considered as long as the resulting provision is prudent.
- 5.8 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 a 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.
- 5.9 As part of the recommendations as contained in this report, it is requested that a loan be given to Cambridge City Housing Company

to cover its day to day expenditure (Housing Working Capital Loan Facility), of £200,000. This is not capital expenditure and is expected to be repaid within 1 year (and shown as a non-specified investment within our counterparty portfolio) and therefore MRP is not required.

5.10 The Council approved an investment in commercial property using powers under S12 of the Local Government Act 2003 in October 2016. This is deemed capital expenditure and will be financed from cash balances. MRP will be provided for using the useful life determinant, in line with the policy above.

## 6. The Council's Capital Expenditure and Financing 2016/17 to 2019/20

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.

6.1 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.

	<b>2016/17 Probable Outturn £'000</b>	<b>2017/18 Estimate £'000</b>	<b>2018/19 Estimate £'000</b>	<b>2019/20 Estimate £'000</b>
General Fund Capital Expenditure	44,584	8,628	1,326	826
HRA Capital Expenditure	25,487	46,466	29,522	31,193
<b>Total Capital Expenditure</b>	<b>70,071</b>	<b>55,094</b>	<b>30,848</b>	<b>32,019</b>
<b>Resourced by:</b>				
• Capital receipts	-4,032	-8,850	-6,000	-6,000
• Other contributions	-43,825	-46,244	-24,848	-26,019
<b>Total available resources for</b>				

	2016/17 Probable Outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
<b>financing capital expenditure</b>	-47,857	-55,094	-30,848	-32,019
<b>Financed from cash balances</b>	22,214	0	0	0

## 7. The Council's Prudential and Treasury Management Indicators

7.1 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.

<b>Capital Financing Requirement &amp; Cumulative External Borrowing</b>	2016/17 Probable Outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
General Fund Capital Financing Requirement	27,899	27,899	27,899	27,899
HRA Capital Financing Requirement	214,748	214,748	214,748	214,748
<b>Total Capital Financing Requirement</b>	<b>242,647</b>	<b>242,647</b>	<b>242,647</b>	<b>242,647</b>
<b>Movement in the Capital Financing Requirement</b>	<b>22,214</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	242,647	242,647	242,647	242,647

7.2 During the above financial years the Council will operate 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 C.



## **8. Annual Investment Strategy Statement**

### **8.1 Introduction**

The Council manages its deposits in-house and uses Capita as its independent Treasury Adviser. The Council recognises that responsibility for treasury management activities remains with the organisation. The Council will ensure that the terms of Capita's appointment are properly agreed and documented and regularly reviewed.

The Council's deposit priorities are (and in this order):-

1. The **S**ecurity of capital;
2. The **L**iquidity of deposits; and;
3. The **Y**ield or return on its deposits.

The Council takes a cautious approach within its Treasury Management Strategy. However, in order to ensure that the Council invests its funds in the most appropriate way, the Strategy is regularly reviewed taking into account the information available from Capita and wider developments.

8.2 It is expected that our deposits will diminish over this 3 year period, due to factors including our investment in our commercial property portfolio and the loan to the Cambridge City Housing Company.

### **8.3 Longer Term Deposits (for over 1 year)**

It was agreed at full Council on 20<sup>th</sup> October 2016 to increase our longer term deposit limit (amounts over 1 year) to £50m in total. Our longer term investments including investments in commercial property will not exceed this figure. This limit will be kept under review.

### **8.4 Creditworthiness Policy and Property Investments**

This Council uses the creditworthiness service provided by Capita (which is highlighted within Appendix A – Current Counterparty List) which are updated daily for the authority to use. This service uses a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies – Fitch, Moody's and Standard & Poor's. However, the Council does not rely solely on the current credit ratings of counterparties but also uses the following as overlays:-

- Credit watches and credit outlooks from credit rating agencies;

- Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings i.e. akin to an insurance policy whereby counterparties enter into a contractual agreement; and;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

The Council will not place an investment contrary to Capita's credit methodology criteria which includes a maximum duration period (except for 'smaller' Building Societies).

Proposed investments in property are subject to appropriate due diligence and are evaluated by the Head of Property Services and his Team against a number of specified criteria including:-

- Portfolio balance;
- Location;
- Rate of return;
- Risk;
- Management;
- Condition;
- Accessibility; and;
- Environmental performance

## **8.5 Training**

The CIPFA Code requires the responsible officer to ensure that Members and Officers are adequately trained in treasury management. Training is arranged as required and is regularly reviewed.

## **9. Brexit Update**

- 9.1 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.
- 9.2 At the moment these issues are prominent in the headlines but volatility on the markets now appears to be settling somewhat.
- 9.3 Rates have dropped following the Referendum result. Article 50 has not yet been triggered but timetabled for March 2017. There are then two years to complete negotiations for leaving the EU, so the uncertainty is expected to continue in the medium term.

## **10. Interest Rates & Interest Received**

- 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 B.
- 10.2 Total interest and dividends of £918,675 has been received on the Council's deposits up to 30<sup>th</sup> November 2016 (for this financial year) at an average rate of 1.12%. This exceeds the budget to date of £765,120 by £153,555.

## **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 – The Council's current Counterparty list  
Appendix B – Capita's opinion on UK Forecast Interest Rates

## **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](mailto:stephen.bevis@cambridge.gov.uk)

## 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 (£)
<b>Specified Investments:-</b>			
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

Name	Council's Current Deposit Period	Category	Limit (£)
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
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
<b>Other Specified Investments - UK Building Societies:-</b>			
Name	Council's Current Deposit Period	Asset Value (£'m) – as at 1 <sup>st</sup> November 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	
<b>Non-Specified Investments:-</b>			
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 35m (in total)

<b>Name</b>	<b>Council's Current Deposit Period</b>	<b>Category</b>	<b>Limit (£)</b>
<b>Cambridge City Council Housing Working Capital Loan Facility</b>	<b>Up to 1 year</b>	<b>Loan</b>	<b>200,000</b>
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)
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Commercial Property Investments funded from cash balances	Over 1 year	Commercial Property	20m (in total)
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

**Note:** In addition to the limits above, the total non-specified items over 1 year will not exceed £50m.

## 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) kept the bank rate at 0.25% and Quantitative Easing (QE) at £435bn (to 31<sup>st</sup> December 2016). Going-forward, the Council's treasury advisor, Capita, has provided the following interest rate forecasts issued on 17<sup>th</sup> November 2016:-

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
<b>Bank rate</b>	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
<b>5yr PWLB rate</b>	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
<b>10yr PWLB rate</b>	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
<b>25yr PWLB rate</b>	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
<b>50yr PWLB rate</b>	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

Capita's interest rate forecast is for the first increase in the bank rate to be in June 2019. With higher growth predictions and lower unemployment forecasts for the U.K, these are the main reasons for this change in interest rates overall.



## PRUDENTIAL &amp; TREASURY MANAGEMENT INDICATORS

	Probable Outturn 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
<b>PRUDENTIAL INDICATORS</b>				
<b>Capital expenditure</b>				
- General Fund	44,584	8,628	1,326	826
- HRA	25,487	46,466	29,522	31,193
<b>Total</b>	<b>70,071</b>	<b>55,094</b>	<b>30,848</b>	<b>32,019</b>
<b>Incremental impact of capital deposit decisions on:</b>				
Band D Council Tax (City element)	0.57	0.15	0.00	0.00
Average weekly housing rent	-0.65	2.09	1.05	2.38
<b>Capital Financing Requirement (CFR) as at 31 March</b>				
- General Fund	27,899	27,899	27,899	27,899
- HRA	214,748	214,748	214,748	214,748
<b>Total</b>	<b>242,647</b>	<b>242,647</b>	<b>242,647</b>	<b>242,647</b>
<b>Change in the CFR</b>	22,214	0	0	0
<b>Deposits at 31 March</b>	95,486	92,265	105,395	124,834
<b>External Gross Debt</b>	213,572	213,572	213,572	213,572
<b>Ratio of financing costs to net revenue stream</b>				
-General Fund	-352	-422	-523	-743
-HRA	6,605	6,321	5,975	5,647
<b>Total</b>	<b>6,253</b>	<b>5,899</b>	<b>5,452</b>	<b>4,904</b>
<b>% of net revenue expenditure</b>				
-General Fund	-1.28%	-1.82%	-2.35%	-3.39%
-HRA	16.14%	15.46%	14.68%	13.91%
<b>Total (%)</b>	<b>14.86%</b>	<b>13.64%</b>	<b>12.33%</b>	<b>10.52%</b>

## PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Probable Outturn 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
<b>TREASURY INDICATORS</b>				
<b>Authorised limit</b>				
for borrowing	250,000	250,000	250,000	250,000
for other long term liabilities	0	0	0	0
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
HRA Debt Limit	230,839	230,839	230,839	230,839
<b>Operational boundary</b>				
for borrowing	242,647	242,647	242,647	242,647
for other long term liabilities	0	0	0	0
<b>Total</b>	<b>242,647</b>	<b>242,647</b>	<b>242,647</b>	<b>242,647</b>
<b>Upper limit for total principal sums deposited for over 364 days</b>	50,000	50,000	50,000	50,000
<b>Upper limit for fixed &amp; variable interest rate exposure</b>				
Net interest on fixed rate borrowing/deposits	7,140	7,070	6,969	6,749
Net interest on variable rate borrowing/deposits	-27	-18	-15	-15
<b>Maturity structure of new fixed rate borrowing</b>		Upper Limit	Lower Limit	
10 years and above (PWLB borrowing for HRA Reform)		100%	100%	

## 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
Corporate Bonds	Financial instruments issued by corporations
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
Enhanced Cash Funds	Higher yielding funds typically for investments exceeding 3 months
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

<b>Term</b>	<b>Definition</b>
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 banks 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
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt
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 typically beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed
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
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
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

Term	Definition
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 and Resources 23 January 2017  
Scrutiny Committee

Wards affected: All Wards

## **Budget-Setting Report (BSR) 2017/18**

### **Key Decision**

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

##### **Overview of Budget-Setting Report**

- 1.1 At this stage in the 2017/18 budget process the range of assumptions on which the Medium-Term Financial Strategy (MTFS) 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 the budget considerations.
- 1.2 The Budget-Setting Report (BSR), which is attached, includes the detailed revenue bids and savings and capital proposals and sets out the key parameters for the detailed recommendations and budget finalisation being considered at this meeting. This report reflects recommendations that will be made to The Executive on 26 January 2017 and then to Council, for consideration at its meeting on 23 February 2017.
- 1.3 The recommendations that follow refer to the strategy outlined in the BSR and all references to Appendices, pages and sections relate to the Budget-Setting Report 2017/18 (Version 1 – Strategy & Resources) as reported to and seeking recommendations at Strategy & Resources Scrutiny Committee on 23 January 2017.

#### **2. Recommendations**

The Executive Councillor is recommended to:

##### **General Fund Revenue Budgets: [Section 5, page 28 refers]**

- a) Agree any recommendations for submission to the Executive in respect of:
  - Revenue Pressures shown in Appendix C (a) and Savings shown in Appendix C (b).

- Bids to be funded from External or Earmarked Funds as shown in Appendix C (c).
  - Non-Cash Limit items as shown in Appendix C (d).
- b) Recommend to Council formally confirming delegation to the Chief Financial Officer (Head of Finance) of the calculation and determination of the Council Tax taxbase (including submission of the National Non-Domestic Rates Forecast Form, NNDR1, for each financial year) which will be set out in Appendix B (a).
- c) Recommend to Council the level of Council Tax for 2017/18 as set out in Section 4 [page 25 refers].

*Note that the Cambridgeshire Police and Crime Panel will meet on 1 February 2017 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 9 February 2017 and Cambridgeshire County Council will meet on 14 February 2017 to consider the amounts in precepts to be issued to the City Council for the year 2017/18.*

**Other Revenue:**

- d) Recommend to Council delegation to the Head of Finance authority to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).
- e) Recommend to Council delegation to the Head of Finance, as Section 151 Officer, to make the necessary detailed budgetary adjustments in the GF, to reflect the impact of the triennial valuation of the Cambridgeshire Local Government Pension Scheme.
- f) Recommend to Council approval of a temporary earmarked fund to be set up to accumulate surplus NHB contributions to meet the requirement for funding of projects to mitigate the impacts in Cambridge of the A14 upgrade – the “A14 Mitigation Fund” [page 25 refers].

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

**Capital Plan:**

- g) Recommend to Council the proposals outlined in Appendix E (a) for inclusion in the Capital Plan, or put on the Projects Under Development List, including any additional use of revenue resources required.
- h) Recommend to Council the revised Capital Plan for the General Fund as set out in Appendix E (d), the Funding as set out in Section 7, page 36 and note the Projects Under Development list set out in Appendix E (e).



### **General Fund Reserves:**

- i) Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to support the budget proposals as set out in the table [Section 8, page 38 refers].

### **3. Implications**

All budget proposals have a number of implications. A decision not to approve a revenue bid will impact on managers' ability to deliver the service or scheme in question and could have financial, staffing, equality and poverty, environmental, procurement, consultation and communication and / or community safety implications. A decision not to approve a capital or external bid will impact on managers' ability to deliver the developments desired in the service areas.

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

Financial implications of budget proposals are summarised in the Budget-Setting Report 2017/18.

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

See text above

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

A consolidated Equality Impact Assessment for the budget proposals is included in the BSR, reporting separately on this agenda. Individual Equality Impact Assessments have been conducted to support this and will be available on the Council's website.

A local poverty rating (using the classifications outlined in the BSR, preface to Appendix C) has been included in each budget proposal to assist with assessment.

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

Where relevant, officers have considered the environmental impact of budget proposals which are annotated as follows:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

(e) **Procurement Implications**

Any procurement implications will be outlined in the Budget-Setting Report 2017/18.

(f) **Consultation and Communication Implications**

As outlined in 3 above, budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year and can be seen at:

[cambridge.gov.uk/current-consultations](http://cambridge.gov.uk/current-consultations)

(g) **Community Safety Implications**

Any community safety implications will be outlined in the Budget-Setting Report 2017/18.

#### **4. Background papers**

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

- Budget-Setting Report 2017/18
- Medium-Term Financial Strategy (MTFS) October 2016
- Individual Equalities Impact Assessments

#### **5. Appendices**

In this Report:

- Budget-Setting Report 2017/18 Version 1, February 2017 (covering 2016/17 to 2021/22)

#### **6. Inspection of papers**

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

Author's Name: Caroline Ryba  
Author's Phone Number: 01223 - 458134  
Author's Email: caroline.ryba@cambridge.gov.uk

<O:\accounts\Budget\2017-18\07 Budget Setting Report and Exec Amendment\04 Cover Report\Versions\2017-18 Budget Covering Report S&R.doc>

Version 1  
Strategy &  
Resources

# Budget-Setting Report 2017/18



February  
2017

2017/18

Cambridge City Council

# Version Control

	Version No.	Revised version / updates for:	Content / Items for Consideration
Current	1	Strategy & Resources Scrutiny Committee (23 January 2017)	Initial budget overview and budget proposals
		The Executive (26 January 2017)	Proposals of the Executive
	2	Special Strategy & Resources Scrutiny Committee (13 February 2017)	Amendments to Executive proposals  Opposition budget amendment proposals
	3	Council (23 February 2017)	Final Proposals to Council Incorporating updates relating to; <ul style="list-style-type: none"> <li>- Final Local Government Finance Settlement 2017/18 and grant determinations</li> <li>- Head of Finance final Section 25 report</li> </ul>
	4	Council (Final)	Approved Budget-Setting Report incorporating <ul style="list-style-type: none"> <li>- Decisions of Council</li> <li>- Appendix B(b) Council Tax Setting following receipt of County Council, Police and Fire Authority precepts</li> </ul>

## Anticipated Precept Setting Dates

Cambridgeshire Police and Crime Commissioner	Cambridgeshire & Peterborough Fire Authority	Cambridgeshire County Council
1 February 2017	9 February 2017	14 February 2017

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# Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources

## **Our budget for Cambridge**

Each year, the City Council produces a financial plan for the year ahead – our budget for Cambridge. Backing this up we have a vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. It's a vision we will share and develop, working with our citizens and partner organisations.

This budget will provide the resources to deliver our seven objectives of:

- Delivering sustainable prosperity for Cambridge and fair shares for all
- Tackling the city's housing crisis and delivering our planning objectives
- Making Cambridge safer and more inclusive
- Investing in improving transport
- Protecting our city's unique quality of life
- Protecting essential services and transforming council delivery
- Tackling climate change, and making Cambridge cleaner and greener

In producing a budget to achieve these objectives existing resources have been reviewed and reused or, where appropriate, rechannelled into providing improvements in delivery of existing services. For example, we have invested in shared council service delivery with South Cambridgeshire since 2014 which involves extra initial costs, but which then cuts our overall operating costs, and can also lead to improved service quality too.

In addition, new resources will be provided to further develop priority services or add new ones. In October 2016, £200,000 was added to the Sharing Prosperity Fund and a further £100,000 will be provided in this 2017 budget to fund extra work on alleviating poverty.

Projects being developed to be paid for from this fund include:

- Work to reduce fuel and water poverty in Cambridge
- Cookery classes for families with low incomes having to stretch meagre budgets

- Outreach work by Cambridge CAB in health centres for some of our most disadvantaged residents
- Financial literacy work with young people and adults.

The council is committed to tackling environmental and sustainability issues. To exemplify this, an additional (half time) Air Quality Officer and additional rapid electric charging points will be funded in 2017. Where possible electric vehicles will be bought when it comes to replacing any of the council's fleet of vans. The Climate Change Fund will be topped up with a further £250,000 enabling extra work to reduce the council's carbon footprint. Projects could include:

- Installation of LED lighting and improved boilers and control systems in council buildings
- Upgrading our properties with insulation and energy efficient double or secondary glazing
- Installation of photovoltaic panels on some council buildings, and adding a small combined heat and light power station in the Guildhall.

The Government's changes to social housing and welfare policy have had a serious impact on the ability of the council to plan and deliver its budget for managing and maintaining over 7,000 homes. There is a severe challenge to balancing the Housing Revenue Account and this is the subject of a separate report.

The council's extensive work to tackle homelessness and poor accommodation in the private housing sector will be further supported by a new post in the council's Housing Development Agency and the extension of the Town Hall Lettings Service, which helps small-scale local landlords rent their property to local people who need a place to live.

In 2016, given the need to help keep safe the many people out at night in our city, we decided to step in following county council cuts and keep all street lights on from 2am until 6am each night. We welcome the recent county council decision to reverse this cut, but have now decided to pay for the streetlights to be brighter from 10pm to 2am than they plan, including in residential areas and the city centre, increasing lighting levels by a third from their planned 60% overnight level, to 80% to increase safety.

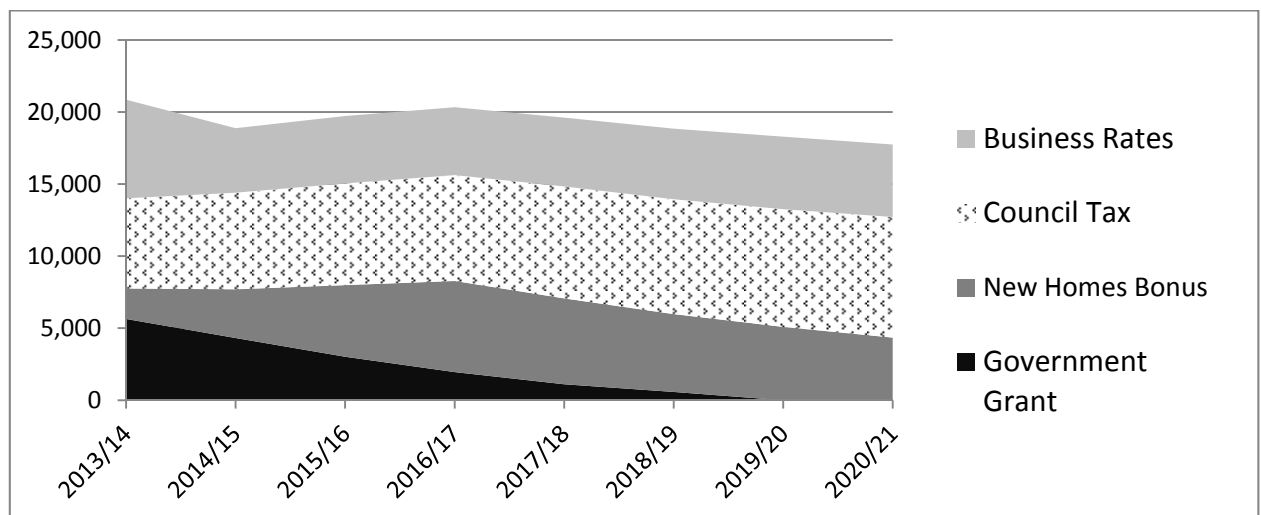


## Funding the budget

Local government has very little control over its core income. Business rates and national grants are controlled by the Government, who also restrict increases in council tax. In response to this highly regulated control over core income, the council has evolved a strategy 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. In this way we will be more certain to have the finances to achieve our objectives.

In October 2016 an efficiency plan was produced covering the next four financial years to 2020/21. That document took on board the vision and objectives this council has set and which need resourcing. It brought together and further developed the range of policies built up over the past few years to cut costs and enhance income. We have now produced a budget for the first of those years ahead.

Producing the efficiency plan has led to the government agreeing to provide the council with certainty as to the minimum grant and other support to be received for the four years to 2020. While this is welcomed, it also reflects the reality that by 2019 the government will no longer be paying the council any core grant at all.



Historic and projected grant and tax income in £000

This chart shows the annual government grant dropping to nil by 2019. It also shows the reducing value of New Homes Bonus funding following the changes announced by the Government in December. The combination of these cuts puts more pressure on the council's budgets in the next few years and demonstrates the Government's intention that

councils should be funded primarily locally, through the council tax and business rates. These are both regressive forms of taxation applied uniformly regardless of income, and this change highlights the importance of the council's strategies of supporting those in most need and running the council as efficiently as possible.

Over the last few years the council has been working hard to find savings and develop income earning services to protect services our residents value the most, and protect Cambridge residents who most need our support. Our Efficiency Plan tackles the need to deliver good services with fewer resources through six complementary strands of activity:

- Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams.
- Reducing the number of council offices, including the sale of Hobson House on St Andrews Street and plans for relocating Streets and Open Spaces operations to a new base at Cowley Road, north Cambridge.
- Investment in major capital projects including planning the redevelopment of major council assets starting with Park Street car park and Mill Road depot and opportunities for more housing on both sites.
- Developing new council businesses, including a new vehicle maintenance garage and fleet operation at Waterbeach, and ensuring all services think commercially and explore income generating opportunities.
- Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers. Since we took control of the council in 2014, an impressive £50 million of underused council resources has been freed up to invest in commercial property assets and to invest in housing via Cambridge City Housing Ltd, generating income for reinvestment while addressing affordable housing need.
- Challenging the council's capital programme to reduce low priority capital commitments by over £10m and ensure those schemes that do go ahead are well planned and delivered in a timely way.

Our work continues for the whole Cambridge community. We are determined to do everything we can to avoid cuts to frontline services and to deliver extra funding on our priorities. All of this is only possible due to our ambition, our financial prudence, and our determination to prioritise social justice. Our budget, described in detail in this document,

will help deliver more for you, despite cuts in funding, and help deliver our commitment of “One Cambridge, Fair for All”.

CLr Lewis Herbert, Leader

CLr Richard Robertson, Executive Councillor for Finance and Resources



# Section 1

## Introduction

### Purpose

The Budget-Setting Report (BSR) is designed to provide an integrated view of the council's finances and outlook. It covers General Fund (GF) revenue and capital spending, highlighting the inter-relationships between the two, and the resultant implications. Detailed budget proposals for the Housing Revenue Account are presented and considered separately from this report.

On 20 October 2016 the council approved the Medium Term Financial Strategy (MTFS). The MTFS set out the financial strategy for the council in light of local and national policy priorities, external economic factors and the outlook for public sector funding. The MTFS also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2017/18 and beyond.

The BSR reviews the impacts of developments since the MTFS and sets the financial context for the consideration of detailed recommendations and budget finalisation to be made at council on 23 February 2017. The document proposes a detailed budget for the next financial year, and indicative budget projections for the following four years.

### Background

The financial planning context for the BSR is set by the MTFS. This identified a total net savings requirement of £2.2m over the next 5 years, after taking into account changes to base assumptions and £212k of pressures and £106k of savings identified at that time.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Net savings requirement	(0.737)	0.560	0.560	0.560	0.560	2.240

These savings requirements stem from significant reductions in government funding, unavoidable cost increases and pressures, including the additional net cost of services for every new home in the City. Considerable levels of risk and uncertainty remain, including the possible impacts of the review of business rates retention and associated additional responsibilities, business rates revaluation as at April 2017 and the future of New Homes Bonus. Whilst the council has a record of identifying and delivering savings through service reviews and value for money improvements, many such savings have already been delivered and it is becoming more difficult to identify and deliver further savings and efficiencies.

The council continues to deliver a programme of on-going transformation targeted at the way it delivers services and interacts with residents, tenants and other parties. There is an increasing emphasis on identifying and implementing proposals for income generation to make the council more financially sustainable. This BSR builds on what has been achieved, with particular emphasis on the continuing delivery of transformation projects, including shared services with neighbouring councils and the consolidation and improvement of the council's office accommodation.

## Key dates

The key member decision-making dates are as follows:

<b>Date</b>	<b>Task</b>
<b>2017</b>	
23 January	Strategy and Resources Scrutiny Committee considers BSR
26 January	The Executive recommends BSR to Council
13 February	Special Strategy and Resources Scrutiny Committee considers any budget amendment proposals
23 February	Council approves the budget and sets the council tax for 2017/18

# Section 2

## Local and national policy context

### Local policy context

The local policy context and priorities for the council are agreed each year through the adoption by council of an Annual Statement. The Annual Statement for 2016/17 was approved in May 2016 and can be accessed on the council's web site at:

<https://www.cambridge.gov.uk/annual-statement>

The Annual Statement reflects and informs the council's Corporate Plan, which is included in this report at Appendix A. The plan sets out in more detail how the vision 'Building a fairer Cambridge together' will be delivered. The Corporate Plan is reviewed annually, with fuller reviews to be undertaken in 2018 and 2020.

MTFS 2016 included a foreword by the Leader of the Council and the Executive Councillor for Finance and Resources which supplements the Annual Statement and confirms the direction of travel for the council. It advocates planning ahead to make the council more productive and less reliant on external funding while maintaining and developing services. It embraces financial objectives of sound and prudent financial management, minimisation of the need for cuts to services and investment in a fairer and more equal city. This is reflected in the detailed framework for the budget work.

### Corporate Plan

The Corporate Plan sets out the strategic objectives for Cambridge City Council for the years 2016-19. It sets out key activities the Council will undertake in order to achieve its strategic objectives and deliver its vision. Success measures and key performance indicators (KPIs) are shown, as are lead Executive Councillors and officers. The Corporate Plan provides a key component of the local policy context looking forward over the three year period it covers. It has been updated to reflect structures and responsibility changes. It is included as Appendix A to this report.

### Review of demographic factors

Demographic factors impact on the council's financial strategies in terms of their effect on the level of demand for services, the specific types and nature of services and the income available to the council through council tax.

Services use projections and estimates of population growth and the number of new dwellings to plan for the impacts of growth. The expected location of these changes can also be significant, with an increase of nearly 20% in the Office of National Statistics (ONS) mid-year population estimates for the Trumpington ward from 2014 to 2015. This compares with an average population growth for the City of 0.3% in that year.

The direct budgetary impact of increased population could be a simple proportional uplift of service costs. However in other cases, a review of the current model of service delivery may be required, factoring in not only growth in population and dwellings, but also changes in demand, changes in the nature of that demand and the available funding envelope.

## 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 £500m, to be released over a 15 to 20 year period, expected to be matched by up to another £500m from local sources, including through the proceeds of growth.

The City Deal will help Greater Cambridge to maintain and grow its status as a prosperous economic area. The deal is working to:

- Create an infrastructure investment fund
- Accelerate the delivery of 33,000 planned homes
- Enable delivery of 1,000 extra new homes on rural exception sites
- Deliver over 400 new Apprenticeships for young people
- Provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
- Create 45,000 new jobs
- Create a governance arrangement for joint decision making between local councils



The Greater Cambridge City Deal Executive Board engaged organisations and the public through the summer and autumn of 2016 on a set of proposals for tackling peak-time congestion in Cambridge and the resultant high levels of air pollution as well as travel disruption. The package of proposals put forward was suggested as a way of freeing up buses to run more rapidly and reliably, as well as promoting walking and cycling and other measures to move more people quickly and efficiently.

The City Deal team are assessing more than 9,000 consultation responses received. Proposals for how to achieve the objectives of moving people into and around the city and surrounding area will be developed during 2017. Whatever proposals are ultimately implemented may have impacts on City Council services, including potentially budgetary implications.

The service and financial impact of such measures will be factored into the council's financial planning in more detail as the impacts become clearer.

The council, with the other local authority partners, have agreed to create an investment and delivery fund from a proportion of New Homes Bonus (NHB). As a result of this, the BSR considers the application of funds from NHB, earmarking part of future uncommitted funding in line with the expected levels of contribution to the fund. This is covered further in Section 4, below.

## **Devolution**

In Cambridgeshire and Peterborough, the councils and other major public services have come together to identify current barriers to economic growth and opportunities for further efficiency in major public services. A scheme has been developed with central government which devolves powers and functions to a Combined Authority with a directly elected Mayor, where these powers and functions can be more effectively carried out at a local level, rather than by national government and its agencies.

The Cambridgeshire and Peterborough Devolution Deal delivers:-

- A new £20m annual fund for the next 30 years to support economic growth, development of local infrastructure and jobs
- £100m for non-Housing Revenue Account (HRA) affordable, rent and shared ownership housing
- A further £70m for affordable housing in Cambridge, to build new council homes
- Government support for developing a university at Peterborough

- A Peterborough Enterprise Zone
- A local integrated job service
- A National Work and Health Programme
- A devolved skills and apprenticeship budget
- Potential rail improvements, including new rolling stock and improved King's Lynn – Cambridge – London rail
- Potential acceleration of transport improvements, including the A14/A142 junction and upgrades to the A10 and A47
- Further integration of local health and social care resources to provide better outcomes for residents

The council and its partners have agreed establishment of the Combined Authority. Work now continues to finalise arrangements and implement this decision, with mayoral elections planned for May 2017. At present, no financial impact from this decision on the City Council is expected, but this will be kept under review.

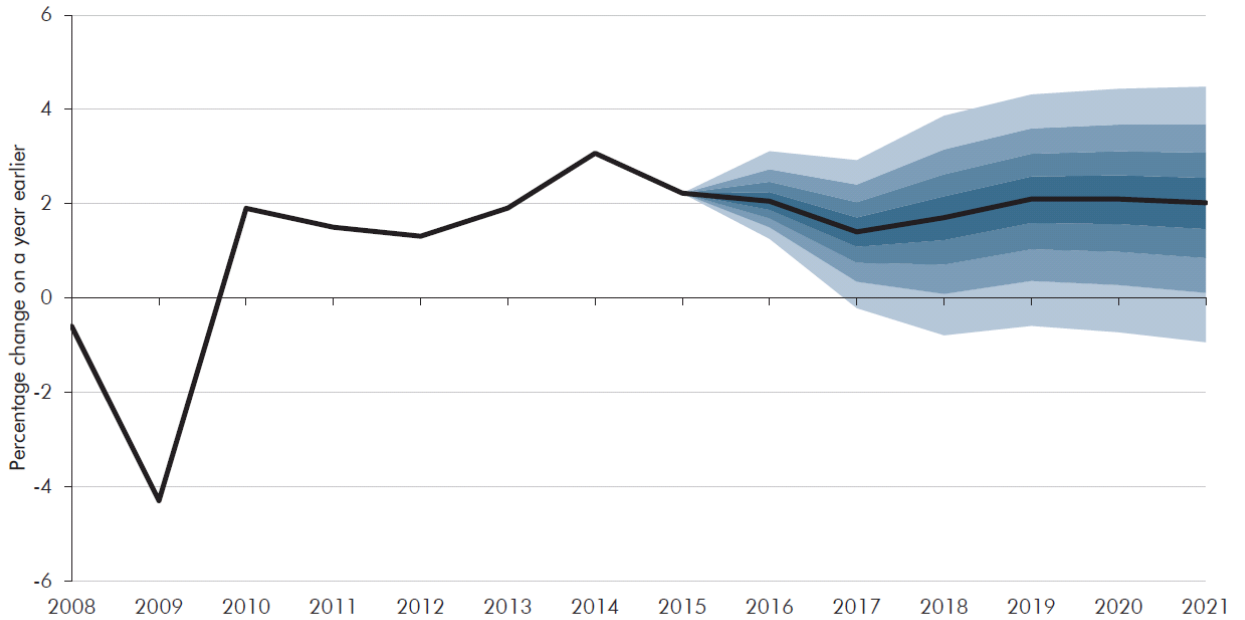
# National policy context

## Economic factors

2016 has seen a number of developments in the UK, EU, US and beyond that have a major impact on economic forecasts. These include Brexit and the result of the US Presidential election. These have caused volatility in currency, bond and stock markets around the world and make forecasting fraught with difficulty. In particular, the decline in the £ sterling against the US Dollar has increased inflation rate expectations. At the time of writing, considerable economic uncertainty remains. For example, economic forecasters will need to consider:-

- A range of outcomes possible in relation to Brexit negotiations, with no information available about the government's goals and expectations.
- Possible slowing of import and export growth as new trading arrangements are negotiated.
- The eventual timing of the UK leaving the EU
- Changes to net migration figures and their impact on the economy

However, by making assumptions and judgements, the Office of Budget Responsibility (OBR) forecasts a reduction in GDP growth, increases in CPI inflation, declines in business investment and private consumption and some small rises in unemployment. The chart below, showing a range of forecasts for real Gross Domestic Product (GDP) illustrates the level of future uncertainty.



Source: ONS, OBR

Forecasts confirm that the government is unlikely to achieve a balanced budget in the current parliament. Originally a budget surplus was projected for 2019/20 but the OBR now forecasts a deficit of £21.9bn. Public sector net borrowing is now expected to fall more slowly than previously forecast, reflecting weaker tax receipts and a more subdued outlook for economic growth following the Brexit referendum result.

As a result the Chancellor has proposed a looser 'fiscal mandate' with the objective to 'return the public finances to balance at the earliest possible date in the next parliament'.

Bank of England Gross Domestic Product (GDP) and Consumer Price Index (CPI) inflation forecasts from quarterly inflation reports are as follows:

Forecast (%)	2016	2017	2018	2019
GDP – November 2015	2.5	2.6	2.5	-
GDP – August 2016	2.0	0.8	1.8	-
GDP – November 2016	2.2	1.4	1.5	1.6

Forecast (%)	2016	2017	2018	2019
CPI – November 2015 (Q4)	1.2	2.1	2.2	-
CPI – August 2016 (Q3)	0.8	1.9	2.4	-
CPI – November 2016 (Q4)	1.3	2.7	2.7	2.4
CPI – MTFS October 2016	-	1.9 (2017/18)	2.4 (2018/19)	2.4 (2019/20)

These inflation forecasts show an under-provision of inflation in the MTFS of approximately 0.6% in 2017/18 (£126k) and 0.3% in 2018/19 (£63k). No adjustment to budgets is proposed at this time, as these amounts are small in relation to expenditure.

## Interest rates

Interest rates are set by the Bank's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met. At its meeting ending 3 August 2016, the MPC voted for a package of measures designed to provide additional support to growth and to achieve a sustainable return of inflation to the target of 2%. This package included a 25 basis point cut in Bank Rate to 0.25%.

Latest projections for interest rates from the council's treasury management advisors (Capita) as at November 2016, set out below, show the first rise in base rate (an increase to 0.50%) in June 2019.

%	2016/17			2017/18				2018/19				2019/20			
	NOW	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar
BANK RATE	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.75	0.75
3 mth LIBID	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.40	0.50	0.60	0.70	0.80	0.90
6 mth LIBID	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.50	0.60	0.70	0.80	0.90	1.00
12 mth LIBID	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.80	0.80	0.90	1.00	1.10	1.20	1.30	1.40
<b>PWLB</b>															
5 year	1.50	1.60	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.80	1.80	1.90	1.90	2.00	2.00
10 year	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60	2.60	2.70
25 year	3.00	2.90	2.90	2.90	2.90	3.00	3.00	3.00	3.10	3.10	3.20	3.20	3.30	3.30	3.40
50 year	2.70	2.70	2.70	2.70	2.70	2.80	2.80	2.80	2.90	2.90	3.00	3.00	3.10	3.10	3.20

*Interest rates projection at November 2016(Capita)*

## The 2016 Autumn Statement

The government published the Autumn Statement on 23 November 2016.

In the light of the deteriorating economic context, the government has chosen to borrow to invest in infrastructure and innovation targeted at improving productivity. Government departments will continue to deliver spending plans set at Spending Review 2015. The efficiency review announced at Budget 2016, designed to deliver £3.5bn of savings, was reaffirmed. As a result government department spending control totals are unchanged and are expected to grow with inflation in 2020/21 and 2021/22.

The statement contained few items of relevance to the council, with little or no impact on the council's GF budget:

- Lettings agent fees will be banned. This will affect the council's housing company, removing one of its competitive advantages.
- The government has confirmed the transitional scheme to be applied to the 2017 revaluation for business rates.
- The national Living Wage will be increased by 4.2% to £7.50/hour from April 2017.
- Employer and employee thresholds for National Insurance (NI) will be aligned, simplifying the payment of NI for employers.
- Reforms to off-payroll working rules in the public sector will move responsibility to councils for operating these rules, increasing the administrative burden.

However, the statement included a number of announcements relating to housing that are relevant to and provide opportunities for the council. Where applicable to the Housing Revenue Account (HRA), they are addressed in the HRA BSR which is presented to the Housing Scrutiny Committee and then to Council alongside this report. Housing announcements included:-

- A £2.3bn Housing Infrastructure Fund to deliver infrastructure to support the building of 100,000 new homes in high demand areas. This will be allocated to local government on a competitive basis. Once details are available, the council along with local partners will consider making a bid for this funding.

- An additional £1.4bn of funding for building an additional 40,000 homes from the Affordable Homes Programme.
- A confirmation that the "Pay to Stay" scheme would be voluntary for councils.
- The cap on Housing Benefit and Local housing Allowance rates in the social rented sector will be delayed by one year to 2019.

The government also announced that in future there will be one major fiscal event per year in the autumn. There will be both a spring and autumn Budget in 2017. Thereafter the OBR will produce a spring forecast and the government will make a Spring Statement to respond to that forecast.

# Section 3

## Public budget consultation

### Context and approach

The Council has carried out a budget consultation exercise annually since 2002.

This year the council commissioned Mel Research, an independent research company, to carry out a residents' survey following methodology set out in the Local Government Association's (LGA) 'Are you being served' guidelines<sup>1</sup>. This involved sending out by post a questionnaire to a random sample of 4,400 residents. From this random sample 1,250 people returned questionnaires, providing a robust view of what Cambridge residents think.

The questionnaire asked what residents thought about the council, the level of importance they attached to council services, how satisfied they were with services, and how they interacted with the council. Some questions were comparable with those asked in surveys carried out in 2011 and 2008, allowing for changes over a period of time to be identified. Where other local authorities have used the same LGA approach it has been possible to benchmark results.

Because a random sample was used some of the participating residents may have had little contact with the council or experience of council services. For council services that target small groups of people, such as the homeless, this meant that respondents were more inclined to say "neither disagree or agree", giving a lower net-satisfaction score for the service. This should be born in mind when considering net-satisfaction results in the report.

The final report also includes insights provided by two workshops - the first involving residents from low income households and the second representatives from local businesses. These two groups are important because of the direction given by the council's Anti-Poverty

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<sup>1</sup>Local Government Association's (LGA) 'Are you being served' guidelines can be found here: [http://www.local.gov.uk/web/10180/home/-/journal\\_content/56/10180/3484891/ARTICLE ?](http://www.local.gov.uk/web/10180/home/-/journal_content/56/10180/3484891/ARTICLE?)

Strategy and the need for the council's to fulfil its best value duty to consult about its budget priorities.

The residents' survey was published<sup>2</sup> on 17 November 2016.

# Key consultation findings

## Headline results

The headline results of the residents' survey report show increased levels of satisfaction with council services and the way in that the council runs things. The main headlines were:

- 76% of residents are satisfied with the way the council runs services, which is an improvement of 20% since 2011
- 55% of residents agree that the council provides value for money, which is an improvement of 22% since 2011
- 80% of residents agree that the city council is accessible to the public, 79% agree that it cares about the environment and 75% agree that the city council is easy to contact, and
- 78% of residents indicate they are well informed about how to contact the city council and 64% said the council keeps them "well informed".

## Importance of services

Residents were asked to rank the level of importance they attached to each of twenty four council services listed and to indicate whether they felt a service could be provided at lower standard or stopped.

Residents said that the two most important services for them were:

- The collection of rubbish, recycling and green waste (98%), and
- Work with the Police to prevent crime and anti-social behaviour and promote community cohesion (95%).

For services that residents felt could be provided at a lower standard they highlighted:

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<sup>2</sup> The residents' survey 2016 can be found here: <https://www.cambridge.gov.uk/budget-consultation>



- Managing and maintaining the city car parks (39%) and,
- Funding arts and entertainment activities (34%).

Very few residents, 5% or less, identified services that they felt should be stopped all together.

## **Finding savings**

Residents were also asked to consider a range of statements about how the council could find savings, to help meet the financial challenges it is facing, and to state their level of support for each approach.

The two most supported approaches to finding savings were:

- Working with other councils to deliver efficient shared services (93% agreed), and
- Partnership working with local trusts/not for profit organisations (88% agreed).

The two approaches that received the least support were:

- Increase charges for public supplied services and the vast majority (54% disagreed), and
- The council should reduce capital spending on physical community assets (80% disagreed).

## **Views from workshops**

Residents in the workshop involving people from low income households, whilst generally supportive of the council and its services, raised concerns about levels of anti-social behaviour in their neighbourhoods, the cleaning of communal areas and the collection of waste and recycling from communal collection areas.

In the workshop with local business representatives, who have an interest in the city and the way the city council may choose to prioritise its services in the future, most business representatives expressed satisfaction with the local environment and how the council maintained street cleaning and associated services. However, they wished to see greater support for housing services, to assist with recruitment and a focus on improving transport and reducing car parking charges.

## **Next steps**

The council will continue to work hard to deliver good quality services, against a background of financial challenges, and whilst it is pleasing to see this evidence of improved levels of satisfaction the council will take time to consider all of the detail from the survey and will look closely at what people have said so that we can continue to improve the way we work.

# Section 4

## General Fund resources

### Local government finance settlement 2017/18

In December 2015, as part of the provisional local government settlement, a four year funding guarantee was offered to councils that submit an efficiency plan. The City Council's plan has been accepted by government, confirming revenue support grant (RSG) and baseline levels of business rates for 2016/17 to 2019/20.

The provisional finance settlement was published on 15 December 2016. It provides provisional figures for 2017/18 and indicative figures for the following two years. However, certain elements are subject to the funding guarantee described above. The government has responded to its consultation on New Homes Bonus (NHB), with initial reductions coming through into the settlement figures presented below. Certain aspects of the proposed changes to this funding stream remain to be decided; these are covered in more detail in the section below on NHB.

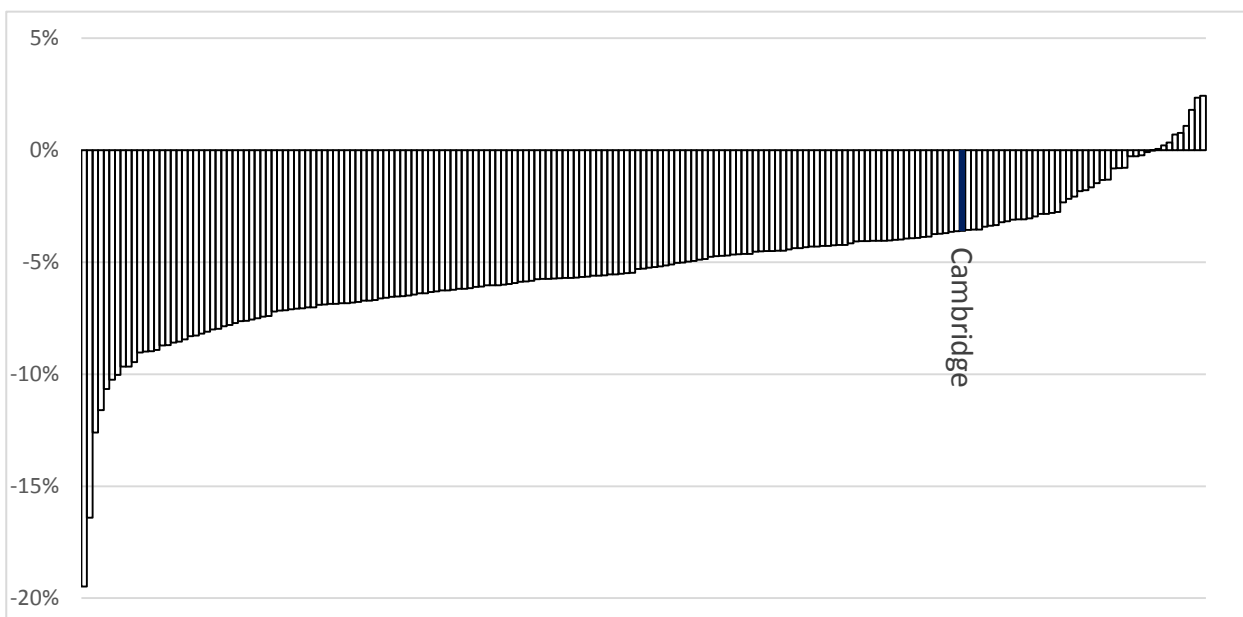
Uncertainty remains for 2018/19 and beyond as government continues to develop the 100% business rates retention scheme. This work includes identifying further responsibilities to devolve to councils to match higher levels of business rates retention and a review of needs and distribution.

## Core spending power

Element of core spending power (£000)	2016/17	2017/18 Provisional	Change	2018/19	2019/20
Settlement Funding Assessment (SFA):					
- Revenue Support Grant (RSG)	1,954	1,103	(43.6%)	571	0
- Business rates baseline	3,910	3,990	2.0%	4,118	4,264
- Business rate tariff adjustment	-	-	-	-	(24)
	<b>5,864</b>	<b>5,093</b>	<b>(13.1%)</b>	<b>4,689</b>	<b>4,240</b>
New Homes Bonus (NHB) grant <sup>1</sup>	6,332	5,973	(5.7%)	4,559	4,374
Council tax income <sup>1</sup>	7,440	7,861	(5.7%)	8,301	8,760
<b>Core spending power</b>	<b>19,636</b>	<b>18,928</b>	<b>(3.6%)</b>	<b>17,549</b>	<b>17,374</b>

<sup>1</sup> – Figures based on government projections

### Lower Tier Authorities: Change in core spending power 2016/17 – 2017/18



These figures imply a decrease of 3.6% in core spending power over 2016/17, including a confirmed decrease of nearly 6% for NHB. It should be noted that government projections of council tax are based on assumptions relating to council tax yields (a combination of increases in council tax and in the tax base). The core spending power measure, based on illustrative amounts for NHB, shows a decline of 8.2% over the four years of the spending review period.

There are no material changes in the SFA from that included in MTFS 2016, as this funding has been guaranteed following the government's acceptance of the council's efficiency plan.

## Future prospects

The provisional settlement provides confirmed amounts for the SFA for 2017/18 and the following two years. However NHB and therefore core spending power is not guaranteed by the multiyear settlement.

SFA	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Provisional finance settlement	5,864	5,093	4,689	4,240
MFR 2016 projection	5,864	5,090	4,675	4,235
<b>(Shortfall) / Excess</b>	<b>0</b>	<b>3</b>	<b>14</b>	<b>5</b>
<b>NHB</b>				
Provisional finance settlement <sup>1</sup>	6,332	5,973	4,559	4,374
MFR 2016 projection	6,332	7,262	8,531	9,694
<b>(Shortfall) / Excess</b>		<b>(1,289)</b>	<b>(3,972)</b>	<b>(5,320)</b>

<sup>1</sup> – The 2017/18 amount has been confirmed by government. Later amounts are as presented in the finance settlement papers and have been calculated by government by apportioning available funding across councils based on 2017/18 figures.

No adjustments have been made for the proposed 100% retention of business rates (see below) as the outcome of consultation and development work has yet to be finalised.

## Local retention of business rates

The SFA approach enables local authorities to benefit directly from supporting local business growth. The assessment includes a baseline level of business rates receivable (indexed linked from an initial assessment in 2013/14) with the level of rates receivable above that being taken by government as a 'tariff' – which will be used to 'top-up' local authorities who would receive less than their funding level. Government intends that this will be fixed until 2020.

In addition, the council can retain 50% of any business rates collected above the assumed baseline level, paying the remainder to central government as a 'levy'. If business rates income falls to less than 92.5% of the baseline, the council receives a 'safety net' payment so that any loss of income below the baseline is capped at 7.5%

One of the challenges faced by all authorities is effectively predicting the level of movement in the business rate tax base. This is dependent on accurately forecasting the timing and incidences of new properties, demolitions and significant refurbishments – together with the consequent effect on valuations. This is further complicated by the need to assess the level of appeals that will be lodged successfully against new / revised valuations, together with their timing.

Although there has been growth in the tax base in the city since the scheme started in 2013/14, there have also been significant reductions as a result of the settling of appeals against rateable value (including backdated aspects).

Forecasting the effects and timing of new development and redevelopment on the city's tax base remains difficult. Significant development is continuing, for example on the Cambridge Biomedical campus and in the station area. However, there are significant uncertainties around the operation of the business rates retention scheme in the next few years. These include:

- The DCLG is currently working with local authorities and other interested parties on changes to the local government finance system to pave the way for the implementation of 100% business rate retention by the end of the parliament. A first set of consultations took place in summer 2016. The review may rebalance the distribution of business rates away from district councils towards those authorities with social care responsibilities, for example by changing the tariff and top-up payments, or the relative shares of income between the tiers of local government. The government has also indicated that 100% retention will mean the transfer of additional funding burdens to local government. The exact timing of the change or whether it will be phased in is not clear.
- A rates revaluation at 1 April 2017. The Valuation Office Agency issued draft ratings lists on 30 September. The business rates multiplier will also be revised so that the overall national business rates bill will only rise in line with inflation. Although intended to be fiscally neutral overall, it will be difficult for the impact of the

revaluation to be completely neutral for every authority. Although the council's share of income is expected to increase, the government will make a compensating adjustment to the tariff paid by the council, and is currently consulting on how this will be calculated.

The appeals position remains difficult to forecast accurately, with appeals settled elsewhere in the country having knock-on effects nationally. NHS Foundation Trusts, including those in the city, are also pursuing a claim for award of mandatory charitable relief, backdated a number of years.

Given these uncertainties the BSR takes a cautious approach to forecasting business rates income. The overall position is currently projected to reflect additional net income above the baseline of £800k in each year.

In addition to the current national business rates retention scheme the government announced a pilot 100% retention scheme for Cambridgeshire in spring 2015. This scheme additionally allows the council to retain an extra 50% of any growth above the 15/16 baseline, inflated by the multiplier and 0.5% each year. The detailed regulations covering this have yet to be made. The council did not accrue any significant additional income for 2015/16. As this money may be pooled with similar amounts from other local authority partners and allocated to joint projects, the BSR has not assumed any contribution from the pilot.

## **New Homes Bonus**

The allocation of NHB for 2017/18 was announced by the DCLG in December 2016 and forms the basis for BSR 2017/18. Illustrative amounts for the following three years were provided within the provisional finance settlement, see above.

The outcome of the technical consultation on the NHB scheme was published alongside the provisional settlement. This confirmed the expected direction of travel, 'sharpening the incentive' for councils to deliver new housing. Specifically:-

- The length of NHB payments will be cut from six to five years in 2017/18, and further reduced to four years from 2018/19 onwards.
- A national baseline, or 'deadweight', of 0.4% has been introduced, below which NHB will not be paid. The government has retained the option of adjusting this baseline, effectively providing a mechanism to control the total NHB payable to

councils. The City Council will receive 80% of NHB payable on increases in housing stock above the 0.4% deadweight, with the County Council receiving the remaining 20%.

- From 2018/19 the government will consider withholding NHB payments from councils without a local plan, and for houses built following planning appeals. Work continues to complete the processes for adopting the Local Plan but the specifics including timing are also dependent on the Planning Inspection process.

The table below includes estimates of future NHB payments based on expected housing completions and the years of payment and deadweight indicated in the government's consultation response. Any changes in these factors could materially impact these estimates.

The table below shows estimates of future NHB receipts and commitments against these estimates. Where NHB receipts fall to the extent that all commitments cannot be funded, as predicted from 2019/20 onwards, it will be necessary to review allocations in the light of competing priorities at the time. However, the working assumption is that allocations to the council's budgets will be protected in the first instance and contributions to the investment and delivery fund will be adjusted.

- Uncommitted NHB receipts in 2016/17, 2017/18 and 2018/19 would be held in reserve to fund the A14 mitigation contribution
- On this basis total contributions to the City Deal investment and delivery fund would reduce by almost £900k over these 3 years, but would still amount to almost £5.9m.

<b>New Homes Bonus</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
<b>Confirmed NHB funding at February 2016 BSR</b>	<b>(6,332)</b>	<b>(4,801)</b>	<b>(2,947)</b>	<b>(1,360)</b>	-	-
<b>Add</b>						
Confirmed NHB receipts for 2017/18	-	(1,161)	(1,161)	(1,161)	(1,161)	-
Estimated NHB receipts for 2018/19	-	-	(1,302)	(1,302)	(1,302)	(1,302)
Estimated NHB receipts for 2019/20	-	-	-	(1,274)	(1,274)	(1,274)
Estimated NHB receipts for 2020/21	-	-	-	-	(610)	(610)
Estimated NHB receipts for 2021/22						(952)
<b>Potential New Homes Bonus Total</b>	<b>(6,332)</b>	<b>(5,962)</b>	<b>(5,410)</b>	<b>(5,098)</b>	<b>(4,348)</b>	<b>(4,139)</b>



<b>New Homes Bonus</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
<b>Commitments against NHB</b>						
Funding for officers supporting growth e.g. within planning	785	785	785	785	785	785
Replacement of Homelessness Prevention Funding subsumed into the SFA	564	564	564	564	564	564
Public Realm Officer - Growth X3782	35	35	35	-	-	-
Direct revenue funding of capital	1,075	1,075	1,075	1,075	1,075	1,075
Contribution to A14 mitigation	-	-	-	1,500	-	-
Further approvals	-	400	-	-	-	-
A14 mitigation contribution funded from reserved amounts	-	-	-	(1,080)	-	-
Contribution to City Deal Investment and Delivery Fund	3,161	2,981	2,705	2,254	1,924	1,715
<b>Total commitments against NHB</b>	<b>5,620</b>	<b>5,840</b>	<b>5,164</b>	<b>5,098</b>	<b>4,348</b>	<b>4,139</b>
<b>NHB uncommitted / reserved for A14 mitigation</b>	<b>(712)</b>	<b>(122)</b>	<b>(246)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cumulative amounts reserved for A14 mitigation</b>	<b>712</b>	<b>834</b>	<b>1,080</b>			

The above summary shows significant levels of reduction in expected NHB receipts in future years (£14.6m over the four years from 2017/18), demonstrating the importance of keeping this funding distinct from the core funding required to support ongoing services.

## Earmarked and specific funds

In addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Details of opening and closing balances, with approved/anticipated use over the budget period are set out in Appendix F.

These funds have been rationalised over the last couple of years, with the aim of retaining only major policy-led funds. A number of funds still remain with residual balances and commitments; however these will be closed as soon as the commitments are delivered. The major earmarked and specific funds are listed below.

## Sharing prosperity fund

The fund provides resources to fund fixed-term and one-off projects and proposals that support the objectives of the council's [Anti-Poverty Strategy](#), namely:

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

To date 25 allocations have been made from the fund, which have a total value of £1,084,813. These allocations were made through: the Budget Amendment in July 2014; the Budget Setting Report (BSR) in February 2015; and decisions made in September 2015, March 2016, June 2016 and November 2016 following the approval process outlined above.

Some of the projects supported by the fund to date have included:

- Living Wage campaign officer and associated promotional budget
- Expansion of credit union services and a junior savers project in schools
- A programme of apprenticeships in council services
- Outreach advice work for people with mental health issues associated with low income and debt
- Work to address fuel and water poverty, including promotion of water meters, energy efficiency measures and a county-wide collective energy switching scheme
- Free swimming lessons for children from low income families
- Promotion of healthy eating through cookery skills workshops for low income families and a programme of free holiday lunches at community centres and other venues
- A programme of arts and cultural activity to develop self-awareness, resilience and leadership skills amongst young people from low income families

- Provision of training and other support to promote digital skills and inclusion

A further £200k was allocated to the fund through the MTFS in October 2016, and officers were invited to submit proposals for new projects by 28 November 2016. These proposals were considered by the Anti-Poverty Strategy Project Board on 13 December 2016 and will be submitted for approval by the Executive Councillor for Communities in early January 2017.

## **Climate change fund**

The Council's five key objectives in relation to climate change are set out in its [Climate Change Strategy](#) for 2016-2021. The first of these objectives is 'reducing emissions from the City Council estate and operations'.

To ensure a strategic approach to this objective, the council has produced two Carbon Management Plans for 2011/12 - 2015/2016 and 2016/17 - 2020/21. We delivered 47 carbon reduction projects during the period of the first plan, and have identified 22 projects so far for delivery during the first two years of the second plan.

In 2008 the Council established a dedicated Climate Change Fund (CCF) to finance projects that will contribute to the reduction of carbon emissions from the Council's estate and operations. The fund supports projects focussing on:

- Energy and fuel efficiency;
- Sustainable transport;
- Waste minimisation; or
- Management of climate change risks.

Activities that can be supported include infrastructure, equipment, feasibility studies and awareness activities to change the behaviour of staff. Project proposals are assessed using a number of key criteria, including:

- Annual reduction in carbon dioxide emissions;
- Cost effectiveness (£ per tonne of CO<sub>2</sub> saved);
- Annual financial savings resulting from the project; and
- Payback period on investment.

Between 2008/09 and 2016/17, over £800k has been allocated to the Climate Change Fund and 29 projects have been supported by the fund, including some of those set out in the Carbon Management Plans. In addition to this, a range of other sources of funding have been used to support carbon reduction projects. Projects funded to date through the CCF have included:

- A solar thermal system to provide hot water at Abbey Pool, pool covers at Parkside and Abbey Pools, and energy efficiency measures at Parkside Pool changing rooms
- LED lighting at Mandela House, the Corn Exchange, the Crematorium, and Grafton West, Grafton East and Grand Arcade car parks
- Voltage optimisation technology at the Guildhall, Mandela House and Grafton East car park
- Upgrading boilers and installing heating controls at a number of community centres, leisure centres and administrative buildings.

Future allocations will be used to support projects identified in the Carbon Management Plan for 2017/18 and beyond, including a range of energy efficiency improvements to the Guildhall, potentially including solar photo-voltaics, LED lighting, a Combined Heat and Power system and a Building and Energy Management system.

### **City Deal investment and delivery fund**

The Council has committed to pooling a proportion of gross NHB receipts with its local authority partners to provide funding to enable delivery of City Deal objectives which will support and address the impacts of growth. The governance of the fund will be aligned with the governance of the City Deal.

### **Invest for income fund**

This fund was set up at BSR 2015 with contributions of £8m over three years. The purpose of the fund is to invest to create income streams to support service delivery in future years. Since inception, work has been undertaken to identify, investigate and evaluate a number of investment proposals. The Invest for income fund could be used to fund schemes where there is a high likelihood of achieving returns of 5% or more. Larger schemes would need to combine several sources of funding.

## **Asset replacement funds**

These are maintained to fund the periodic replacement of assets. Annual contributions are based on estimated replacement costs, spread over the anticipated life of the assets; these funds are kept for vehicles only.

## **Office accommodation strategy fund**

This fund was set up at BSR 2016 to fund the ongoing programme of office / depot rationalisation. The office accommodation strategy works towards consolidating the council's city centre office accommodation at the Guildhall and developing longer term options for building rationalisation. The depot will be released by relocating operational services to new depot facilities elsewhere in Cambridge and to Waterbeach Shared Waste and Garage sites. A significant amount of cultural change in how and where staff work will be required. This will include smart working, changes in how teams are managed, reductions in space per desk and desk to staff ratios. These will need to be underpinned by investment in smart working technology and further roll out of data and records management regimes.

## **A14 Mitigation Fund**

As proposed in the NHB section above, a temporary earmarked fund will be set up to accumulate surplus NHB contributions to meet the requirement for funding of projects to mitigate the impacts in Cambridge of the A14 upgrade.

# Tax base and council tax

## **Tax base**

The tax base is one element in determining both the level of council tax to be set and the amount it is estimated will be collected. This calculation is governed by regulation and the formal setting of the tax base is delegated to the Head of Finance to enable notification to be made to the major precepting authorities during January each year.

The tax base reflects the number of domestic properties in the city expressed as an equivalent number of band D properties, calculated using the relative weightings for each property band. The calculation of the tax base takes account of various discounts (for example a 25% discount for single adult households) exemptions and reliefs. Allowances are also made for the projected growth in the number of dwellings as well as including a deduction assumed for non-collection.

The tax base for 2017/18 has been calculated as 41,977.2 and details of its calculation are given in Appendix B (a) and will form the basis of the final approved level for tax setting and precepting purposes. This reflects a 2.6% increase in the tax base compared with 2016/17.

## **Collection fund**

### **Operation of the fund**

The collection fund is a statutory fund, maintained by billing authorities such as the City council, into which income from council tax and business rates is recorded and out of which respective amounts set for the year, are paid to the City council and precepting bodies.

### **Forecast position at 31 March 2017**

The collection fund for council tax is projected to have a deficit at the end of the current year of £282,761. The City council's share of this projected year-end deficit is £32,417 and this will need to be taken into account in setting the council's budget for 2017/18. The position for business rates was described in Section 3.

## **Council tax thresholds**

Under the Localism Act, local authorities are required to hold a local referendum if they propose to increase council tax above the relevant limit set by the Secretary of State.

In recent years this threshold has been set at 2%, with some shire districts, including the City council, permitted to increase their element of council tax by up to £5, where this is higher than 2%. The government has confirmed the £5 limit for all shire district councils for 2017/18. The £5 increase may be available in future years, but this has not been confirmed. Therefore, for future years, increases of 2% have been retained in projections of council tax income.

The overall effect of the referendum requirements is such that a local authority would need to have reasonable expectation of public support for a level of council tax increase deemed to be excessive compared to the threshold, if acting in a prudent manner.

## Council tax level

Financial projections of the council tax level made for the September 2016 MFR included the assumption of an increase of £5 for 2017/18 and approximately 2% per annum thereafter.

In light of the position with regard to the council tax threshold, as described above, the BSR incorporates a council tax increase in 2017/18 to £186.75 for band D and proportionately for other bands.

Section 52Z of the Local Government Finance Act 1992 requires the authority to consider whether the relevant basic amount of council tax for the financial year in question is excessive, based on the principles determined by the Secretary of State. As noted above, the threshold set for 2017/18 is that an increase is excessive where it is more than £5 on the band D charge, which means that the City council's proposed increase would not be deemed excessive.

The table below shows the City council element of council tax for 2016/17 for each property band together with the proposed levels for 2017/18:

Band	City Council tax		Difference £
	2016/17 £	2017/18 £	
A	121.17	124.50	3.33
B	141.36	145.25	3.89
C	161.56	166.00	4.44
<b>D</b>	<b>181.75</b>	<b>186.75</b>	<b>5.00</b>
E	222.14	228.25	6.11
F	262.53	269.75	7.22
G	302.92	311.25	8.33
H	363.50	373.50	10.00

# Section 5

## General Fund revenue budgets

### Revised budget 2016/17

GF revenue budgets for the current year (2016/17) were reviewed as part of the MTFs. It should be noted that the revised budget includes carry forward approvals from 2015/16. No adjustment of 2016/17 revenue budgets is proposed, as budgets are monitored monthly through the review of variances and forecast outturns, and management actions taken to ensure that spending is controlled and income optimised.

### Budget proposals

The GF revenue projections for 2017/18 to 2021/22 as presented in the MTFs have been reviewed and changes proposed. Proposals have arisen from policy initiatives, additional income opportunities balanced by additional staffing costs where appropriate, on-going service transformations, unavoidable increases in costs and savings opportunities. The impact of these proposals is shown below. The detailed proposals are set out in Appendices C (a) and C (b).

### Performance against savings target

Savings Targets	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<b>MTFS 2016 - Current Savings Target (new savings each year)</b>	<b>(737)</b>	<b>560</b>	<b>560</b>	<b>560</b>	<b>560</b>
Previous year savings not achieved / (over achieved)	-	502	-	-	-
<b>Revised savings target</b>	<b>(737)</b>	<b>1,062</b>	<b>560</b>	<b>560</b>	<b>560</b>
New pressures in year *	1,237	(724)	(25)	1	-
<b>Revised savings target including pressures</b>	<b>500</b>	<b>338</b>	<b>535</b>	<b>561</b>	<b>560</b>
New deliverable savings found in year *	(735)	(100)	(219)	-	-
<b>Savings still to be found</b>	<b>(235)</b>	<b>238</b>	<b>316</b>	<b>561</b>	<b>560</b>



<b>Memo:</b>					
Net new pressures and savings - see Appendices C (a) and C (b)*	502	(322)	(566)	(565)	(565)
Year on year impact on savings target	-	(824)	(244)	1	-

This shows that the savings target for 2017/18 should be achieved in year. For the purposes of this table, it has been assumed that where there are savings still to be found they will be achieved in the year, and will not therefore roll forward to later years. It should be noted that the Council has embarked on a long-term programme of savings and income generation, which will require an on-going focus on delivery. Work is already in progress to identify more projects to contribute to savings requirements going forward.

The table shows that the overall effect of the measures recommended in the BSR has:

- Resulted in a total level of net savings of £1.7m across the period from 2017/18 to 2021/22.
- Resulted in a net savings requirement of £238k for the next budget year (2018/19), and £316k net savings requirement for the year after that. These comparatively low levels of savings in the first two years of the budget period will provide time for the delivery of longer term, more challenging transformational projects that are now required.

## Review of significant proposals

### Contribution to the Climate Change Fund

An additional allocation of £250k is proposed to support carbon reduction projects to be delivered in 2017/18. These include a range of energy saving measures at the Guildhall, which could include solar PV, LED lighting, a combined heat and power system and a building and energy management system.

### Contribution to the Sharing Prosperity Fund

An additional allocation of £100k is proposed to support the delivery of projects which will support residents on low incomes and meet needs identified in the Anti-Poverty Strategy. This could include: further work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering and skills development; and projects to improve the mental and physical health of residents on low incomes.

## **Transformation programme funding**

Additional funding of £423k over two years is requested for the business transformation programme. The council has previously allocated significant funding for a complex council-wide programme of transformational change, including shared services. This additional funding will enable further projects to be delivered over the next two years, providing additional change resources and other staffing costs associated with the programme.

## **Unavoidable revenue pressures**

A pressure of £266k arising from the effects of the business rates revaluation on the council's property portfolio has been identified. In future this may be reduced on appeal. Changes to the way in which holiday pay must be calculated have given rise to a pressure of £47k for the GF.

## **Additional commercial property income and associated capacity to deliver**

Increased rental income from commercial property, £235k in 2017/18 rising to £610k p.a. in 2018/19 and future years has been identified. This will arise from ongoing rent reviews, lease renewals and lettings on existing properties and from rental income from future acquisitions funded by £20m allocated to commercial property investment in the Medium Term Financial Strategy. A related bid for £57k is also presented to provide an additional officer to support the increased workload within Property Services arising from the enlarged commercial property portfolio, the general fund development programme and other growth-related work.

## **Non-cash limit items**

In general, non-cash limit items do not impact on savings requirements - they are use of, or contributions to, reserves. As such, they are only used for one-off items, principally of a transformational or policy nature.

### **Funding variances**

Differences in funding allocations and outturns from previous estimates are actioned as non-cash limit items, for example, differences on the local government finance settlement such as the changes in NHB noted above, changes arising from re-estimation of the council tax base and the council's share of the council tax collection fund deficit. Detailed proposals are shown in Appendix C (c).

## Other considerations – pension fund contributions

The council is an employing authority within the Cambridgeshire Local Government Pension Scheme. Contributions to the scheme are subject to revision following regular triennial valuations. The latest valuation, which will determine contributions for the years 2017/18, 2018/19 and 2019/20, is now available in draft and is subject to discussion and agreement with the scheme actuary. Initial indications are that pension contribution rates will be agreed within available budgets for these years and therefore no budget proposals are required.

The council has the opportunity to consolidate lump sum deficit recovery payments due in the three year period into one payment in 2017/18. This would reduce the amount paid in total and is likely to provide a better 'return' on cash than is currently available through the approved investment strategy. The viability of this approach will depend on actuarial and technical accounting considerations which are currently under investigation.

## Bids for external or earmarked funds

As set out in Section 4, in addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. There are no bids against these funds requiring consideration in this report. However, a remit exists for each major policy-led fund setting out the purpose of the fund and the process for allocations from the fund during the year.

Appendix C (d) provides details of a bid for contributions towards the costs of the Local Plan, to be funded from NHB.

# Section 6

## General Fund: Expenditure and funding 2016/17 to 2021/22

Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<b>Expenditure</b>						
Net service budgets	19,520	18,255	18,013	19,045	17,718	18,786
Revenue Budget Proposals - BSR	-	502	(322)	(566)	(565)	(565)
Capital accounting adjustments	(5,423)	(5,423)	(5,423)	(5,423)	(5,423)	(5,423)
Capital expenditure financed from revenue	3,599	2,264	1,564	1,786	1,786	1,786
Contributions to earmarked funds	9,878	6,140	5,757	4,177	5,488	4,485
Revised net savings requirement	-	235	(238)	(316)	(561)	(560)
<b>Net spending requirement</b>	<b>27,574</b>	<b>21,973</b>	<b>19,351</b>	<b>18,703</b>	<b>18,443</b>	<b>18,509</b>
<b>Funded by:</b>						
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	-	-	-	-	-	-
New Homes Bonus (NHB)	(6,332)	(5,962)	(5,410)	(5,098)	(4,348)	(4,139)
Appropriations from earmarked funds	(1,409)	-	-	(1,080)	-	-
Council Tax	(7,353)	(7,807)	(8,178)	(8,448)	(8,773)	(8,983)
Contributions to / (from) reserves	(5,817)	(2,314)	(289)	958	(286)	(352)
<b>Total funding</b>	<b>(27,575)</b>	<b>(21,973)</b>	<b>(19,352)</b>	<b>(18,703)</b>	<b>(18,442)</b>	<b>(18,509)</b>

# Section 7

## Capital

### Introduction

The council's asset portfolio as at 1 April 2016 is shown below.

Category	Value £000	%
<b>Operational assets:</b>		
Council dwellings	586,941	63.1
Other land and buildings	138,449	14.9
Vehicles, plant and equipment	19,726	2.1
Infrastructure assets	4,262	0.5
Community assets	1,173	0.1
<b>Total operational assets</b>	<b>750,551</b>	<b>80.7</b>
<b>Non-operational assets</b>		
Investment properties	144,274	15.5
Surplus properties	3,682	0.4
Assets under construction	31,853	3.4
<b>Total non-operational assets</b>	<b>179,809</b>	<b>19.3</b>
<b>Overall total</b>	<b>930,360</b>	<b>100.0</b>

The portfolio includes council housing, assets for direct service provision such as swimming pools, community centres, car parks, vehicles and equipment, as well as substantial areas of common land. In addition to the assets used for service provision, the council has a portfolio of commercial property. Each asset needs to provide an appropriate return on the investment made by the council and also be fit for the purpose for which it is used.

The council has developed long-term accommodation strategy to consider the best use of our administrative buildings. This review is linked to work to determine the most appropriate

service delivery models (e.g. shared services) and working practices (e.g. flexible and/or remote working) for the future.

# Capital plan

The council's capital plan shows anticipated expenditure for the next 5 years, where relevant, for each programme or scheme.

## Capital proposals

The majority of capital bids address the on-going renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (vehicles, building repairs, etc). All capital proposals are shown in detail in Appendix E (a) and the funding requirements in Appendix E (b). Approvals since the MTFS Oct 2016 are shown in Appendix E (c).

Following a review of the capital plan, it is recommended that the funding from a number of schemes is released and made available for new capital proposals:

Ref.	Scheme	Funding to release £000	Notes
35527 – PR010di	Riverside / Abbey Road junction	31	Scheme complete, release excess funding
39149 – PV532	Cambridge City 20mph zones	55	Scheme as designed complete, release excess funding
38168 – PR027	Bins - Parks	48	Major replacement complete, future maintenance to be funded from revenue
38174 – PR028	Bins - Streets	23	Major replacement complete, future maintenance to be funded from revenue
	<b>Total</b>	<b>157</b>	

## Financing

Capital schemes are funded from a variety of internal and external funding sources. The use of certain funding types is restricted, for example developer and other contributions, grants, and earmarked and specific funds.

Internal:

- Earmarked and specific funds (e.g. R&R)
- Capital receipts
- NHB
- Revenue resources

External:

- Developer and other contributions
- Grants, National Lottery etc.
- Prudential borrowing

Capital funding Available	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<b>Funding available and unapplied (MTFS Oct 2016)</b>	<b>(75)</b>	<b>(1,548)</b>	<b>(1,548)</b>	<b>(1,786)</b>	<b>(1,786)</b>	<b>(1,786)</b>
Approvals since MTFS Oct 2016	75					
Schemes removed from capital plan (see above) and rephased into 2017/18 <sup>1</sup>	-	(157)	-	-	-	-
Capital bids requiring funding (gross) <sup>1</sup>	-	1,939	25	25	25	-
Rephase DRF (Reserves NCL3981)	-	(234)	234	-	-	-
<b>Net Funding Available</b>	<b>-</b>	<b>-</b>	<b>(1,289)</b>	<b>(1,761)</b>	<b>(1,761)</b>	<b>(1,786)</b>

<sup>1</sup> – The items in both these lines are combined into Appendix E (b)

The projections in the remainder of the BSR assume that all of the capital proposals are approved.

## Future capital receipts

The council has a small portfolio of potential development land that could be sold to generate significant capital sums. This would provide land for commercial or housing development to meet the growth requirement within the city and funds for reinvestment. Alternatively, the council may choose to invest its resources in some of these sites, depending on the level of returns.

The current capital plan, updated for schemes removed and proposals for new schemes is shown in detail in Appendix E (d). The tables below summarise the capital plan and shows how it is funded.

<b>Capital plan spending</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
Programmes	22,232	3,573	300	-	-	-
Projects	9,788	3,113	61	25	25	-
<b>Sub-total</b>	<b>32,020</b>	<b>6,686</b>	<b>361</b>	<b>25</b>	<b>25</b>	<b>-</b>
Provisions	11,768	1,145	220	56	487	-
<b>Total Spend</b>	<b>43,788</b>	<b>7,831</b>	<b>581</b>	<b>81</b>	<b>512</b>	<b>-</b>

<b>Capital plan funding</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
<b>External support</b>						
Developer contributions	(7,847)	(420)	(121)	-	-	-
Other sources	(4,600)	(50)	(50)	-	-	-
Prudential Borrowing	-	-	-	-	-	-
Supplementary Credit Approvals (SCA)	-	-	-	-	-	-
<b>Total - External support</b>	<b>(12,447)</b>	<b>(470)</b>	<b>(171)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>City Council</b>						
Developer contributions						
Direct Revenue Financing (DRF) - GF services	(944)	(315)				
Direct Revenue Financing (DRF) - Use of reserves	(3,599)	(2,264)	(1,564)	(1,786)	(1,786)	(1,786)
Earmarked reserves - Capital Contributions	(2,431)	(454)				
Earmarked reserve - Climate Change Fund	(429)	(300)	-	-	-	-
Earmarked reserve - Repair & Renewals Fund	(1,059)	(2,556)	(15)	-	-	-
Earmarked reserve - Technology Investment Fund	(2)	-	-	-	-	-
HRA Capital Balances	-	-	-	-	-	-
Internal borrowing - Temporary use of balances	(22,641)	(1,086)	(120)	(56)	(487)	-
Usable capital receipts	(371)	(386)	-	-	-	-
<b>Total - City Council</b>	<b>(31,379)</b>	<b>(7,361)</b>	<b>(1,699)</b>	<b>(1,842)</b>	<b>(2,273)</b>	<b>-</b>
<b>Total funding</b>	<b>(43,788)</b>	<b>(7,831)</b>	<b>(1,870)</b>	<b>(1,842)</b>	<b>(2,273)</b>	<b>-</b>
<b>Net Funding Available</b>	<b>-</b>	<b>-</b>	<b>(1,289)</b>	<b>(1,761)</b>	<b>(1,761)</b>	<b>(1,786)</b>



# Projects under development (PUD)

The council maintains a list of projects which may come forward for funding in due course. These projects may be fully planned and ready for delivery, or require further feasibility work and outline project planning before they are ready to be included on the capital plan. When there is funding available, schemes that have been fully developed and costed will be considered for funding.

The PUD list, with an indication of the status of each project, shown in brackets [ xxx ], is included at Appendix E (e).

# Section 8

## Risks and reserves

### Risks and their mitigation

#### Risks and sensitivities

The council is exposed to a number of risks and uncertainties which could affect its financial position and the deliverability of the proposed budget. These risks include:

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- Funding from central government (NHB and other grants) may fall below projections;
- 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;
- 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 set aside for this purpose;
- The business rates revaluation, due to come into effect in April 2017 may reduce business rates receipts and increase the level of appeals;
- 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; 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.

The budget process addresses these risks by applying principles of prudence and sustainability throughout. The sensitivity of the budget to estimates and assumptions has been assessed and is presented in Appendix D.

## **Equality impact assessment**

As a key element of considering the changes proposed in this BSR, an Equality impact assessment has been undertaken covering all of the Budget 2017/18 proposals. This is included in this report at Appendix G. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show that they have treated everyone fairly and without discrimination.

## **Section 25 Report**

Section 25 (s. 25) of the Local Government Act 2003 requires that the Chief Financial Officer (CFO) reports to the authority, when it is making the statutory calculations required to determine its council tax or precept, on the following:

- The robustness of the estimates made for the purposes of the calculations, and
- The adequacy of the proposed levels of financial reserves.

This includes reporting and taking into account:

- the key assumptions in the proposed budget and to give a view on the robustness of those assumptions;
- the key risk areas in the budget and to assess the adequacy of the council's reserves when reviewing the potential financial impact of these risk areas on the finances of the council; and
- it should be accompanied by a reserves strategy

This report has to be considered and approved by full council as part of the budget approval and council tax setting process.

The majority of the material required to meet the requirements of the Act has been built into the key reports prepared throughout the corporate budget cycle, in particular:

- MTFS 2016

- The corporate plan and the budget reports to the January cycle of meetings.

This reflects the fact that the requirements of the Act incorporate issues that the council has, for many years, adopted as key principles in its financial strategy and planning; and which have therefore been incorporated in the key elements of the corporate decision-making cycle.

This also reflects the work in terms of risk assessment and management that is built into all of the key aspects of the council's work.

The Section 25 report will be included as Section 10 in the version of the BSR to be submitted to council.

## General reserves

GF reserves are held as a buffer against crystallising risks, and to deal with timing issues and uneven cash flows. As such, the level of reserves required is dependent on the financial risks facing the council, which will vary over time. The prudent minimum balance (PMB) and target level of GF reserves were reviewed and amended in the MTFS. No further changes are recommended at this time.

<b>GF reserves</b>	<b>£m</b>
<b>October 2016 MTFS / February 2017 BSR – Recommended levels</b>	
- Target level	6.37
- Minimum level	5.31

The projected levels of reserves for the budget setting period, based on the proposals included in this report, and assuming that all net savings requirements are delivered, are as follows:

<b>Description</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
<b>Balance as at 1 April (b/fwd)</b>	<b>(16,012)</b>	<b>(10,194)</b>	<b>(7,880)</b>	<b>(7,591)</b>	<b>(8,549)</b>	<b>(8,263)</b>
Contribution (to) / from reserves	5,817	2,314	289	(958)	286	352
<b>Balance as at 31 March (c/fwd)</b>	<b>(10,194)</b>	<b>(7,880)</b>	<b>(7,591)</b>	<b>(8,549)</b>	<b>(8,263)</b>	<b>(7,911)</b>

# Section 9

## Future strategy and recommendations

### Future issues and prospects

The impact of a number of uncertainties and challenges outlined below are likely to become clearer in the early part of 2017/18. The new or developing issues and projects which are not clear at the time of agreeing this BSR include:-

- **New Homes Bonus (NHB)** – certain elements of the 2016 consultation on the future of this funding stream have yet to be finalised. Additionally the implementation of a deadweight factor which can be adjusted by the government year by year increases the level of uncertainty surrounding any projections of NHB income.
- **100% business rates retention** – it is still unclear how this policy will be implemented, and therefore its impact on the council finances cannot be assessed at this point.
- **Delivery of planned savings** – the council has delivered significant savings in previous years. As a result, current and future savings are more difficult to deliver and the council is undertaking a complex, cross-cutting programme of change, both on its own and with partners to achieve them. This represents a considerable challenge for the organisation.
- **Financial pressures on other partners** - as other agencies come under spending pressure there may be direct impacts on services which are currently funded by them or in partnership with them. The County council is facing significant cuts over coming years and the Cambridgeshire and Peterborough health economy continues to be under stress. Even where there are not direct cuts to city council funding there are likely to be indirect impacts on our community based services.
- **Devolution** – following agreement of Phase 1 of the Cambridgeshire and Peterborough devolution deal, the council continues to explore further opportunities

(Phase 2) for the devolution of government powers and spending with local partners. This could provide new opportunities to deliver services in different ways.

- **Welfare reform** – the government's plans to reform the country's system of welfare payments continue to have implications for the Council not least the introduction of Universal Credit. The timing of the handover of services is expected to start in May 2018. The government has made clear its expectation that staff will not TUPE across to the Department for work and pensions and so the council will need to run down the service as elements transfer across.
- **Changes to housing policy** - the significant impact recent changes to government policy is having on the HRA will require significant in housing related savings funded by the HRA. They will also have a knock on impact on support services funded through the HRA and other housing related services funded by the GF.

# Future savings strategy

## Our efficiency plan

The council submitted its efficiency plan to government in October and the Minister for Local Government, Marcus Jones, wrote to the council in November confirming that this efficiency plan will be rewarded by a multi-year financial settlement. This means the council can now expect at least the minimum stated allocation of business rates and revenue support grant up to 2019-20. In return the council will continue its ambitious programme of service transformation.

The programme laid out in the efficiency plan tackles the need to deliver good services with fewer resources through five complementary strands of activity:

- Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams.
- Reducing the number of council offices and reusing other assets.
- Developing new council businesses and ensuring all services think commercially and explore income generating opportunities.
- Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers.

- Challenging the council's capital programme to reduce capital commitments and ensuring those schemes that do go ahead are well planned and delivered in a timely way.

Underpinning all of this is a commitment to targeting scarce resources to help people who need help and to meet the needs of most vulnerable.

## **Delivery of our transformation programme in 2017**

### **Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams**

We will continue to pursue plans to share services with other councils focusing particularly on the opportunities for sharing further services, including planning and finance, with South Cambridgeshire Council during 2017/8. We will look at the opportunities to develop our digital agenda in partnership with other councils and the opportunities for reforming public services as a result of devolution. We will also continue to look at the services we already share to identify whether further efficiencies can be generated. Our programme of systematic service reviews will continue the next phase focusing on streets and open spaces, community centres and our ICT contract.

### **Reducing the number of council offices and re-using other assets**

We will continue with the implementation of our office and accommodation strategy which will see Mill Road depot freed up for the development of housing and the sale of Hobson House on St Andrews Street. We will also begin the redevelopment of Park Street car park.

### **Developing new council businesses and ensuring all services think commercially and explore income generating opportunities**

We will consolidate our new vehicle maintenance garage and fleet operation at Waterbeach and continue to identify further opportunities for more commercial approaches to our services.

### **Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers**

In total £50 million in underused financial reserves has been freed up since 2014 to secure more commercial property assets, and to invest in housing via Cambridge City Housing Ltd, generating income for reinvestment while addressing affordable housing need.

## **Challenging the council's capital programme to reduce capital commitments**

We have reviewed all projects the council's capital programme, and the methodology for approving and delivering capital commitments. As a result we have cut out avoidable and poorly specified capital projects and also reduced the requirement to raise revenue to fund the capital programme.

# Conclusions

This report presents a balanced budget for 2017/18 and a continuing strategy to maintain the council on a firm financial footing in the medium-term. However, significant financial challenges and uncertainties remain.

The overall budget and medium term financial strategy are not without risk, as they rely on the successful delivery of a challenging programme of transformational projects, some of which rely on collaborative working with partners. They are also dependent on increasing levels of income which could be adversely impacted by local or national economic factors, such as Brexit. The council actively manages the level of its reserves to give some protection against these risks.

Increasingly, the financial health of the council and hence its ability to deliver services to local residents and visitors to the city will be under the council's control. The key will be to balance policy-driven spending with commercialism, and prudent management with well-considered risk-taking for reward.



# **Section 10**

## Section 25 Report

[To be included in the Council version of the report]

## Cambridge City Council Corporate Plan 2016-19 (revised November 2016)

### Vision

The Council has a clear vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. It's a vision we will share and develop, working with our citizens and partner organisations.

### Corporate Plan 2016-19

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 270 One Cambridge - Fair for All</p>	<p>Delivering sustainable prosperity for Cambridge and fair shares for all</p>	<p>i. Carry out the actions in our Anti-Poverty Strategy (APS) <a href="#">action plan</a> including supporting and promoting the services offered by credit unions in Cambridge; and promoting the living wage.</p> <p>ii. Support children and families who face greatest need in the city by providing opportunities to be included and engaged in the life of the city.</p> <p>iii. Ensure the impacts of welfare reform are managed smoothly and effectively to include the Council's local council tax reduction scheme; and work with the DWP to support residents with the implementation of Universal Credit.</p> <p>iv. Review community-based activity and facilities, and work in partnership, to ensure that services support those in greatest need.</p> <p>v. Ensure through the planning process that new developments include community and other facilities that make them high quality places to live.</p> <p>vi. Work with partners to secure devolution of powers and funding from central Government, and expand joint delivery of public services.</p> <p>vii. Work in partnership with the new destination management organisation for Cambridge and the surrounding area to</p>	<ul style="list-style-type: none"> <li>• People on low incomes are helped to maximise their income and minimise their costs</li> <li>• Impact of welfare reform on local people is mitigated including housing and homelessness assistance, debt advice, digital and financial inclusion.</li> <li>• Existing and new communities are connected, sustainable and thriving and have the facilities they need.</li> <li>• New shared community facilities and services (hub projects) are developed and delivered with our partners.</li> <li>• Applications for new developments that contribute to the implementation of the local plan, or support prosperity for all in the city, are dealt with efficiently through the planning process.</li> <li>• More residents are confident and able to access online services that improve their quality of life.</li> <li>• Reduced fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>• The basket of indicators in the <a href="#">APS</a> including Number of Housing Benefit and Council Tax Benefit claimants and their dependents</li> <li>• Council Tax in-year collection rates</li> <li>• Benefit speed of processing</li> <li>• Housing rent collection rates</li> <li>• Numbers of people who meet one or more of the Digital Inclusion Outcomes Framework indicators as a result of the City Council's Digital Inclusion Strategy interventions</li> <li>• Number of visits to community centres from priority groups</li> <li>• Percentage of households in Cambridge experiencing fuel poverty</li> </ul>	<p>Richard Johnson</p> <p>Kevin Blencowe</p> <p>Richard Robertson</p>	<p>Antoinette Jackson</p> <p>Suzanne McBride</p> <p>Liz Bisset,</p> <p>Stephen Kelly</p> <p>Andrew Limb,</p> <p>David Kidston,</p> <p>Alison Cole</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>maximise the economic benefits from tourism to the city.</p> <p>viii. Work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.</p> <p>ix. Continue to support vital citywide and local advice and support services for those most in need, provided by the Citizens Advice Bureau (CAB), our skilled council advisers and others. We will carefully target investments from our <i>Sharing Prosperity Fund</i>, and investigate expanding CAB outreach workers to other surgeries in communities of high need</p>				
	<p>Tackling the city's housing crisis and delivering our planning objectives</p>	<p>i. Work with partner local authorities, Registered Providers and developers to build new homes across all tenures in accordance with the local plan, with a particular focus on maximising delivery of social rent housing.</p> <p>ii. Develop a "General Fund Development Programme" to make the most of the Council's land to provide new market, social rented and – potentially - intermediate housing, at a range of sites including, for example:</p> <ul style="list-style-type: none"> <li>• Mill Road Depot; and</li> <li>• Park Street Car Park, also incorporating underground car parking, commercial space and a new cycle park.</li> </ul> <p>iii. Continue to provide council housing, focusing on those most in housing need.</p> <p>iv. Provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.</p> <p>v. Encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.</p> <p>vi. Support health and social care partners to deliver effective community and home based support.</p>	<ul style="list-style-type: none"> <li>• Different types of households, with a broad range of incomes, are able to afford to live in Cambridge</li> <li>• More people can afford to live within a 45 minute journey from work in Cambridge</li> <li>• Businesses are able to recruit and retain employees who can afford to live in the travel to work area.</li> <li>• People are able to stay and live in Cambridge and live in safe and warm housing throughout their lives.</li> <li>• Park Street Car Park project delivered on target and on budget</li> <li>• Residents have alternative parking or travel options during closure of Park Street Car Park.</li> <li>• Affordable housing continues to be delivered in the city.</li> <li>• The new local plan is adopted in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of housing completions</li> <li>• Number of Affordable Housing completions</li> <li>• Number of new homes completed on City Council land</li> <li>• Planning application performance targets</li> <li>• Local Plan delivery timetable</li> <li>• Number of families helped to prevent homelessness</li> <li>• Awards for the quality of new developments</li> </ul>	<p>Kevin Price</p> <p>Kevin Blencowe</p>	<p>Suzanne McBride</p> <p>Liz Bisset</p> <p>Stephen Kelly</p> <p>Alan Carter</p> <p>Tom Bremner,</p> <p>Trevor Burdon</p> <p>James Elms</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27 of 27</p>		<ul style="list-style-type: none"> <li>vii. Seek to secure target of 40% affordable housing in new developments through the planning application process.</li> <li>viii. Support the local plans through the examination process to adoption and then joint implementation with partners, particularly in partnership with South Cambridgeshire District Council.</li> <li>ix. Ensure planning applications are dealt with within target timescales and resources.</li> <li>x. Develop further the Cambridge City Housing Company</li> <li>xi. Work with our partners in the City Deal through the shared Housing Development Agency to deliver additional affordable homes for market sale and rent on sites in and close to Cambridge.</li> <li>xii. Seek ways to continue building new City Council homes</li> <li>xiii. Work with our statutory and voluntary sector partners to reduce street-based homelessness.</li> </ul>				
	<p style="text-align: center;">Making Cambridge safer and more inclusive</p>	<ul style="list-style-type: none"> <li>i. Work to make the city a safer, more inclusive and welcoming place by promoting equality and diversity advice and events.</li> <li>ii. Work with County Council, Police and local residents and businesses to tackle anti-social behaviour issues, including littering, alcohol-related incidents, fly tipping and nuisance punt touts.</li> <li>iii. Ensure that Council departments, and the partners who deliver services on our behalf, meet high standards in protecting children and adults through our safeguarding activity.</li> <li>iv. Fund overnight street lighting across Cambridge that would otherwise have been lost, to reduce the risk of crime, reduce the fear of crime, and contribute to the wider safety of people travelling during the night or starting their journeys early</li> </ul>	<ul style="list-style-type: none"> <li>• The city is perceived to be a safe, welcoming and inclusive place to live, work, study and visit.</li> <li>• Increased enforcement activity, including Fixed Penalty Notices (FPNs).</li> <li>• Reduction, over time, in Anti-Social Behaviour rates</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers of Fixed Penalty Notices issued</li> <li>• Numbers of Anti-Social Behaviour incidents</li> </ul>	<p style="text-align: center;">Lewis Herbert Richard Johnson Peter Roberts</p>	<p style="text-align: center;">Suzanne McBride Liz Bisset, Debbie Kaye, Joel Carre</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>morning.</p> <p>v. Upgrade CCTV, including relocatable CCTV, to continue its vital contribution to making Cambridge safer. We will target areas of the city which experience most crime or anti-social behaviour.</p> <p>vi. Follow up the consultation on the proposed Public Spaces Protection Order to achieve effective measures to tackle anti-social behaviour from punt touts.</p> <p>vii. Implement the Mental Health Concordat in partnership with other organisations, refocusing council service delivery on the needs of residents experiencing mental health issues.</p> <p>viii. Continue to prioritise the prevention of domestic violence and sexual exploitation, in line with the city's White Ribbon status. . We will work with partner organisations to achieve this.</p> <p>ix. Continue to rehome homeless Syrian refugees, working with the Home Office and the network of East region councils. Work with Cambridge partner organisations, including the Cambridge Ethnic Community Forum and Cambridge Refugee Resettlement Campaign, and complete a survey of refugee and asylum seeker numbers and needs in Cambridge.</p> <p>x. Review the Council's approach to public engagement in formal council meetings and decision-making.</p> <p>xi. Review the role of people under eighteen in decision making and having a say on the delivery of council services that affect them.</p>				
	Investing in improving transport	i. Work in partnership to deliver the City Deal infrastructure schemes and other transport measures that support the sustainable growth of Cambridge by reducing traffic congestion and increasing pedestrian, cycle and public transport use; and by	<ul style="list-style-type: none"> <li>• A growing city with extra housing and jobs is supported by more sustainable and balanced transport choices, leading to reduced congestion, better quality of life (including reduced</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers walking, cycling or using public transport to get to work</li> <li>• Numbers using Council car parks</li> <li>• Average journey &amp;</li> </ul>	Lewis Herbert Kevin Blencowe	Antoinette Jackson, Stephen Kelly,

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>securing additional investment from Government, transport operating companies and others.</p> <p>ii. Manage off-street parking that supports business and residents' needs, investing in modernised payment systems and improved energy efficiency and developing a partnership with the County Council's parking and enforcement roles.</p> <p>iii. Work with Cambridge Business Improvement District, local retailers and businesses and City Deal partners to develop a plan to reduce delivery vehicle movements in the city centre.</p> <p>iv. Continue to deliver improved cycle routes, including the Chisholm Trail, other cross-city cycling initiatives and related cycling improvements.</p> <p>v. Work with the County Council, Network Rail and private sector partners on proposals for an Addenbrooke's Rail Station and for the May 2017 opening of Cambridge North station. These projects also require integration with improved bus and cycle options. We will also work to improve Cambridge rail station and to secure wider additional investments in the rail network benefitting Cambridge and Cambridgeshire.</p>	<p>noise and pollution from traffic, and quality public realm) as well as experiencing enhanced economic growth.</p> <ul style="list-style-type: none"> <li>Increased numbers &amp; proportion of people cycling, walking or using public transport to get into and around the city.</li> <li>City Deal generates local funding to secure improvements to transport infrastructure.</li> </ul>	<p>commute times</p> <ul style="list-style-type: none"> <li>City Deal projects delivery programme – "on-track and on-budget"</li> </ul>		<p>Joel Carre</p> <p>James Elms</p>
	<p>Protecting our city's unique quality of life</p>	<p>i. Provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.</p> <p>ii. Engage a greater proportion and diversity of residents in the arts and cultural life of Cambridge.</p> <p>iii. Provide funding and targeted advice to voluntary organisations, prioritising projects that tackle inequality.</p> <p>iv. Deliver capital projects that will enhance community infrastructure and quality of life</p>	<ul style="list-style-type: none"> <li>The city is a healthy place to live for all, with health inequalities reduced.</li> <li>A greater proportion of residents take part in and enjoy the cultural life of the city.</li> <li>The city has a thriving community and voluntary sector which promotes opportunity and inclusivity.</li> <li>Assets are protected and new development the city have appropriate facilities and</li> </ul>	<ul style="list-style-type: none"> <li>Total number of swimming and non-swimming visits to Council sports facilities</li> <li>Numbers of entries to Council-owned leisure facilities by people holding concession membership</li> <li>Number of children attending free swimming lessons</li> </ul>	<p>Kevin Blencowe</p> <p>Anna Smith</p> <p>Richard Johnson</p> <p>Peter Roberts</p>	<p>Suzanne McBride</p> <p>Stephen Kelly,</p> <p>Joel Carre,</p> <p>Debbie Kaye</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>for city residents in new and existing communities.</p> <p>v. Involve communities in the planning, development and management of community assets, including public land and buildings.</p> <p>vi. Maintain a high quality and accessible city centre environment by working with the County Council, Cambridge Business Improvement District and local retailers and businesses</p> <p>vii. Ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.</p> <p>viii. Ensure that growth that balances economic success with quality of life and place (including in the design of new buildings) is supported, as set out in the current and emerging local plan strategy</p> <p>ix. Work with Cambridge Live, Cambridge BID and Visit Cambridge &amp; Beyond to develop and deliver a programme of outdoor public events and activities and to maximise the economic benefits from visits and tourism.</p> <p>x. Implement the Council's new tree strategy and existing Council initiatives for improving tree numbers and quality, including increased promotion of the council's Trees for Babies scheme. We will seek clarity and partnership working from the County Council in order to retain and improve roadside tree provision.</p>	<p>community infrastructure.</p> <ul style="list-style-type: none"> <li>• More maintenance and management of open spaces and facilities is carried out by volunteers and community groups.</li> </ul>			
	Protecting essential services and transforming council delivery	<p>i. Develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.</p> <p>ii. Generate more income from the commercial property portfolio through investment in new and existing property.</p> <p>iii. Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<ul style="list-style-type: none"> <li>• Council buildings, land and property used more efficiently, improving service delivery and introducing new ways of working.</li> <li>• Staff able to work effectively and flexibly with good work/life balance.</li> <li>• New and improved revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Operational property costs/space per capita</li> <li>• Staff satisfaction with tools they need (accommodation, ICT and other support) to do their jobs efficiently, achieve better work/life balance</li> </ul>	<p>Lewis Herbert</p> <p>Richard Robertson</p> <p>Peter Roberts</p> <p>Anna Smith</p>	<p>Antoinette Jackson</p> <p>David Edwards</p> <p>Suzanne McBride</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<ul style="list-style-type: none"> <li>iv. Review existing, and explore new, opportunities for shared services.</li> <li>v. Review current commercial activities and skills and invest in further developing them.</li> <li>vi. Develop new business models to deliver sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate.</li> <li>vii. Establish a new operational depot for Streets &amp; Open Spaces and Estates &amp; Facilities.</li> <li>viii. Achieve service improvements and efficiencies by carrying out a comprehensive service review of Streets and Open Spaces.</li> <li>ix. Ensure customer contacts and queries are managed in a prompt, efficient and responsive way, adopting new self-service technologies to enable customers to access services 24/7.</li> <li>x. Explore joined up working with neighbouring councils to deliver better services and results for Cambridge residents and businesses and deliver greater efficiencies.</li> <li>xi. Seek to protect residents' services despite the expected loss of 100% of the Council's core grant by 2020. We will develop and implement our 'Plan for 2020', a four year plan linked to obtaining funding certainty from the Government.</li> <li>xii. Support the case for Cambridgeshire and Peterborough to jointly manage all the business rates generated in the county to tackle inequality across the county, and address the infrastructure and affordable housing deficit which is a risk to sustainable growth.</li> <li>xiii. Press Government to retain the New Homes Bonus because providing additional new housing depletes council finances and the</li> </ul>	<p>streams from commercial and activities, including new models of bereavement care &amp; CCTV services.</p> <ul style="list-style-type: none"> <li>• Commercialisation initiatives generate targeted income levels, and financial savings are achieved.</li> <li>• Operational service levels maintained during &amp; after transfer from Mill Road Depot</li> <li>• S&amp;OS Service review delivers improvements in service performance and significant net revenue savings</li> </ul>	<ul style="list-style-type: none"> <li>• Total income from commercial property</li> <li>• Net revenue savings [as <i>per transformation business cases</i>]</li> </ul>		<p>Dave Prinsep</p> <p>Jonathan James</p>



Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>New Homes Bonus offers some compensation for these extra costs, ensuring that future growth is sustainable.</p> <p>xiv. We will seek the best devolution settlement with Government, in partnership with other Cambridgeshire councils, the Greater Cambridge Greater Peterborough Enterprise Partnership and others.</p> <p>xv. Explore opportunities to develop further the Council's investment strategy in property, housing, energy efficiency and renewable energy projects.</p> <p>xvi. Establish a new, commercially successful garage and fleet maintenance operation at Waterbeach, co-located with the shared waste and recycling service.</p>				

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
	<p>Tackling climate change, and making Cambridge cleaner and greener</p>	<ul style="list-style-type: none"> <li>i. Implement the actions in our <a href="#">Climate Change Strategy</a>, reducing emissions from our own estate and our property portfolio.</li> <li>ii. Work with residents, businesses and other organisations to reduce emissions in the city; including working with coach, bus and taxi operators to reduce vehicle emissions harmful to public health.</li> <li>iii. Adapt further to the impacts of climate change to increase the city's ability to cope with extreme weather, particularly for the most vulnerable.</li> <li>iv. Work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.</li> <li>v. Provide high quality Green Infrastructure (GI) that enhances residents' quality of life.</li> <li>vi. Ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.</li> <li>vii. Ensure that new developments provide the open space and recreational facilities that residents need.</li> <li>viii. Implement and develop the shared waste service with South Cambridgeshire DC.</li> <li>ix. Improve the general cleanliness of streets and open spaces, with greater public input on cleaning and enforcement decisions to target Cambridge's most challenging locations.</li> <li>x. Review and improve cleanliness of streets and public open spaces and provide greater opportunities for the public to influence decisions on cleansing and enforcement in order to target Cambridge's most challenging locations.</li> <li>xi. Work with the police to identify the small number of people responsible for repeat graffiti around the city, and tackle this costly anti-social behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• Lower emissions and energy bills from the Council estate.</li> <li>• Greater resilience to changing climate and the consequences of climate change.</li> <li>• Increase numbers of low emission vehicles and improvements in air quality.</li> <li>• Increase tonnage of domestic and street recycling; and reductions in non-recycling rates.</li> <li>• Strategic developments and projects support provision of high quality, integrated GI, including sustainable drainage and tree planting.</li> <li>• New developments are energy efficient and support carbon reduction and climate change mitigation.</li> <li>• Green infrastructure (GI) meets the needs of people and wildlife; and supports the sustainable management and growth of the city, achieving Green Flag standard where possible.</li> <li>• Increased community engagement in keeping Cambridge's streets &amp; open spaces clean, including reporting and tackling cleansing issues and identifying the best place for bins.</li> </ul>	<ul style="list-style-type: none"> <li>• Council's own emissions</li> <li>• Per capita emissions in city</li> <li>• Number of low emission vehicle</li> <li>• Waste volumes &amp; recycling rates</li> <li>• Hectares of green space/ numbers of trees/ metres of sustainable drainage</li> <li>• Air quality at the city's main monitoring points</li> </ul>	<p>Peter Roberts</p> <p>Richard Robertson</p> <p>Anna Smith</p> <p>Kevin Blencowe</p>	<p>Andrew Limb</p> <p>David Kidston</p> <p>Suzanne McBride</p> <p>Stephen Kelly</p> <p>Joel Carre</p> <p>Yvonne O'Donnell</p>

**Executive Councillors:** Leader & Executive Councillor for Strategy & Transformation  
Executive Councillor for Streets & Open Spaces  
Executive Councillor for Finance & Resources  
Executive Councillor for Planning & Transport  
Deputy Leader & Executive Councillor for Housing  
Executive Councillor for Environmental Services & City Centre  
Executive Councillor for Communities

Councillor Lewis Herbert  
Councillor Anna Smith  
Councillor Richard Robertson  
Councillor Kevin Blencowe  
Councillor Kevin Price  
Councillor Peter Roberts  
Councillor Richard Johnson

Details of [Senior Council Officers](#)

## Preface to Appendix C

### A Local Poverty Rating Index to assist in assessing Budget Proposals 2017/18

To assist members in assessing the impacts of budget proposals on low income groups of people in the City a local poverty rating composite index ("the Index") has been developed and has been applied for this year's budget proposals for 2017/18 (a revised version of the methodology that was used in last year's process). The impact classifications are shown in the table below:

Impact classification	Assessment
High impact	The bid is a good fit with the areas of focus in the council's Anti-Poverty Strategy and targets people on low incomes that are experiencing pressing and urgent problems that will affect their ability to meet their basic needs, such as housing, food, warmth and security in the short-term.
Medium impact	The bid touches on or is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families living on low incomes in the short to medium-term.
Low impact	The bid is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families, including those living on a low income.
No impact	The level of service to low income people and families will not change.
Negative impact	The bid is likely to reduce or restrict access to services by people or families living on a low income.

The council's full [Anti-Poverty Strategy](#) shows the [objectives and areas of focus](#) for the Cambridge Anti-Poverty Strategy.

## 2017/18 Budget - GF - Pressures

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Bids

## Environmental Services &amp; City Centre

B3906	Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years)	0	25,000	25,000	0	0	Jo Dicks	+M
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Current corporate air quality commitments on Low Emission Taxis, Electric Vehicle Charging Infrastructure, City Deal and Quality Bus Partnership represent substantial ongoing work streams for the Environmental Health service. Air quality staffing resource is under pressure due to a sustained increase in growth related planning consultations. This means that the dedicated Air Quality technical resource of 0.7FTE is unable to support the aforementioned corporate air quality commitments. In response, the proposal is to increase Air Quality staff capacity by 0.5 FTE for two years to provide the capacity to deliver on these commitments. At current staffing levels there is a risk that the corporate aim to reduce emissions and significantly improve the city's air quality will be compromised. Low

## Total Bids in Environmental Services &amp; City Centre

0	25,000	25,000	0	0
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## Finance &amp; Resources

B3931	Expanded Property Services capacity	0	57,000	57,000	57,000	57,000	Dave Prinsep	Nil
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Additional staff to manage the planned commercial property acquisitions, the general fund development programme, the Housing Company and Investment Partnership. This proposal is linked to the commercial property acquisition capital bid in the Medium-Term Financial Strategy and the Commercial Property Acquisition Additional Income 'Increased Income' proposal. (Linked to proposal I13897). None

B3940	Office Accommodation Strategy Phase III Feasibility Funding	0	100,000	0	0	0	Dave Prinsep	Nil
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The Office Accommodation Strategy approved at Strategy & Resources Scrutiny Committee (S&R) on 18/1/16 set out proposals for Phase III. Phase III will require feasibility funding to investigate and report on the options ahead of reporting deadlines. This is expected to include market valuations, architectural and quantity surveying support to cost options, planning advice, smart working requirements/support, and legal fees to advise on title and procurement issues. The business case for a preferred option is proposed to be reported for decision and funding by April 2018 supported by a project appraisal and funding issues reported to S&R in August 2017. None

## Total Bids in Finance &amp; Resources

0	157,000	57,000	57,000	57,000
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## Housing - General Fund

B3864	Reallocation of Anti-Social Behaviour (ASB) costs from the Housing Revenue Account to the General Fund	0	59,800	0	0	0	Lynda Kilkelly	Nil
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## 2017/18 Budget - GF - Pressures

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Bids

This results from the Housing Revenue Account (HRA) review of how the workload of the Anti-Social Behaviour Medium (ASB) team is distributed between HRA and non-HRA workload and identified that a significant amount of ASB work does not relate to housing cases. Much of this work relates to areas of the city other than housing estates. A review of workload shows that this work must be funded by the General Fund rather than the HRA if it is to continue. This is a one-year only bid initially to allow a full review of the ASB service, to identify future work levels and priorities for the Council.

<b>B3866</b>	<b>Recruitment of a Trainee Development Officer in the Housing Development Agency (HAD)</b>	0	32,900	32,900	32,900	32,900	Sabrina Walston	Nil
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This bid is to continue to grow the capacity of the Housing Development Agency to meet its objectives of delivery of 250 new homes a year. The bid can be contained within the Housing Development Agency business case. (linked to proposal I13865).

<b>B3871</b>	<b>Continuation of Town Hall Lettings Service</b>	0	24,100	24,100	24,100	24,100	David Greening	Nil
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Following consideration of a report and business case at Housing Scrutiny Committee in September 2016, this bid will allow the Town Hall Lettings Service as supported by the committee to continue. Town Hall Lettings supports the Council's wider homelessness strategy and, in alleviating homelessness, places the Council in a good position to meet the requirements of the Homelessness Reduction Bill, which is expected to complete its passage through Parliament next year. It plays a role in delivering more affordable housing in the intermediate market in Cambridge and supports the Council's efforts to occupy empty homes in the city.

<b>Total Bids in Housing - General Fund</b>	<b>0</b>	<b>116,800</b>	<b>57,000</b>	<b>57,000</b>	<b>57,000</b>
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## Strategy &amp; Transformation

<b>B3927</b>	<b>Additional funding to the Council's Climate Change Fund</b>	0	250,000	0	0	0	David Kidston	+H
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An additional allocation to the Council's Climate Change Fund to support carbon reduction projects to be delivered in 2017/18, including a range of energy saving measures at the Guildhall (potential projects include solar photo-voltaics, LED lighting, a Combined Heat and Power system and a Building and Energy Management system)  
[For details on investments see C3934]

<b>B3977</b>	<b>Further contribution to the Sharing Prosperity Fund</b>	0	100,000	0	0	0	David Kidston	Nil
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This makes a further contribution to the Sharing Prosperity Fund supplementing those made in July 2014, February 2015, February 2016 and October 2016. The funding would support the delivery of new and expanded projects which will contribute to the delivery of the objectives of the Anti-Poverty Strategy, including the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents. Potential projects include: work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering; and projects to improve the mental and physical health of residents on low incomes.

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Bids

<b>B3988</b>	<b>Street lighting contribution</b>	0	10,000	10,000	10,000	10,000	Lynda Kilkelly	-L
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*This bid is to allow the city centre, historic core and residential areas to be lit to 80% between 10pm and 2.00 am and at 60% until dawn. The County Council restored funding in December 2016 for overnight lighting (see S3939), but not to lighting levels considered bright enough for Cambridge's needs as a city.* None

## Total Bids in Strategy &amp; Transformation

0	360,000	10,000	10,000	10,000
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## Total Bids

0	658,800	149,000	124,000	124,000
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## 2017/18 Budget - GF - Pressures

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Reduced Income

### Finance & Resources

RI3942	Review of Moorings Fees and Charges	0	35,000	35,000	35,000	35,000	Alistair Wilson	Nil
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This proposal relates to an approved budget proposal from 2015/16, which identified an annual increase in revenue income from the moorings service of £17,500 in 2016/17 and £35,000 in 2017/18. The proposed budget adjustment removes the anticipated annual increase in income from moorings of £35,000 from 2017/18, in light of the Council's decision that any changes to mooring fees and charges will be dependent on the outcome of the moorings policy consultation. None

#### Total Reduced Income in Finance & Resources

0	35,000	35,000	35,000	35,000
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### Planning Policy & Transport

RI3913	Reduction in income due to Park Street car park redevelopment	0	214,000	0	0	0	Sean Cleary	Nil
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A provision was made in the 2016/17 budget for reduction in income due to Park Street car park redevelopment (ref RI3822). As a result of a one year delay on the project timetable this was revised in October 2016. However, with a now earlier start anticipated this item reflects additional provision for the advanced impact for the period February/March 2018. The impact for 2018/19 onwards will be reviewed in October 2017 to take into account the detailed redevelopment plan and timings. None

#### Total Reduced Income in Planning Policy & Transport

0	214,000	0	0	0
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### Streets & Open Spaces

RI3979	Review of Public Toilet Income	0	17,000	17,000	17,000	17,000	Alistair Wilson	Nil
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This proposal reflects the need to amend the public toilet budget income target. To date, budget income targets have been increased each year in line with Retail Price Index (along with other Council service income targets), yet the toilet door charge has remained at 20p and levels of usage have not increased. As a result, each year, the service has reported a budget outturn shortfall which this change corrects. None

#### Total Reduced Income in Streets & Open Spaces

0	17,000	17,000	17,000	17,000
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#### Total Reduced Income

0	266,000	52,000	52,000	52,000
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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Unavoidable Revenue Pressure

## Strategy &amp; Transformation

URP3900	Changes to the calculation of holiday pay for employees	0	46,900	46,900	46,900	46,900	Deborah Simpson	Nil
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Following changes to the way in which holiday pay should be calculated to include overtime, allowances and commission in addition to basic pay, the increased cost of amending the holiday pay calculation (based on 2015/16 costs) is estimated as an overall total of £70,000 of which £23,100 relates to the HRA. Low

URP3972	Increase in Business Rates costs resulting from 2017 Rating Revaluation	0	266,000	266,000	266,000	266,000	Dave Prinsep	Nil
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Projected increase in business rates costs for Cambridge City Council's property portfolio as a result of the 2017 Rating Revaluation. None

<b>Total Unavoidable Revenue Pressure in Strategy &amp; Transformation</b>	<b>0</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>		
<b>Total Unavoidable Revenue Pressure</b>	<b>0</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>	<b>312,900</b>		
<b>Report Total</b>	<b>0</b>	<b>1,237,700</b>	<b>513,900</b>	<b>488,900</b>	<b>488,900</b>	<b>488,900</b>		

## 2017/18 Budget - GF - Savings

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Increased Income

## Environmental Services &amp; City Centre

113905	Income from general and Sunday market re-categorisation of pitches and revision of terms of trading.	0	(30,000)	(30,000)	(30,000)	(30,000)	Daniel Ritchie	Nil
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This increased income arises from the changes in fees and charges approved last year on 17 March 2016 at the Community Services Scrutiny Committee. These changes came into effect on 1 May 2016 and so the associated net income increase was not able to be included in the approved budget plan for 2016/17. None

## Total Increased Income in Environmental Services &amp; City Centre

0	(30,000)	(30,000)	(30,000)	(30,000)
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## Finance &amp; Resources

113862	Increase in benefit overpayments recovered	0	(50,000)	(50,000)	0	0	Naomi Armstrong	Nil
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Projected increase in repayments of housing benefit overpayments from claimants that are no longer claiming benefit (and who now have the means to make the repayments), who either gave the Council wrong information or could have known that they were being overpaid, or who didn't report a change in their circumstances. (This proposal refers to 2017/18 and 2018/19 only as the introduction of Universal Credit will significantly reduce the amount of housing benefit being paid out). None

113896	Commercial Property Additional Income	0	(110,000)	(110,000)	(110,000)	(110,000)	Dave Prinsep	Nil
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Forecast additional net income reflecting expected rent reviews, lease renewals and lettings on the existing property portfolio. None

113897	Commercial Property Acquisition Additional Income	0	(125,000)	(500,000)	(500,000)	(500,000)	Dave Prinsep	Nil
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Projected income generated from the further commercial property acquisition funding allocation of £20m in the Medium-Term Financial Strategy. Assumes 5.5% return on price after acquisition costs but adjusted for Minimum Revenue Provision based on 40 year asset life. Likely to be 2 to 6 lots acquired and assumes some income from January 2018 with full income from April 2018. (Linked to proposal B3931). None

113916	Guildhall Letting - One-off Additional Rental Income	0	(50,000)	0	0	0	Trevor Burdon	Nil
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One-off additional rental income in respect of the 2017/18 financial year resulting from the rent commencement date for a new letting being earlier than originally estimated. None

## 2017/18 Budget - GF - Savings

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Increased Income

113971	Increased income from further investment in Local Authority Property Fund (General Fund share)	0	(80,000)	(80,000)	(80,000)	(80,000)	Charity Main	Nil
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Council approved a change to our Treasury Management Strategy in October 2016 which permits a further £5m to be invested in the CCLA Local Authority Property Fund. This will generate additional investment income above our base forecast. None

<b>Total Increased Income in Finance &amp; Resources</b>	<b>0</b>	<b>(415,000)</b>	<b>(740,000)</b>	<b>(690,000)</b>	<b>(690,000)</b>			
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## Housing - General Fund

113865	Additional fee income for the Housing Development Agency	0	(32,900)	(32,900)	(32,900)	(32,900)	Sabrina Walston	Nil
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This increase in fee income will be generated by virtue of increased staffing capacity in the Housing Development Agency. None  
(Linked to proposal B3866).

<b>Total Increased Income in Housing - General Fund</b>	<b>0</b>	<b>(32,900)</b>	<b>(32,900)</b>	<b>(32,900)</b>	<b>(32,900)</b>			
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<b>Total Increased Income</b>	<b>0</b>	<b>(477,900)</b>	<b>(802,900)</b>	<b>(752,900)</b>	<b>(752,900)</b>			
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## 2017/18 Budget - GF - Savings

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Programme

## Strategy &amp; Transformation

PROG3908	Additional funding for Business Transformation Programme	0	154,000	269,000	0	0	Paul Boucher	Nil
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The Council has previously allocated significant funding for a complex council-wide programme of None transformational change, including shared services and initial work developing a new council Digital Strategy. This additional funding will enable further Business Transformation Programme projects to be delivered over the next two years. The bid will provide for the additional change resources required to deliver future projects and other staffing costs associated with the programme.

## Total Programme in Strategy &amp; Transformation

0	154,000	269,000	0	0
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## Total Programme

0	154,000	269,000	0	0
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## 2017/18 Budget - GF - Savings

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

## Environmental Services &amp; City Centre

<b>S3969</b>	<b>Shared Waste Service</b>	0	(150,000)	(150,000)	(150,000)	(150,000)	Suzanne McBride	-L
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Further efficiencies have been identified as a result of the sharing of the waste and recycling service with None South Cambridgeshire District Council. It is expected to include a further rerouting of rounds and a more efficient shared commercial waste service will result in an ongoing £150k annual saving.

## Total Savings in Environmental Services &amp; City Centre

<b>0</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>
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## Finance &amp; Resources

<b>S3907</b>	<b>Customer Service Transformation</b>	0	(25,000)	(25,000)	(25,000)	(25,000)	Clarissa Norman	Nil
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This is a further phase in our work to modernise and improve our handling of telephone calls. Following on from new phones and the automated switchboard implementation, this will introduce a call triage system, which results in some cost savings. Call triage will apply to Waste and Streets service issues initially but there will be further phases to roll this out to other services at a later stage. Low

## Total Savings in Finance &amp; Resources

<b>0</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>
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## Housing - General Fund

<b>S3867</b>	<b>Reduction in costs for Housing Options, Homelessness and Choice Based Lettings</b>	0	(12,900)	(12,900)	(12,900)	(12,900)	David Greening	Nil
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A combination of a review of operational budgets in Housing Advice and Homelessness, coupled with None recognising the anticipated reduction in ongoing costs for the new choice based lettings IT system, resulting in this saving from 2017/18.

<b>S3869</b>	<b>Reduction in the recharge from the HRA for shared amenities</b>	0	(19,300)	(19,300)	(19,300)	(19,300)	Julia Hovells	Nil
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A review of the recharge between the General Fund and the HRA for contribution towards shared amenity None costs, relating to provision that benefits both the Council's tenants and the wider community, has resulted in a reduction in costs to the General Fund, and an increase in costs to the HRA.

<b>S3870</b>	<b>Reallocate General Fund budget for Supporting People Programme</b>	0	(7,600)	(7,600)	(7,600)	(7,600)	Julia Hovells	Nil
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A residual budget, recognising the need to pass Supporting People programme activity through the General Fund is no longer required, as transactions are now accounted for in the HRA directly. None

## 2017/18 Budget - GF - Savings

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

## Total Savings in Housing - General Fund

0	(39,800)	(39,800)	(39,800)	(39,800)
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## Strategy &amp; Transformation

<b>S3868</b>	<b>Restructure of the Stores Team and improved procurement processes</b>	0	(13,000)	(13,000)	(13,000)	(13,000)	Trevor Burdon	Nil
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A restructure of the Stores Team is anticipated to reduce staff numbers by one full time equivalent post, None delivering savings to both the General Fund and the HRA. Following restructure of the Stores Team, and planned re-location to Cowley Road, improved procurement and supply chain management are anticipated to deliver savings to both the General Fund and the HRA.

<b>S3902</b>	<b>Miscellaneous Democratic Service savings</b>	0	(28,000)	(28,000)	(28,000)	(28,000)	Gary Cliff	Nil
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Restructuring of officer support to the Mayoralty (£24k) and additional small saving (£4k) from first full year None reduction in the frequency of Area Committees

<b>S3918</b>	<b>Election 2017 - one-off saving</b>	0	(110,000)	0	0	0	Gary Cliff	Nil
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Cambridgeshire district councils run elections for the county council every four years and are reimbursed. This None takes place every fourth year and there are county council elections in May 2017. Therefore there is a one-off saving of £110,000 for this year's county council elections.

<b>S3939</b>	<b>Reduction in street lighting contribution</b>	0	(45,500)	(45,500)	(45,500)	(45,500)	Lynda Kilkelly	Nil
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Cambridgeshire County Council has reversed the decision to turn off lighting in the City resulting in a saving of None £45,500 which the City had allocated in order to keep the lights on in all areas of the city (2016/17 budget B3821) [see also proposal B3988]

## Total Savings in Strategy &amp; Transformation

0	(196,500)	(86,500)	(86,500)	(86,500)
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## Total Savings

0	(411,300)	(301,300)	(301,300)	(301,300)
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## Report Total

0	(735,200)	(835,200)	(1,054,200)	(1,054,200)
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## 2017/18 Budget - GF - External Bids

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## External Bids

## Planning Policy &amp; Transport

X3926	Contribution to costs of achieving an adopted Local Plan	0	400,000	0	0	0	Sara Saunders	n/a
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There is a need to increase the Development Plan Fund to enable the City Council to complete its statutory None plan work programme. Preparation on the emerging Local Plan started in 2011, with the Council submitting the Plan for Examination in March 2014. The Examination has taken much longer than expected, with further work being undertaken in the past year to respond to concerns raised by the Inspectors. The length of time and further work has meant that it is now makes a further bid necessary for 2017/2018 to cover anticipated costs to fulfil the objective of achieving an adopted Local Plans, working in partnership with South Cambridgeshire District Council.  
[Funded from New Homes Bonus]

## Total External Bids in Planning Policy &amp; Transport

0	400,000	0	0	0
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## Total External Bids

0	400,000	0	0	0
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## Report Total

0	400,000	0	0	0
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## 2017/18 Budget - GF - Non-Cash Limit items

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Non-Cash Limit Items

## Non-Committee Items

NCL3981	<b>Rephase Use of Reserves to provide funding required for new capital bids (as additional Direct Revenue Funding in 2017/18)</b>	(232,000)	466,000	(234,000)	0	0	John Harvey	Nil
								None

NCL3985	<b>Council Tax Collection Fund Deficit</b>	0	32,170	0	0	0	Charity Main	Nil
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The Collection Fund for Council Tax is projected to have a deficit at the end of the current year of £282,761. The City Council's share of this projected year-end deficit is £32,170 and this will need to be taken into account in setting the Council's budget for 2017/18. n/a

NCL3986	<b>Council Tax Base Increase</b>	0	(72,870)	(216,110)	(287,180)	(406,610)	Charity Main	Nil
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The projected Council Tax Base has been recalculated using the recent housing statistics which shows a larger rise than previously anticipated, resulting in an increase in the income from Council Tax. n/a

NCL3991	<b>New Homes Bonus (NHB) change to income projections</b>	0	1,300,000	3,121,000	4,596,000	5,628,000	Caroline Ryba	Nil
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New Homes Bonus (NHB) income projections have been revised following the notification from the Department for Communities and Local Government (DCLG) on xx December 2016 and recalculated based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL3992, NCL3993 and NCL3994]. None

NCL3992	<b>Contribution to City Deal from New Homes Bonus (NHB)</b>	0	(650,000)	(1,561,000)	(2,593,000)	(3,064,000)	Caroline Ryba	Nil
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Contribution from New Homes Bonus to support the City Deal programme based on a contribution of 40% in 2015/16 and 50% thereafter has been revised following notification from the Department for Communities and Local Government (DCLG) and recalculation based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL36991, NCL3993 and NCL3994]. None

NCL3993	<b>New Homes Bonus (NHB) – unallocated</b>	(712,000)	(772,000)	(1,807,000)	(923,000)	(2,564,000)	Caroline Ryba	Nil
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Net unallocated New Homes Bonus have been revised following the notification from the Department for Communities and Local Government (DCLG), revised allocations for City Deal infrastructure investment and any further funding allocations. [Linked to NCL3991, NCL3992 and NCL3994]. None



## 2017/18 Budget - GF - Non-Cash Limit items

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Non-Cash Limit Items

NCL3994	New Homes Bonus (NHB) contribution to Earmarked Reserve	712,000	122,000	246,000	(1,080,000)	0	Caroline Ryba	Nil
								None

## Total Non-Cash Limit Items in Non-Committee Items

(232,000)	425,300	(451,110)	(287,180)	(406,610)
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## Strategy &amp; Transformation

NCL3899	Reprofile Apprentice Scheme delivery between years 2016/17 and 2017/18	(53,000)	53,000	0	0	0	Deborah Simpson	Nil
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In 2014/15 budget provision was made for a four year apprentice programme. The Council started work on developing an apprentice scheme to recruit 20 apprentices over a four year period to support people in gaining workplace skills in Cambridge. The programme to increase apprenticeships will continue through to March 2018, requiring the carrying over of £50k from the 2016/17 budget to 2017/18 to complete the programme. Low

## Total Non-Cash Limit Items in Strategy &amp; Transformation

(53,000)	53,000	0	0	0
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## Total Non-Cash Limit Items

(285,000)	478,300	(451,110)	(287,180)	(406,610)
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## Report Total

(285,000)	478,300	(451,110)	(287,180)	(406,610)
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# Appendix D

## Sensitivity Analysis

Topic	Quantum	BSR Assumption	Commentary / Risk
Bereavement services income	c.£1.8m	Current mortality rates built into BSR assumptions	<p>Falling mortality rate [yet ageing population in Cambridge]</p> <p>A planning application has been approved for a crematorium at Great Chesterford. Although work is yet to start on the site, this will impact on the current business from 2018/19 although volumes are expected to recover to existing levels within 10 years assuming sub regional growth continues. Bereavement services is currently run as a Trading Account so there will be no immediate impact on council reserves.</p> <p>Success of commemoration scheme and development of other commercial activities(positive)</p>
Building control fee income	c. £1.0m	Based on break-even full cost recovery position for the Building Control Shared Service	<p>Housing development levels in the sub region are not as great as anticipated or are delayed due to developers unwillingness to build</p> <p>Increased competition from approved inspectors leading to smaller market share</p> <p>Inability to recruit appropriately trained staff due to public sector pay restraints</p>
Car parking income	c. £9.8m	Based on officer and external consultants' projections of usage	<p>Income stream is contingent on decisions made by the City Deal board to manage congestion in the city.</p> <p>Longer than anticipated build out of Park Street car park will delay recovery of our income streams</p> <p>An ever improving economic situation regionally has led to increase in disposable income in those using Cambridge as a shopping destination (positive)</p>
Commercial property income	c. £8.3m	Officer assessment of current market conditions and future trends, including growth of the current property portfolio	<p>Economic conditions lead to increase in voids, increased level of unrecoverable debts and less significant rent increases</p> <p>High yields are negotiated on new investments (positive)</p>
Council tax base	c. 42,000 Band D equivalent properties @£181.75 (2016/17)	Projections are based on the housing trajectory indicated in the Annual Monitoring Report (AMR)	Any significant growth or deceleration in building will affect the number of houses on which council tax can be charged with the associated impact on the council tax income stream which in turn informs our savings requirement

Topic	Quantum	BSR Assumption	Commentary / Risk
Council tax income	£7.4m p.a.	£5 increase for 2017/18 and 2% per annum thereafter	<p>Criteria for triggering referendums for proposed excessive increases are published each year.</p> <p>The requirement for rebilling and associated costs, together with the loss of council tax income, effectively provides a strong disincentive for high increase proposals.</p> <p>Economic climate may require an increase in enforcement activity and consequent reduction of funds available in the collection fund</p>
Developer contributions	c. £5.3m	<p>All contributions are used in compliance with terms of agreements.</p> <p>Capital bids for area-based and city-wide projects funded from developer contributions have been identified.</p>	<p>Failure to meet conditions of individual schemes leads to the requirement to repay contributions and accrued interest to developers. This is mitigated by strong funding management.</p> <p>Reduction in total unused receipts following the introduction of the Community Infrastructure Levy (CIL)</p>
Employer's pension contribution	£20.9m	BSR includes provision for employer's percentage and capital payments, and for one-off contributions as necessary	Subject to the outcome of the next triennial review with effect from 1 April 2020.
Energy costs (all)	£1.0m	Officer assessment of current conditions and trends, based on latest contracts	Volatility of world market prices. The council has contracts for electricity and gas which run from October each year and takes specialist consultant advice in determining the most advantageous terms to contract for.
Future capital receipts	Income	Occasional disposal of assets as outlined in the disposal programme. Income not taken into account until received.	The council's stock land available for sale is reducing with two large sites unsold. It is likely that one of these sites will be developed for housing.
Housing benefits	£38.6m	Officer assessment of current conditions and trends	<ul style="list-style-type: none"> <li>- Council funded element of provision of the service</li> <li>- Potential increase in housing benefit fraud</li> <li>- Impact of universal credit implementation is not fully known</li> <li>- Council breached the thresholds (upper and/or lower) set by the DWP for local authority error overpayment subsidy, then this could materially affect the level of subsidy receivable on such amounts down from 100% to either 40% or 0%.</li> </ul>
Interest receipts from the housing company	< £150k	An estimate of additional income for the initial three year pilot has been included to reflect the higher rate applicable to this loan above the interest rate expected on our treasury management investments	The housing company is being run as a pilot for 3 years. As this is a new venture, there will be uncertainties in the timing and amount of loan advances from the council, and therefore in the quantum of interest receipts.

Topic	Quantum	BSR Assumption	Commentary / Risk
Investment income	+/- 1% is c. £600k for 2017/18 variable investments	These are based on a mid-range level provided by market analysts	Rates fall further than anticipated or for a longer period.  A faster increase in bank base rates would result in increase in investment income. (positive)
Land charges income	c. £0.25m	Reductions based on latest experience have been incorporated in the budget	Increased proportion of personal searches and reduced number of overall searches due to market conditions.
Local retention of business rates	c. £5m estimated	BSR includes projections based on latest figures and guidance	Business rates are subject to the level of appeals against valuations lodged with the Valuation Office Agency (VOA) and the effects of redevelopment and growth in the city.
Market income	c. £0.85m	Officer assessment of current market conditions and future trends	Level of voids as a result of a changing economic climate.  Any reductions will be mitigated by new traders coming to the market as we seek to widen the range of services on the market.  An improving climate will see full occupancy
Non-pay inflation	+/- 1% for GF is ~ £300k for either income or expenditure for 2017/18	General inflation is included at 2.0% from 2017/18 ongoing (based on the government target for CPI inflation).	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on general reserves to fund those pressures.
Pay settlement	£27.4m	Pay award agreed from 1 Jan 2015. Current assumption (to 2019/20) is of 1% inflation plus pay progression.	An annual percentage allowance for incremental progression was previously included pending any detailed budget adjustments to reflect performance results. Changed to projected progression cost.
Planning fee income	c. £1.7m	Income projections for 2017/18 have been amended to reflect current market conditions.	Developers retain land stock rather than building out
Shared services	n/a	Shared services will deliver savings outlined individual service business cases.	Delivery of savings and other non-cashable benefits is dependent on effective partnership working in a complex political and cultural environment.  Savings may be delayed, may not be deliverable in full, or there may be unforeseen costs of implementation.
Spending review	c. £1.9m	The budget assumption, based on the 2015 autumn statement, is that Revenue support grant will cease from 2020/21.	The budget is based on the 2015 Spending review and the level of Revenue support grant and locally retained business rates are budgeted accordingly.  Certainty of income until then has been received from the DCLG following our submission of an Efficiency Plan

Topic	Quantum	BSR Assumption	Commentary / Risk
Support costs charged to the HRA	c. £1.25m	Support costs ("Recharges") are charged based on various fixed and variable criteria which change from year to year.	<p>Recent budget and policy announcements from central government have given rise to the need to make significant savings in the HRA. It is likely that the size of the HRA will reduce in future years, and therefore the proportion of support service costs that are chargeable to the HRA will also reduce.</p> <p>Fixed costs such as administrative buildings, management structure, costs of democracy and long term contracts cannot be reduced immediately, if at all. There may be a perceived imbalance in the short term in the proportion of costs charged to the HRA until such time as a strategic decision is taken to allocate a lower level of costs recharged to the HRA with a corresponding increase in costs to the GF and thus the council tax payer. The onus is therefore on the council to make appropriate savings in rechargeable costs as the council reduces in size overall.</p>
VAT partial exemption	c. £300k if breached	No breach of partial exemption limit is anticipated for 2017/18	Potential liability if limit is breached over a seven-year moving average

## 2017/18 Budget - GF - Capital Bids

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

## Communities

C3919	Abbey Pool - outdoor fitness zone	0	42,000	0	0	0	Ian Ross	Nil
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This project originated from East Area Committee for the spending of local \$106 funds for Outdoor sport. Medium £42,000 is requested to provide a new outdoor fitness zone capable of being used in group sessions and "boot camp" style classes. It will be free to use by the public and will also have sessions led by instructors from the Council's leisure contractor at Abbey Pool, Greenwich Leisure Limited (GLL).  
[Funded from \$106]

## Total Capital Bids in Communities

0	42,000	0	0	0
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## Environmental Services &amp; City Centre

C3932	Vehicle and plant fleet replacements 2017/18	0	2,436,000	0	0	0	David Cox	+M
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This is the procurement of the Council's fleet vehicles including 10 waste freighters for domestic, commercial and litter collection (£1.65m), 35 vans for grounds and housing stock maintenance (£0.65m) and plant and equipment (£100k) scheduled for replacement in 2017/18 as part of a rolling programme necessary to replace out of life assets that would otherwise significantly increase maintenance costs. Where possible, electric vehicles will be considered depending on whole life costs. There is a higher than usual replacement cost this year due to a large number of refuse vehicles that require replacement. The average length of life of a refuse vehicle is 7 years but for other vehicles can range between 5 and 8 years depending on use. In recent years the Council has taken a proactive approach in reviewing the need for replacement rather than automatically replacing a vehicle in a fixed cycle, resulting in a year such as this when a higher number of replacements is required. However, m

C3943	Electric vehicle rapid charge points	0	25,000	25,000	25,000	25,000	Jo Dicks	+M
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This project is to deliver one additional electric vehicle rapid charge point each year for the years 2017-2021 to support the increased uptake of electric vehicle use in Cambridge and in particular to support the introduction of a low emission taxi policy. Charge points will be installed at busy locations such as Cowley Road, outside new City Council Depot, Addenbrookes Hospital, Cambridge Railway Station car park and North West Cambridge Development

C3984	Waste compound tipper/grab lorry	165,000	0	0	0	0	Joel Carre	Nil
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The purpose of the project is to in-source the resource requirements (32 tonne tipper lorry with hydraulic grab system and driver/ operator) to enable the Council to manage the handling and transport of Estates and Facilities and Streets and Open Spaces (S&OS) generated waste from the new Cowley Road Depot waste transfer facility to Amey Cespa's Waste Management Park at Waterbeach. This investment will deliver a revenue saving of £60k when compared to the existing waste handling arrangement and offers the opportunity to generate income from using any available operating capacity for other external work or by reducing the costs of other council services.  
[Funded from earmarked reserves]

## 2017/18 Budget - GF - Capital Bids

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

## Total Capital Bids in Environmental Services &amp; City Centre

165,000	2,461,000	25,000	25,000	25,000
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## Finance &amp; Resources

C3917	Re-roof the Guildhall	0	164,000	0	0	0	Andrew Muggeridge	+M
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Replace the existing asphalt flat roof covering on the upper and lower levels of the Guildhall with a new high performance covering, which will also offer improved insulation. The new roof will be covered by a 20 year guarantee and a condition inspection by the manufacturer after 10 years. In recent years, the existing roof has been patched as necessary.

None

C3934	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	0	450,000	0	0	0	Will Barfield	+H
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Energy efficiency works throughout the Guildhall to meet requirements of the Council's carbon management plan including Solar PV (£60k), heating controls (£140k), improved insulation (£25k) and LED lighting (£80k). Works will also improve energy efficiency with associated cost reduction. [Funded from Climate Change Fund £300k and Reserves]

None

## Total Capital Bids in Finance &amp; Resources

0	614,000	0	0	0
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## Non-Committee Items

C3978	Remove schemes from the Capital Plan so funding released (Direct Revenue Funding released in 2017/18)	0	(157,000)	0	0	0	John Harvey	Nil
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None

## Total Capital Bids in Non-Committee Items

0	(157,000)	0	0	0
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## Planning Policy &amp; Transport

C3910	Structural and equipment improvements to multi-storey car parks	0	1,600,000	0	0	0	Sean Cleary	Nil
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This bid covers projects to be undertaken in 2017/18 at City multi-storey car parks including sprinkler systems at the Grand Arcade and Queen Anne Terrace car parks. Roof repairs, deck coating replacement and drainage improvements will be undertaken at Grand Arcade and Grafton East car parks.

None

Further detail of individual elements of this bid will be available in a separate appendix for discussion by members of the scrutiny committee only by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

## 2017/18 Budget - GF - Capital Bids

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

## Total Capital Bids in Planning Policy &amp; Transport

0	1,600,000	0	0	0
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## Streets &amp; Open Spaces

C3904	Reilly Way Play Area redevelopment	40,000	0	0	0	0	John Parrott	+L
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This proposal covers the installation of a design judged to have provided the best play value, innovation, layout and value for money. Items include, timber sunken ship, timber climbing area, natural play mounds, seesaw and inclusive roundabout and swings. Extra landscaping will be provided to soften any potential impact although visual impact will be limited as the items are low level. Improvements to boundary fencing and entrance areas will also be included. In addition new seats, litter bins and recycling facilities will be included. No impact will take place on existing trees.  
[Funded from £30k S106, £10k Revenue]

Low

C3944	Footbridge across Hobson's Brook at Accordia development	0	35,000	0	0	0	James Ogle	+L
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This project is to install a pedestrian footbridge across Hobson's Brook to improve public access to, from and through the Accordia site. The bridge will provide a strategic link between the existing pedestrian networks within the Accordia site and the existing public path network that run alongside the west side of the brook.  
[Funded from S106]

None

C3974	Acquisition of land adjacent to Huntingdon Road Crematorium	0	315,000	0	0	0	James Elms	Nil
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The current plan for improvement works along the A14 includes a new crematorium entrance that will cut directly through the site. This land purchase will move the entrance of the crematorium to much more acceptable location on the south eastern side of the site. The Highways Agency will provide a new access road at no cost to the Council and we are taking the opportunity to purchase a previously inaccessible parcel of land which will be used to add major enhancements to the facilities provided to the bereaved, including improved parking, a potential wakes service, green burials, a quiet woodland area and nature reserve.  
[Funded from Bereavement Trading Account]

None

C3983	Ditton Fields Play Area refurbishment	38,000	0	0	0	0	John Parrott	Nil
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This proposal covers the installation of design judged to have provided the best play value, innovation, layout and value for money. Items include trampoline, wobbly bridge, two bay swing unit including cradle seat. In addition new seats, litter bins and recycling facilities will be included. There will be no impact to existing trees.  
[Funded from S106]

None

## Total Capital Bids in Streets &amp; Open Spaces

78,000	355,000	0	0	0
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## 2017/18 Budget - GF - Capital Bids

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Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

Total Capital Bids		243,000	4,910,000	25,000	25,000	25,000		
Report Total		243,000	4,910,000	25,000	25,000	25,000		

Capital Projects Requiring Funding From Reserves

(1 pages)

Budget Setting Report - Appendix E (b)

2017/18 Budget

<----- Funding Required ----->

<----- Project Total ----->

Ref	Project	Climate Change Indicator	Priority score	2016/17	2017/18	2018/19	2019/20	2020/21	Poverty rating	Linked to / Funding / Comments	2016/17	2017/18	2018/19	2019/20	2020/21
<b>General Fund</b>															
C3904	Reilly Way Play Area redevelopment	+L	-						Low	Funding: £30k S106, £10k Revenue	40,000				
C3910	Structural and equipment improvements to multi-storey car parks	Nil	1.0		1,600,000				None	Approved by CPB Nov 2016		1,600,000			
C3917	Re-roof the Guildhall	+M	1.0		164,000				None			164,000			
C3919	Abbey Pool - outdoor fitness zone	Nil	1.9						Medium	Funding: S106		42,000			
C3932	Vehicle and plant fleet replacements 2017/18	+M	0.7						None	Funding: R&R Approved by CPB Nov 2016		2,436,000			
C3934	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	+H			150,000				None	Funding: £300k Climate Change Fund [Subject to CPB approval]		450,000			
C3943	Electric vehicle rapid charge points	+M	2.6		25,000	25,000	25,000	25,000	None	Approved by CPB Nov 2016		25,000	25,000	25,000	25,000
C3944	Footbridge across Hobson's Brook at Accordia development	+L	-						None	Funding: S106 Approved by CPB Nov 2016		35,000			
C3974	Acquisition of land adjacent to Huntingdon Road Crematorium	Nil							None	Funding: Bereavement Trading Account [Subject to CPB approval]		315,000			
C3978	Remove schemes from the Capital Plan so funding released (Direct Revenue Funding released in 2017/18)	Nil	-		(157,000)				None			(157,000)			
C3983	Ditton Fields Play Area refurbishment	Nil	-						None	Funding: S106	38,000				
C3984	Waste compound tipper/grab lorry	Nil	1.0						None	Funding: Earmarked	165,000				
<b>Total Funding Required from Reserves : General Fund</b>					<b>1,782,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>			<b>243,000</b>	<b>4,910,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>

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## Appendix E (c)

### Capital Plan 2016/17 to 2021/22 - Approvals / changes since MTF5 October 2016

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)	Comment
<b>Capital-GF Projects</b>									
PR050a	Relocation of services to 130 Cowley Road (OAS)	W Barfield	507	0	0	0	0	0	Approved OAS URGENT
PR050b	Mandela House refurbishment (OAS)	W Barfield	1,350	0	0	0	0	0	Approved OAS URGENT
PR050b	Mandela House refurbishment (OAS)	W Barfield	(127)	0	0	0	0	0	Funding transferred to OAS
PR050c	Refurnishing Guildhall 4th floor (OAS)	F Barratt	57	0	0	0	0	0	Approved OAS URGENT
PR050d	Mobile working (OAS Phase II)	W Barfield	20	79	0	0	0	0	Approved OAS URGENT
PR050e	Cowley Road Compound ex-Park and Ride site (OAS)	W Barfield	586	0	0	0	0	0	Approved OAS URGENT
SC639	Re-roofing the Guildhall	A Muggeridge	(183)	0	0	0	0	0	Funding transferred to OAS
SC643	ICT infrastructure and server upgrade	D Edwards	0	602	0	0	0	0	Approved URGENT
<b>Capital-GF Projects</b>			<b>2,210</b>	<b>681</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital-Programmes</b>									
PR010di	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Wilson	(31)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
PR027	Replacement of Parks & Open Space Waste/Litter Bins	A French	(48)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
PR028	Litter Bin Replacement Programme	A French	(23)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
PR050	Office Accommodation Strategy Phase 2	F Barratt	587	375	0	0	0	0	Approved OAS - Unallocated
<b>Capital-Programmes</b>			<b>485</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital-GF Provisions</b>									
PV532	Cambridge City 20mph Zones Project	J Richards	(55)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
<b>Capital-GF Provisions</b>			<b>(55)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital-other adjustments</b>									
	Rephasing / other minor adjustments		(103)	157					The £75k 2016/17 available funding rephased into 2017/18 and used to part fund Server. £157k from schemes listed above rephased into 2017/18 (see proposal to remove from plan).
<b>Total GF Capital Plan movements from MTF5 Oct 2016 to BSR Feb 2017</b>			<b>2,537</b>	<b>1,213</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Appendix E (d)

## 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)
<b>Capital-GF Projects</b>								
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	57	0	0	0	0	0
PR030p	Outdoor fitness equipment near astroturf pitch by Abbey Pool (S106)	I Ross	0	42	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 (S106)	J Hanson	16	0	0	0	0	0
PR032o	Nightingale Park Community Green Space (S106)	G Belcher	22	0	0	0	0	0
PR032p	Reilly Way play area improvements (S106)	A Wilson	40	0	0	0	0	0
PR032r	Install junior fit kit at Accordia development (S106)	A Wilson	15	0	0	0	0	0
PR032s	Footbridge across Hobson's Brook at Accordia development (S106)	A Wilson	0	35	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

# Appendix E (d)

## 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)
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
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 (S106)	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
PR040n	Public art grant - public art at Humberstone Road (S106)	S Tovell	0	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
PR050a	Relocation of services to 130 Cowley Road (OAS)	W Barfield	507	0	0	0	0	0
PR050b	Mandela House refurbishment (OAS)	W Barfield	1,350	0	0	0	0	0

# Appendix E (d)

## 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)
PR050c	Refurnishing Guildhall 4th floor (OAS)	F Barratt	57	0	0	0	0	0
PR050d	Mobile working (OAS Phase II)	W Barfield	20	79	0	0	0	0
PR050e	Cowley Road Compound ex-Park and Ride site (OAS)	W Barfield	586	0	0	0	0	0
SC034o	Netherhall School: supplementary grant for gym and fitness suite facilities (\$106)	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 (\$106)	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 (\$106)	A Wilson	24	11	21	0	0	0
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	S McBride	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
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
SC602	Buchan Street Community Centre - new roof replacement	I Ross	0	0	0	0	0	0
SC603	Ross Street Community Centre - new boiler system	I Ross	0	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

# Appendix E (d)

## 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)
SC611	Grafton East car park essential roof repair	S Cleary	0	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	J Carre	25	0	0	0	0	0
SC614	Redeployable CCTV camera stock	J Carre	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
SC625	Lammas Land kiosk improvements	J Ogle	20	0	0	0	0	0
SC626	Grant for community facilities at Rowan Humberstone Centre (S106)	J Hanson	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
SC634	Grand Arcade and Queen Anne Terrace car parks sprinkler systems	S Cleary	0	0	0	0	0	0
SC635	Structural and equipment improvements to multi-storey car parks	S Cleary	0	1,600	0	0	0	0
SC636	Management of waste compound - vehicle	D Blair	165	0	0	0	0	0
SC638	Ditton Fields play area improvements (S106)	A Wilson	0	0	0	0	0	0
SC639	Re-roofing the Guildhall	A Muggeridge	0	164	0	0	0	0
SC643	ICT infrastructure and server upgrade	D Edwards	0	602	0	0	0	0
SC644	Acquisition of land adjacent to Huntingdon Road Crematorium	J Elms	0	315	0	0	0	0

# Appendix E (d)

## 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)
SC645	Electric vehicle charging points	J Dicks	0	25	25	25	25	0
<b>Capital-GF Projects</b>			<b>9,788</b>	<b>3,113</b>	<b>61</b>	<b>25</b>	<b>25</b>	<b>0</b>
<b>Capital-Programmes</b>								
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	0	0	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	349	2,436	0	0	0	0
PR023	Admin Buildings Asset Replacement Programme	W Barfield	29	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	A French	0	0	0	0	0	0
PR028	Litter Bin Replacement Programme	A French	91	0	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (S106)	S McBride	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	J Richards	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
PR050	Office Accommodation Strategy Phase 2	F Barratt	587	375	0	0	0	0
PR051	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	W Barfield	0	450	0	0	0	0
<b>Capital-Programmes</b>			<b>22,232</b>	<b>3,573</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital-GF Provisions</b>								
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



# Appendix E (d)

## 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)
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	10	0	0	0	0	0
PV532	Cambridge City 20mph Zones Project	J Richards	186	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
<b>Capital-GF Provisions</b>			<b>11,768</b>	<b>1,145</b>	<b>220</b>	<b>56</b>	<b>487</b>	<b>0</b>
<b>Total GF Capital Plan</b>			<b>43,788</b>	<b>7,831</b>	<b>581</b>	<b>81</b>	<b>512</b>	<b>0</b>

# Appendix E (e)

## Capital Plan [Under Development] 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)
<b>Capital-GF Under Development</b>								
UD030g	[Part A] East Barnwell Comm. Centre impr. phase 1 (S106)	J Hanson	0	255	0	0	0	0
UD030h	[Part A] Romsey 'town square' public realm improvements (S106)	J Richards	0	56	0	0	0	0
UD030j	[Part A] Cavendish Rd (Mill Rd end) improvements: public art (S106)	A Wilson	0	30	0	0	0	0
UD030o	[Part A] Improve Coleridge Rec Ground pavilion (S106)	I Ross	0	70	0	0	0	0
UD031g	[Part A] Milton Rd Library Community Meeting Space (S106)	J Hanson	0	100	0	0	0	0
UD032n	[Part A] St Paul's Primary School: community meeting space (S106)	J Hanson	0	40	0	0	0	0
UD032q	[Part A] Upgrade Nightingale Avenue play area (S106)	A Wilson	0	60	0	0	0	0
UD033k	[Part A] King's College School: grant for visitor sports changing facilities (S106)	I Ross	0	50	0	0	0	0
UD033q	[Part A] Improvements to Histon Road Rec Ground football area (S106)	I Ross	0	25	0	0	0	0
UD034j	[Part A] Pavilion facilities at Jesus Green (S106)	I Ross	0	250	0	0	0	0
UD034m	[Part A] King's College School: grant for visitor sports changing facilities (S106)	I Ross	0	75	0	0	0	0
UD034r	[Part A] Cambridge Rugby Club: grant for new changing rooms (S106)	I Ross	0	200	0	0	0	0
UD037	[No documentation] Local Centres Improvement Programme	J Richards	0	195	195	195	0	0
UD037b	[No documentation] Local Centres Improvement Programme - Arbury Court	J Richards	0	195	0	0	0	0
UD038	[No documentation] Drainage and resurfacing works at the Crematorium/Huntingdon Road Cemetery and Newmarket Road Cemetery	J Elms	0	0	0	0	0	0
UD041e	[Part A] Equipping new community centre at Darwin Green (S106)	J Hanson	0	25	0	0	0	0
UD042e	[Part A] Public realm improvements on Cherry Hinton Road (towards Hills Road end) (S106)	A Wilson	0	75	0	0	0	0
UD042f	[Part A] Public realm improvements on Sidney Street (S106)	A Wilson	0	43	0	0	0	0
UD475	[Part A] Nightingale Recreation Ground Pavilion Refurbishment (S106)	I Ross	0	403	0	0	0	0
UD534	[Scrutiny report] Refurbishment of Park Street Car Park	S Cleary	0	0	0	0	0	0
UD561	[No documentation] Adaptations - Riverside River Banks	A Wilson	0	0	0	0	0	0

# Appendix E (e)

## Capital Plan [Under Development] 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)
UD574	[No documentation] Essential Repairs to Car Parks	S Cleary	0	0	0	0	0	0
UD591	[No documentation] Crematorium Data Link	J Elms	0	0	0	0	0	0
UD593	[No documentation] A14 mitigation schemes (previously Keep Cambridge Moving Fund contribution)	S Payne	0	0	0	1,500	0	0
UD598	[Part B] Supply and install generator at the Crematorium	J Elms	0	0	0	0	0	0
UD616	[Part A] Grant for refurbishment of Memorial Hall and church Hall (S106)	J Hanson	0	150	0	0	0	0
UD617	[Part A] Re-roofing of Folk Museum	A Muggeridge	0	77	0	0	0	0
UD618	[Part A] Resurfacing of commercial properties - Gwydir Street and Ronald Rolph Court	A Muggeridge	0	120	0	0	0	0
UD619	[Part A] Mill Road cemetery access and main footpath improvements (S106)	A Wilson	0	175	0	0	0	0
UD620	[Part A] Sheep's Green watercourse improvements and habitat creation (S106)	A Wilson	0	40	0	0	0	0
UD621	[Part A] Grant for Mill Road gateway sign (S106)	A Wilson	0	42	0	0	0	0
UD622	[Part A] BMX track on Coldham's Common (S106)	A Wilson	0	85	0	0	0	0
UD625	[Part A] Grant for 4 tennis courts at North Cambridge Academy (S106)	I Ross	0	100	0	0	0	0
UD626	[Part A] River Cam public art programme (S106)	A Wilson	0	400	0	0	0	0
UD626	[Part A] Improvements to Netherhall School sports hall (S106)	I Ross	0	169	0	0	0	0
UD627	[Part A] Guildhall Large Hall Windows refurbishment	A Muggeridge	0	101	0	0	0	0
UD628	[Part A] Mill Lane Boathouse (Granta Place)	P Doggett	0	0	0	0	550	0
UD629	[Part A] Tennis court upgrade on Lammas Land (S106)	I Ross	0	45	0	0	0	0
UD631	[Part A] Improvements to community facilities at The Junction (S106)	J Wilson	0	98	0	0	0	0
UD632	[Part A] Reinforcing grass edges along paths across Parker's Piece (S106)	A Wilson	75	0	0	0	0	0
UD632	[Part A] Audio-visual equipment	F Barratt	0	15	0	0	0	0
UD635	[Part A] Meadows Community Centre toilets refurbishment	I Ross	0	23	0	0	0	0

## Appendix E (e)

### Capital Plan [Under Development] 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)
UD637	[Part A] Chesterton Pavilion and Grounds improvements (S106)	I Ross	0	173	0	0	0	0
<b>Capital-GF Under Development</b>			<b>75</b>	<b>3,960</b>	<b>195</b>	<b>1,695</b>	<b>550</b>	<b>0</b>

Note that the PUD list provides a list of possible capital projects, as an indication of what the council might approve for delivery in future years. Projects on the PUD list will be in various stages of development, as indicated by the [annotation] at the beginning of the project description.

[Part A] – the project has an outline business case, approved by the Capital Programme Board

[Part B] – the project has a full business case, approved by the Capital Programme Board, and is ready to be funded

[Scrutiny report] – the project has been reported to the appropriate Scrutiny Committee and has been approved for further development. It may be partially funded. It is likely that the project originated before the current capital approval processes were implemented, and now needs updated documentation and then funding approval

[No documentation] – the project has been moved from the capital plan to the PUD list, as there were no firm plans for delivery at that time. It is likely that the project originated before the current capital approval processes were implemented, and now needs updated documentation and then funding approval

The PUD list also gives an indication of when the project might be delivered. This is based on the latest information from services and is provided as a guide for high level planning purposes only.

# Appendix F

## Earmarked and Specific Funds

Fund	Balance at 1 April 2016	Planned contributions	Planned Commitments	Uncommitted balance to end of 2021/22
	£000	£000	£000	£000
City Deal Investment and Delivery Fund <sup>1</sup>	(1,985)	(25,089)	27,074	0
Sharing Prosperity Fund <sup>2</sup>	(625)	(300)	925	0
Climate Change Fund <sup>3</sup>	(347)	(370)	717	0
Asset Replacement Fund	(1,000)	(6,000)	6,696	(304)
Bereavement Services (Trading & Asset Replacement Fund) <sup>4</sup>	(551)	(1,346)	1,713	(184)
Council Tax Earmarked for Growth	(427)	0	427	0
Efficiency Fund	(217)	0	217	0
Development Plan Fund <sup>5</sup>	(255)	(652)	907	0
Office accommodation strategy fund	0	(3,896)	3,896	0
Property Strategy Fund	(21)	0	21	0
Invest for Income	(6,500)	(1,500)	8,000	0
Project Facilitation Fund	(73)	0	73	0
A14 Mitigation Fund (New)	0	(1,080)	1,080	0
<b>Total</b>	<b>(12,001)</b>	<b>(40,233)</b>	<b>51,746</b>	<b>(488)</b>

<sup>1</sup> subject to future requirements (assumption is 100% committed)

<sup>2</sup> assumed that all current contributions will be spent

<sup>3</sup> assumed that all current contributions will be spent

<sup>4</sup> subject to retention of over performance against budget (assumption £nil)

<sup>5</sup> subject to final costs of current plan and estimate of Local Plan work commencing 2020



## Cambridge City Council Equality Impact Assessment

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

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

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

Budget 2017/ 2018 General Fund

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

To enable the City Council to set a balanced budget for 2017/18 that reflects the Council's vision and takes into account councillor's priorities in its proposals for achieving the savings required.

This EQIA assesses the equality impacts of the General Fund (GF) element of the City Council's budget; a separate EQIA has been completed for the Housing Revenue Account (HRA) element of the Council's budget.

An Equality Impact Assessment (EqIA) has been completed for budget proposals that are likely to result in service changes. This EqIA sets out the material information from EqIAs attached to individual budgets bids. Some EqIAs identify very small or neutral impacts and therefore have not been included and some projects are continuations of existing work.

This approach is intended to ensure that councillors have access to the relevant information on the equality impact of budget proposals at the point when they are being asked to make a decision. This will enable councillors to discharge their Duty under the [Equality Act 2010](#).

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

The 2017/2018 GF budget bids considered as part of this impact assessment are listed below:

**GFB3906 - Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years)** – This bid will provide additional staff capacity for a two year period to deliver air quality activity, including work on Low Emission Taxis, Electric Vehicle Charging Infrastructure, and the Quality Bus Partnership.

**B3977 Sharing Prosperity Fund** - This bid would supplement previous contributions to the Sharing Prosperity Fund made in July 2014, February 2015, February 2016 and October 2016. The funding will support projects which will contribute to the delivery of the objectives of the Council's Anti-Poverty Strategy, including the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents. This could include: further work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering; and projects to improve the mental and physical health of residents on low incomes.

**C3974 Acquisition of Land adjacent to Huntingdon Road Crematorium** - Improvement works along the

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

A14 will move the entrance of the crematorium to the opposite, south eastern side of the site. The Highways Agency will provide a new access road at no cost to the Council and we are taking the opportunity to purchase a previously inaccessible parcel of land on the City side of our property. This will be used to enhance the facilities provided to the bereaved with various options such as improved parking, a wakes service, green burials, a quiet woodland area and a nature reserve.

**GFC3941 – Mobile technology (Office Accommodation Strategy)** - This project will meet the costs of laptop computers, mobile phones and other equipment needed to facilitate SMART working by staff who will be relocated as part of phase two of the Council's Office Accommodation Strategy. Depending on the needs of individual services, the requirements for particular roles and the personal circumstances of individual members of staff, SMART working could include working from other City Council sites, partner organisations' sites, or from home. In the longer-term, it is proposed that a wider SMART working programme will be developed which will encompass all Council services.

**C3904 - Reilly Way Play Area redevelopment** – This project will improve and increase play provision through new swings, multi-activity units and safety surfacing at Reilly Way play area.

**C3983 - Ditton Fields Play Area refurbishment** - This project will include the installation of new play provision at Ditton Fields Play Area, including trampoline, wobbly bridge, and a two bay swing unit including cradle seat. In addition new seats, litter bins and recycling facilities will be included.

**GFS3907 - Call Answering Service** - This is a further phase in work to modernise and improve the Council's handling of telephone calls. Following on from new phones and the automated switchboard implementation, this will introduce a call triage system, which results in some staffing savings. Call triage will apply to Waste and Streets/ Environmental Services initially, but there will be further phases to roll this out to other services at a later stage

**GFC3919 - Abbey Pool - Outdoor Fitness Zone** – This bid is to install fitness equipment to an outdoor area at the Abbey Pool complex. The equipment can be used by everyone free of charge, and will be available all year round. It will replicate indoor fitness activities and exercise workouts.

**C3944 - Footbridge across Hobson's Brook at Accordia Development** - The aim of the proposed scheme is to install a pedestrian footbridge across Hobson's Brook, which will improve the public pedestrian access to, from and through the Accordia development. It will provide a link with the pedestrian network within the Accordia site to the existing paths that run alongside the west side of the conduit, which runs up the west side of the allotments to Brooklands Avenue and down to Long Road.

**GFC URP3900** - Changes to the calculation of holiday pay, reflecting recent case law.

**GFS3939 - Reduction in street lighting contribution and GFB3988 - Street lighting contribution** - Cambridgeshire County Council had previously proposed to turn off or dim street lighting in different areas of Cambridge overnight. The City Council allocated £45,500 in its 2016/17 budget to ensure that lights were kept on in all areas of the city.

The County Council subsequently restored funding in December 2016 for overnight lighting, but not to lighting levels considered bright enough for Cambridge's needs as a city. This resulted in a saving of £45,500 (GFS3939) on the budget which the City Council had allocated in order to keep the lights on in all areas of the city. A separate bid (GFB3988) has been included in the BSR to allow the city centre, historic core and residential areas to be lit to 80% between 10pm and 2.00 am and at 60% until dawn with the aim of increasing safety.

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

X Residents

X Visitors

X Staff

A specific client group or groups (please state):

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

X New

X Revised

X Existing

**5. Responsible directorate and service**

Service: The Finance service manages the budget process, but a range of Council services are responsible for the individual bids included in this EqIA.

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

No

X Yes - This is an assessment of the Council's budget and therefore covers all of our services. The budget also affects some of the Council's partnership working, notably with Cambridgeshire County Council, and it has a potential impact on the voluntary and community sector.

**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.

**(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)

**B3906 - Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years)** – This proposal will benefit the elderly and very young, as they are more likely to be negatively impacted by poor air quality.

**C3944 - Footbridge across Hobson's Brook at Accordia Development** - The proposed bridge installation will benefit people of all age groups through enabling greater access to facilities (including allotments, the Addenbrookes area and local natural habitats) and improved access linkages to other areas of the city. In particular, it will provide improved access for young children and parents and guardians to the play area.



## 7. Potential impact

**C3904 - Reilly Way Play Area redevelopment** – This project will have a positive impact on young children by improving and increasing play provision, including adding new swings, multi activity units and safety surfacing.

**C3983 - Ditton Fields Play Area refurbishment** - This project will have a positive impact on young children by improving and increasing play provision, including installing a trampoline, wobbly bridge, and a two bay swing unit including cradle seat.

**GFS3907 - Call Answering Service** – Older people might be more likely to be adversely affected by the introduction of this service. Automated options can be difficult for older people to use. If they are hard of hearing they are not able to adjust the volume to hear what the messages are saying, and they are also unable to ask clarification questions. However, there will be options available for customers to exit the self-serve system to speak to an advisor. A review of the initiative will take place after 6 months which will look at customer feedback, complaints and performance to establish if the benefits of the initiative have been realised and how our customers are using the service.

**GFC3919 Abbey Pool - Outdoor Fitness Zone** - The outdoor fitness equipment has been designed for use for those 14 years of age and above. The equipment will have a number of classes taking place which can include those that may need some additional assistance. This should have a positive impact.

**GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law** - There will be a positive impact across all age groups eligible for holiday pay - 50% of all staff are in pay bands 1 – 4. Staff at pay scale point 29 and above could receive overtime paid at plain rate. The revised holiday pay calculation would not impact on Senior Management grades where overtime, enhanced rates or standby and call out is not paid. 70% of staff aged between 19-24 fall within pay grades 1 -4, so although there will be a positive impact across all age ranges, the change to holiday pay calculation could have a particular positive impact on this group of staff.

**C3941 – Mobile technology (Office Accommodation Strategy)** - In addition to the mobile technology required to support SMART working, a cultural change will also be required. It is possible that staff who have worked in a particular way for a longer period may find it more difficult to move to SMART working and may require more support as a consequence. This may be more likely to apply to older members of staff, but it could apply to staff across all age bands depending on personal circumstances and preferences. The Council is currently carrying out a survey of staff to inform the SMART working programme, which will provide more evidence about: how, where and when staff currently work; the technologies and processes they use in their roles; and about the Council's working culture.

**GFB3988 - Street lighting contribution** - This bid would provide a funding contribution needed to raise street lighting levels overnight above those proposed by the County Council in December 2016. The city centre, historic core and residential areas would be lit to 80% between 10pm and 2.00 am and at 60% until dawn. If this helps older and younger people to feel safer going out in the evenings, this would have a potentially positive impact for these groups.

### (b) Disability

**B3906 Air Quality Project Support Officer** - This proposal will benefit those with existing health conditions, especially those with cardio-vascular problems, as they are more likely to be negatively impacted by poor air quality.

**C3944 Footbridge across Hobson's Brook at Accordia Development** - The provision of an even access ramp as part of the footbridge will result in fewer level changes and trip hazards. This will improve access for disabled people and those with mobility problems.

**B3977 Sharing Prosperity Fund** - The allocation of additional funding to the Sharing Prosperity Fund will allow the Council to extend or expand successful pilot projects, or new projects which support the

## 7. Potential impact

objectives of the Anti-Poverty Strategy. The Anti-Poverty Strategy identifies that residents with a disability are more likely to be on a low income:

- Disabled people are four times more likely to be out of work than non-disabled people<sup>i</sup>
- Since 2010 the pay gap between disabled and non-disabled people has widened by a third, and disabled people in work are currently paid 10% less on average than people without disabilities<sup>ii</sup>

In particular, projects funded through the SPF that are aimed at improving the mental and physical health of residents on low incomes are likely to have a positive impact on residents with disabilities.

**GFS3907 - Call Answering Service** - Some people with disabilities might be positively affected by this strategy. Customers who struggle to converse, or have a physical impairment but need to access information or provide change in circumstances details may prefer to use the self-service option.

People with learning disabilities or mental health problems could be adversely affected by the introduction of this service. Automated options can be difficult for people to use if the customer cannot ask clarification questions. However, there will be options available for customers to exit the self-serve system to speak to an advisor if they wish to.

**GFC3919 Abbey Pool - Outdoor Fitness Zone** - The outdoor equipment is inclusive and can be used by those with disabilities. The equipment is easily accessible with surfacing suitable for wheelchairs, so it will have a positive impact.

**C3941 – Mobile technology (Office Accommodation Strategy)** - Without reasonable adjustments being made, it is possible that some employees with disabilities may not be able to work from other locations, such as other Council offices, partner offices or from home. Currently, the Council carries out individual workplace assessments to assess what reasonable adjustments to the working environment are required to enable members of staff with disabilities to perform their role. These individual assessments would be extended to assess what adjustments would be required to enable staff in services affected by phase two of the Office Accommodation Strategy to work at other locations. This should include consideration of people's mental health and communication needs. Overall, consideration will need to be given to how the new systems of working will impact on supporting and maintaining relationships with teams, colleagues and managers.

### (c) Gender

**GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.**

Of our staff, 47% are female and 53% are male. Women continue to be more highly represented than men in pay bands 4, 6, 8 and 9. Men are now more highly represented than women in Bands 1 and 3.

Staff who undertake paid overtime, standby and call out duties or are paid enhanced rates for weekend working across all grades would benefit from a revised holiday pay calculation. There will be a positive impact across both genders. No negative impact has been identified.

### (d) Pregnancy and maternity

**B3906 - Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years)** – This proposal may benefit pregnant mothers, as there is some evidence indicating that poor air quality can lead to low birth weight in babies.

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

No differential impact has been identified from the budget proposals

**(f) Marriage and Civil Partnership**

No differential impact has been identified from the budget proposals

**(g) Race or Ethnicity**

**GFS3907 - Call Answering Service** – The call answering service could have a differential impact for people of different race or ethnicity. In particular, customers whose first language is not English could be adversely affected by the introduction of this service, as they may find it more difficult to understand the self-service options. However, our experience within the CSC has shown that a very small percentage of customers that contact us by telephone are unable to speak English.

To mitigate this impact, the system will include options for customers to exit the system and speak to an advisor. Customers can also seek advice face-to-face, where an interpreter can be provided using the Council's corporate contract with companies providing interpreting services.

A number of other local authorities including Tower Hamlets and Bristol City Council are using this system. They have experienced a reduction in call volumes needing an advisor intervention of at least 30%. On the basis that this outcome is replicated at Cambridge City Council all customers calling the CSC will experience:

- An immediate answer to their questions – which will reduce frustrations and complaints
- The customer service centre performance for calls answered will improve.
- Communications will be carried out via Cambridge matters and the web site.

A review of the initiative will take place after 6 months which will look at customer feedback, complaints and performance to establish if the benefits of the initiative have been realised and how our customers are using the service.

**GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.**

There will be a positive impact across all staff. No negative impact has been identified. As at 31<sup>st</sup> March 2016, 6.18% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic). In relation to pay bands, 68% of staff declaring themselves to be BAME, were in pay bands 1 - 4 and are eligible for overtime and could be eligible for enhanced rates and standby and call out. Therefore, the change to holiday pay calculation may have an even more positive impact on this group of staff.

**(h) Religion or Belief**

**C3974 – Acquisition of land adjacent to Huntingdon Road crematorium** - Improvement works along the A14 will move the current entrance of the crematorium and the Highways Agency will provide a new access road at no cost to the Council. The proposed location of the new entrance would have resulted in the loss of a part of the crematorium site that has been used for the scattering of ashes by people of any faith or belief. The Council is taking the opportunity to purchase a previously inaccessible parcel of land which will allow the entrance to be moved to a different location, which will mean that there will no longer be any impact on the area where ashes are currently scattered.

**(i) Sexual Orientation**

No differential impact has been identified from the budget proposals

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

**B3906 - Air Quality Project Support Officer** - Poor air quality is most likely to impact negatively those on low incomes who are less able to make choices about their living environment, so are more likely to be living in environmentally degraded conditions, such as alongside busy roads with high levels of air pollution. An overall improvement in air quality in Cambridge, as well as a targeted improvement at roadsides, will provide a health benefit to low income groups.

A recent paper<sup>iii</sup> in Environmental Pollution noted higher concentrations of air pollutants in the most deprived 20% of neighbourhoods in England and concluded that measures to reduce these inequalities should include focus on transport in urban areas. Increasing staff capacity will allow the Council's Environmental Health service to better support current transport-related air quality initiatives, including Low Emission Taxis, Electric Vehicle Charging Infrastructure, City Deal and Quality Bus Partnership.

**B3977 Sharing Prosperity Fund** - It is likely that this bid will have a positive impact on low income groups, as the funding will be used to support projects which will contribute to the delivery of the objectives of the Council's Anti-Poverty Strategy. This will include the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents.

**GFC3919 Abbey Pool - Outdoor Fitness Zone** - The Abbey ward has recently been classified as the most deprived ward in the City in the recent IMD ratings for 2015. The Abbey ward also has some of the highest mapped obesity and sedentary behaviours across the City. This range of equipment is easy to use and will be free of charge to use at all times. Community groups will be able to use the equipment and bring together different ages and abilities of users. The Sports Development in house team alongside other health providers will also be able to help the local community and residents to undertake exercise and activities. Improved facilities should lead to a positive impact in the local area.

**GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.**

This is anticipated to have a positive impact on low-income groups who may work hours which attract overtime and enhanced rates.

**C3941 – Mobile technology (Office Accommodation Strategy)** - The personal circumstances of individual members of staff will need to be taken into account when considering SMART working options as part of the Office Accommodation Strategy. For some staff that have caring responsibilities, either for children or for elderly or other family members, working from home may not be an appropriate option, as it could create a conflict between work and the needs and expectations of those being cared for. However, for other members of staff with caring responsibilities, providing the technology needed for more flexible working could give them the benefit of greater options about where, when and how they work.

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

It is difficult to gauge the overall impact of the budget bids for 2017 -2018, as some projects are already in progress, while others have yet to be fully developed fully and are listed here to indicate an intention for further consideration.

Overall the budget could have positive affects for people with the following characteristics: Age, Disability and those on a lower income.

The mitigation plans have either been identified in the main body of this EqlA or are listed in the individual EqlAs supplied as part of the budget process. These EqlA mitigation action plans are available on request from Suzanne Goff.

## 9. Sign off

Name and job titles of assessment lead officers: Suzanne Goff, Corporate Strategy Officer, and David Kidston, Strategy and Partnerships Manager

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

- **GFB3906** - Air Quality Project Support Officer – Lead Officer – Jo Dicks
- **GFB3977** - Sharing Prosperity Fund – Lead Officer – David Kidston
- **GFC3974** - Acquisition of Land adjacent to Huntingdon Road Crematorium – Lead Officer James Elms
- **GFC3941 Mobile technology (Office Accommodation Strategy)** – Lead Officer - Frances Barratt
- **GFC39304** - Reilly Way Play Area redevelopment – Lead Officer – Sarah Tovell
- **GFS3907 Call Answering Service** – Lead Officer – Clarissa Norman
- **GFC3919 Abbey Pool - Outdoor Fitness Zone** – Lead Officer - Ian Ross
- **GFC URP3900** - Changes to the calculation of holiday pay – Lead Officer Deborah Simpson

Date of completion: 4 January 2016

Date of next review of the assessment: December 2017

## Action Plan

**Date of completion: All actions that have been identified are detailed within the individual EqIAs and copies of these are available on request by contacting the bid authors or Suzanne Goff ([Suzanne.goff@cambridge.gov.uk](mailto:Suzanne.goff@cambridge.gov.uk))**

Equality Group	Age
Details of possible disadvantage or negative impact	The assessment indicates a need to ensure engagement and support is provided to older staff when adopting SMART working. Older workers may also be less likely to have the technology necessary to work from home.
Action to be taken to address the disadvantage or negative impact	Design into service transition plans consultation with staff and individual assessments for the potential and suitability to work flexibly, from other locations or from home
Officer responsible for progressing the action	Line Managers of staff impacted
Date action to be completed by	Before transition

Equality Group	Disability
Details of possible disadvantage or negative impact	The assessment indicates a need to assess whether any reasonable adjustments may be required for staff with disabilities when adopting SMART working.
Action to be taken to address the disadvantage or negative impact	Design into service transition plans consultation with staff and individual assessments: <ul style="list-style-type: none"> <li>the potential and suitability to work flexibly, from other locations or from home</li> <li>any reasonable adjustments that may be required to facilitate flexible working, from other locations or from home</li> </ul>
Officer responsible for progressing the action	Line Managers of staff impacted
Date action to be completed by	Before transition

<sup>i</sup> Joseph Rowntree Foundation, 2005, The education and employment of disabled young people <http://www.jrf.org.uk/publications/education-and-employment-disabled-young-people>

<sup>ii</sup> Scope, 2014, Disability Facts and Figures

<sup>iii</sup> Fecht, D. et al. (2014) Associations between air pollution and socioeconomic characteristics, ethnicity and age profile of neighbourhoods in England and the Netherlands, Environmental Pollution <http://dx.doi.org/10.1016/j.envpol.2014.12.01>

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To: Executive Councillor for Finance and Resources:  
Councillor Richard Robertson

Report by: Strategic Director: David Edwards

Relevant scrutiny committee: Strategy and Resources Scrutiny Committee  
23/01/2017

Wards affected: All Wards

### **ICT PROVISION AT CAMBRIDGE CITY COUNCIL**

#### **Key Decision**

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It is recommended that the Committee resolves to exclude the press and public during any discussion on the Exempt Appendix to the report by virtue of paragraphs 1,3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

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

- 1.1 Two suppliers currently deliver the Cambridge City Council ICT service. These suppliers are Northgate Public Services (NPS) and 3C ICT. The latter is part of the 3C Shared Service with South Cambridgeshire District Council and Huntingdonshire District Council.
- 1.2 An opportunity has arisen to undertake a contract variation to the NPS Contract and to move to a single supplier for delivery of all the ICT Services.
- 1.3 This report sets out the case to establish a single supplier for the management and delivery of the Cambridge City ICT Services, which would be the 3C ICT Shared Service, including the options that have been considered.

#### **2. Recommendations**

The Executive Councillor is recommended:

- 2.1 To approve the variation of the NPS contract and undertake a managed transition of the ICT services that NPS currently provide to the 3C ICT Shared Service.

- 2.2 To agree the budget spend of £195,000 for transitioning the current service to the 3C ICT Shared Service. This cost can be met from existing ICT budgets.
- 2.3 To delegate to the Strategic Director, following consultation with the Executive Councillor and the Head of Legal Practice, to negotiate and finalise the transition with NPS and 3C ICT Shared Service.

### **3. Background**

- 3.1 ICT is a key element in delivering effective services for our residents, businesses, visitors and employees. It is vital that the service works well and that the Council can deliver the high level of services that our customers expect. ICT is also a key enabler for shared service delivery, providing services digitally, our accommodation strategy and delivering value for money.
- 3.2 The Information and Communications Technology (ICT) Services in Cambridge City are currently supported across two suppliers.
- 3.3 The current contract with Northgate Public Services (NPS) started in 2013 for a 5-year initial duration with expiry on the 30th June 2018. The service that is provided by NPS includes the ICT Service Desk and ICT User Support, ICT Network and Infrastructure Support as well as project support.
- 3.4 The 3C ICT service also provides support to the Council, which includes ICT Communications Support and ICT Strategy Formulation.
- 3.5 To further improve service performance and provide future economies of scale it is recommended to move to a single supplier, 3C ICT Shared Service, in 2017. Both NPS and the 3C ICT Shared Service are currently minded to agree the transition of NPS provided services to 3C ICT.
- 3.6 Having one supplier, accountable for the delivery of ICT products and services for Cambridge City will undoubtedly improve management of those services and for users of those services. Currently the fragmented support means at times it is unclear around accountability and there is some duplication of effort in areas of project and service management.
- 3.7 A move to a single supplier 3C ICT will give greater accountability and make it easier to govern and manage. A single supplier will also help with the strategic optimisation of the support for the ICT products and services required for all three authorities.

3.8 Several options for the delivery of the ICT Service had been considered, which are set out in the Exempt Appendix to this report.

### **Other background information.**

3.9 A joined up strategic approach to ICT service delivery is also required for the future provision of support for Cambridge City Councils ICT systems and functions, to provide economies of scale and to meet our changing operational environment. This includes face to face, telephone, and online ways of working and providing a variety of effective channels for residents, visitors and businesses to engage with the Council.

3.10 A much-needed hardware upgrade is underway. This will provide a private cloud solution enabling consolidation of the server room provision and provide greater resilience across the three Councils. Funding was agreed by the Executive Member in November 2016. This upgrade is being managed by 3C ICT and will meet the future needs of the 3C ICT service users, including Cambridge City Council and provide a firmer foundation for future service provision. This hardware will be supported by 3C ICT.

3.11 The project team has met to consider the initial business case and, subject to member agreement, comprehensive project management arrangements will be put in place including risk mitigation and control processes.

3.12 The Project Initiation Document has been developed and contains the basic information needed to correctly define and plan the successful delivery of the project.

3.13 It is recommended that there is a delegation to the Strategic Director to finalise the transition should recommendations 1 and 2 be agreed.

## **4. Implications**

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

The costs of transitioning from NPS to 3C ICT include funding a project manager, business analyst and a transition manager. These posts are essential to ensure a smooth transition of the service and the costs would need to be incurred in the future at some stage. Budgeted costs for the planned timeline are £195,000.

A small revenue saving of £50,000 per annum has been calculated for the delivery of the new service.

Further financial details are set out in the Exempt Appendix.

**(b) Staffing Implications**

Staffing implications are set out in the Exempt Appendix.

**(c) Equality and Poverty Implications**

Use of the Equalities Impact Assessment document has not identified any direct impact on residents or communities. There is also unlikely to be any differential impact on staff in any of the equalities groups. TUPE Regulations will be followed for any staff where they apply.

**(d) Environmental Implications**

Use of the climate change rating tool has identified that there are no environmental implications arising from this report.

**(e) Procurement**

Transition of the NPS contract to 3C ICT would effectively bring the services in-house and therefore would not be a procurement exercise. A contract variation agreement would be negotiated between NPS and the City Council.

**(f) Consultation and communication**

Communication will be via the Project Group and a communications plan will be delivered and managed by the Project Manager.

**(g) Community Safety**

There are no implications as a result of this report

**5. Background papers**

Background papers are included as part of the Exempt Appendix.

**6. Appendices**

Exempt information

**7. Inspection of papers**

If you have a query on the report please contact:

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By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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