

# 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: Wednesday, 8 March 2017*

**Date:** Monday, 20 March 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 5 - 24*)

To confirm the minutes of the meetings held on 23 January 2017 and 13 February 2017.

## **4 Public Questions**

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

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

- 5 Office Accommodation Strategy Projects at 130 Cowley Road, Cowley Road Compound and Mandela House (Pages 25 - 30)**
- 6 Revisions to the River Mooring Policy (Pages 31 - 178)**
- 7 Preparing for the Apprenticeship Levy & Public Sector Targets for Apprenticeships 2017 (Pages 179 - 190)**
- 8 Discretionary Housing Payments (Pages 191 - 206)**

Appendix 1 to this report contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. If the committee wishes to discuss the appendix they are recommended to exclude the press and public.

### **Decisions of the Leader**

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

- 9 Shared Services 2017/18 Business Plans (Pages 207 - 246)**
- 10 Shared Planning Service (Pages 247 - 268)**
- 11 Update on Key External Strategic Partnerships and our Involvement (Pages 269 - 294)**

# Information for the Public

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

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

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

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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 23 January 2017  
5.00 - 7.00 pm

**Present:** Councillors Barnett (Vice-Chair in the Chair), Abbott, Baigent, Bick, Cantrill, Herbert (Executive Councillor) and Robertson (Executive Councillor)

Leader of the Council: Councillor Lewis Herbert

Executive Councillor for Finance and Resources: Councillor Richard Robertson

**Officers:**

Chief Executive: Antoinette Jackson

Benefits Manager: Naomi Armstrong

Head of Finance: Caroline Ryba

Committee Manager: Gary Clift

Strategic Director: David Edwards

Shared Services Programme Manager: Brian O'Sullivan

Operations Manager: Wendy Young

Head of Legal Practice: Tom Lewis

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**17/40/SR Apologies for Absence**

Apologies for absence were received from Councillors Sarris and Sinnott.

**17/41/SR Declarations of Interest**

There were no declarations of interest.

**17/42/SR Minutes of the Previous Meeting**

The minutes of the meetings held on the 10<sup>th</sup> October 2016 were agreed and signed as a correct record.

**17/43/SR Public Questions**

There were no public questions.

**17/44/SR Record of Urgent Decisions taken by the Executive Councillor for Finance and Resources****17/44/SRa Office Accommodation Strategy – Refurbishment Projects**

Cllr Cantrill asked about the timing of the decision bearing in mind a scheduled Scrutiny Committee had met recently. Cllr Robertson explained that the Scrutiny Committee had received a preliminary report earlier in 2016 and it was purely that the information was not fully available at the time of the Scrutiny Committee and the project could not wait until a decision at this meeting. The decision was noted.

**1/44/SRb Office Accommodation Strategy - Refurbishment projects technology to support flexible working.**

The decision was noted.

**17/45/SR Review Of Use Of The Regulation Of Investigatory Powers Act****Matter for Decision**

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.

The report set out the Council's use of RIPA and the present surveillance policy.

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

- i. Noted the review the Council's use of RIPA set out in paragraph 5.1 of the officer's report.
- ii. Noted and endorse the steps described in paragraph 7.1 and in Appendix 1 of the officer's report, to ensure that surveillance is only authorised in accordance with RIPA.
- iii. Approved the amended general surveillance policy in Appendix 1 of the Officer's report.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Head of Legal Practice.

The Head of Legal Practice confirmed in response to a question that in relation to surveillance for a third party (para 5.3 of the report) that there were no occasions when this took place in 2016 and that it would be stated in future annual reporting.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**17/46/SR Public Spaces Protection Orders for Dog Control****Matter for Decision**

The report considered 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 the report was 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.

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

- i. Note the contents of the report only
- ii. Agreed that further consultation work be undertaken for the proposals at the following sites:
  - Cherry Hinton Hall

- Ravensworth Gardens
  - Mill Road Cemetery
- iii. Asked officers to provide a full report on the consultation responses and recommended PSPO at Strategy and Resources Committee in 2017.

**Reason for the Decision**

As detailed 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 unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**17/47/SR Update on Devolution Combined Authority****Matter for Noting**

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. The report provided an update on those processes and progress towards implementation.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Chief Executive. The Leader updated the scrutiny committee on the progress since the first meeting of the Shadow Combined Authority (14.12.16). The next meeting was to take place on 31 January and the agenda had been published. Once the Statutory Instrument for the Combined Authority had been approved by both Houses of Parliament, expected in mid-March, the Combined Authority would meet and



agree its Standing Orders and first funding allocations. The Leader had been allocated the Communities Portfolio.

Cllr Bick made the following comments in response to the report:

- i. Did the Leader support the LEP having a vote on the shadow Combined Authority?
- ii. Was there a definition of the portfolio holders and the powers that those portfolio holders have?
- iii. What plans were there for pre-scrutiny of the City Council's Combined Authority representatives?
- iv. What about future negotiations ie. Devolution 2?

The Chief Executive responded on ii. and iii.. The portfolios were described in the agenda for the shadow Combined Authority meeting on 31 January and would be circulated. In terms of pre-scrutiny (a report would be considered at Civic Affairs Committee on 15 February), any process should not duplicate the work of the Combined Authority's own overview and scrutiny arrangements and the Council would wish to review any interim arrangements it had in place once the work of the formal Combined Authority gets established.

The Leader stated that he wanted to see the LEP integrate with the Combined Authority rather than see long term duplication by the two bodies and he did not vote against the LEP being given a vote at Combined Authority meetings. On the portfolios, these were shadow and by the March meeting of the Combined Authority there would be clearer portfolios set out. There was likely to be further changes after the Mayoral elections/Annual Council Meetings in May. On Devolution 2, as the Government has changed the budgetary cycle to the autumn initial discussions were yet to be had with them.

It was noted that there was no decision to be taken by the Executive Councillor and that the Labour and Liberal Democrat Group Leaders would provide a nominee each for the Combined Authority Overview and Scrutiny Committee to be ratified by the Council on 23 February.

## **17/48/SR Shared Internal Audit Service (SIAS)**

### **Matter for Decision**

To agree a shared Internal Audit service with South Cambridgeshire District Council.

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

- i. 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.
- ii. 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.

**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 noted that the business case Vision (pg 139) erroneously referred to 3C.

In response to questions, it was confirmed that:

- i. The work of the new shared service would be in proportion to the costs borne by the two councils
- ii. The city council was the lead authority and a review of the operations and budgets would be undertaken after 12 months

The Leader highlighted the value that the city council had for its Internal Audit service and the contribution it made towards good governance.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**17/49/SR Strategy & Transformation Portfolio Revenue and Capital Budget Proposals for 2017/18 to 2021/22****Matter for Decision**

Consider the revenue budget proposals in appendix B.

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

- i. Supported the revenue budget proposals in appendix B.

**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.

Cllr Bick sought clarification on:

- i. The contribution to the Sharing Prosperity Fund (pg 167) – and not knowing the outcomes of projects supported.
- ii. The apprenticeships scheme (pg 168) how many would there be by the end of four years funding and would any be recruited at the end of training?
- iii. Business transformation programme (pg 169)

The Leader responded regarding the Sharing Prosperity Fund and that it was managed in a similar way to the Climate Change Fund set up under the Lib Dem administration. The accountability for the spending rested with the Ex Cllr for Communities with scrutiny by the Community Services Scrutiny Committee.

On apprenticeships, the Head of Human Resources stated that the initial proposal of 20 apprentices was revised to 15 and at present it was probable 12 would complete during the scheme. Two have completed their apprenticeships. The scheme was set up with no guarantee of a job at the end of the training, but if a suitable role was vacant and they were eligible, then they could apply.

On business transformation, the Chief Executive stated that the funding supported a wide ranging change programme and it was important that there

was an appropriate budget for senior management to have available to facilitate this change which was delivering long term savings for the Council.

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

The Executive Councillor approved the recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

### **17/50/SR Finance & Resources Portfolio Revenue and Capital Budget Proposals for 2017/18 to 2021/22**

#### **Matter for Decision**

To consider the revenue and capital budgets for the portfolio.

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

- i. Approved the proposed charges as shown in appendix A.
- ii. Considered the revenue proposals as shown in appendix B.
- iii. Considered the capital budget proposals as shown in appendix c.
- iv. Adjust capital funding for item 2c.

#### **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. A revised report had been circulated to all members previously which included the mooring fees (appendix A4) which had erroneously been included in the Street and Open Spaces portfolio.

Cllr Cantrill sought clarification on:

- i. Mooring fees and charges (page 13).
- ii. Customer Service Transformation (page 14)
- iii. Commercial property acquisition additional income (page12)

The Executive Councillor said the following in response to questions:

- i. The decision to defer any increase in fees had been made in March 2016, however this had not been followed up on the income assumptions so the budget change rectified that. There was no assumption on 2017/18 or future years budget until the outcome of the consultation on moorings is considered by the scrutiny committee.
- ii. The saving was a vacant post that would not be filled.
- iii. It was anticipated a larger return in 2018/19 onwards when the full acquisition budget had been used to generate long term income.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

### **17/51/SR Council Tax Reduction Review 2017/18**

#### **Matter for Decision**

To continue with the current Council Tax reduction scheme.

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

- i. To agree to continue the current Council Tax Reduction Scheme framework with changes in applicable amounts and premiums as defined within the scheme.
- ii. 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.

#### **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 Revenue and Benefits.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**17/52/SR Annual Treasury Management Strategy Statement 2017/18**

**Matter for Decision**

To recommend to the Council an Annual Treasury Statement.

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

To recommend to Council:

- i. the Annual Borrowing Statement at para 4, the Minimum Revenue Provision Policy at para 5 and the Council's Annual Investment Strategy as contained in paras 8 and 9.
- ii. An amendment to the counterparty list to include a Cambridge City Council Housing Working Capital Loan Facility classified type: non specified investment with a recommended limit of £200k.
- iii. Changes to the estimated Prudential and Treasury Indicators for 16/17 to 19/20 inclusive as set out in appendix c

**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.

In response to a request from members, the Head of Finance undertook to provide asset allocation (UK banks, CCLA etc) in future Treasury Management reports, as although this was included in the Statement of Accounts, it would be helpful in this report also.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**17/53/SR Budget Setting Report 2017/18****Matter for Decision**

To recommend a budget for consideration by the Executive with any amendments.

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

**General Fund Revenue Budgets: [Section 5, page 28 of the Officer's report refers]**

**The Executive Councillor resolved to:**

- a) Agree any recommendations for submission to the Executive in respect of:
- Revenue Pressures shown in Appendix C of the Officer's report (a) and Savings shown in Appendix C of the Officer's report (b).
  - Bids to be funded from External or Earmarked Funds as shown in Appendix C of the Officer's report (c).
  - Non-Cash Limit items as shown in Appendix C of the Officer's report (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 of the Officer's report (a).
- c) Recommend to Council the level of Council Tax for 2017/18 as set out in Section 4 of the Officer's report [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 of the Officer’s report refers].

**Capital: [Section 7, page 33 of the Officer’s report refers]**

**Capital Plan:**

g) Recommend to Council the proposals outlined in Appendix E of the Officer’s report (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 of the Officer’s report (d), the Funding as set out in Section 7, page 36 of the Officer’s report and note the Projects Under Development list set out in Appendix E of the Officer’s report (e).

**General Fund Reserves:**

i) Noted 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 of the Officer’s report refers].

**Reason for the Decision**

As set out in the Officer’s report.



**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Head of Finance. The committee was advised that an amendment would be presented to the Executive on 26 January covering an update on New Homes Bonus (pgs 244-245), information on the receipt of a homelessness grant of £390k for outreach work and the s25 report from the s151 Officer.

It was noted that Cllrs Bick and Cantrill would ask questions at the Executive on 26 January

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**17/54/SR ICT Provision at Cambridge City Council****Matter for Decision**

To undertake a contract variation to the Northgate Public Services contract and to move to a single supplier for delivery of all the Council's ICT Services.

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

- i. 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.
- ii. 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.
- iii. 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.

**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 unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 7.00 pm

**CHAIR**

**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 13 February 2017  
5.00 - 5.55 pm

**Present:** Councillors Sarris (Chair), Barnett (Vice-Chair), Baigent, Bick, Cantrill, Sinnott, Herbert (Executive Councillor) and Robertson (Executive Councillor)

Leader of the Council: Councillor Lewis Herbert

Executive Councillor for Finance and Resources: Councillor Richard Robertson

**Officers:**

Chief Executive: Antoinette Jackson

Head of Finance: Caroline Ryba

Committee Manager: Gary Clift

**FOR THE INFORMATION OF THE COUNCIL**

**17/1/SR Apologies for Absence**

There were none.

**17/2/SR Declarations of Interest**

Councillor Cantrill declared an interest as a Trustee of Wintercomfort (relating to budget amendment on peer support for single homeless page 12).

**17/3/SR Public Questions**

There were questions from Mr Tidy and Ms Tillson from Camboaters and Ms Blythe from the Federation of Cambridge Residents' Associations.

**Mr Tidy-Mooring Charges**

Referring to (B0008) pg 14 of the agenda: Camboaters very much welcomed this proposal. Camboaters had undertaken an in-depth River Review which showed £70k income from Mooring Fees which was far in excess of the officer time and administration costs (£51k). It also appeared that the houseboat community were subsidising the electricity for the water pump station at Jesus

Green used by the Lido (run by Better Leisure). Camboaters welcomed the productive dialogue with Cllr Roberston and the officers.

Cllr Robertson stated that he had only received a copy of the draft River Review that morning and it would be given a proper assessment along with the responses to the consultation before he could comment in any detail on the issues raised.

Mr Tidy responded that he urged the Council to sever the link between the services received by the houseboat community and the income the Council received in Mooring Fees.

Ms Blythe re X0001 Market Sq renewal (page 17 of the agenda)  
FeCRA supported the proposals for the Market Sq., but was of the view that it should not be piecemeal. Small local shops were suffering and there needed to be a strategic review of the historic city centre. Other examples given were the type of street trading allowed on Silver Street and the portacabins placed on Sheeps Green. Better resourced planning enforcement was supported.

The Leader responded. On the Market Sq proposal, that would be debated at next Thursday's Council meeting. The Ex Cllr for Environmental Services and City Centre had offered to meet Cambridge Past Present and Future and would be looking at their costed plans. Regarding Silver Street, the Council was obliged to follow requirements of street trading consents (long standing) and traders could challenge the Council. The Markets and Street Trading Manager would discuss the issues further with FeCRA. Finally on Sheeps Green, there was a recognition that this was an inappropriate location, that the Council must learn from how this happened and that an application was being made to relocate the structures to a new place.

There would be a strategic proposal from the Joint Director of Planning and Economic Development, which would be taken forward in a Cambridge Open Space and Movement Supplementary Planning Document (SPD) for the city centre, once the current Local Plan process had been concluded.

Ms Blythe responded by asking if there was a strategy for auditing places at risk eg, small shop traders. And, did the enforcement that existed have teeth and pitched at the appropriate senior officer level?

The Leader responded that the SPD would address the point made on protecting places at risk. On enforcement, it had been an issue taken

seriously by the Labour-led administration and he would expect a continued focus on enforcement, urban design and conservation and would be raising the issues made with the Joint Director of Planning and Economic Development.

Ms Tillson – re capping Mooring Fees (page 7 of the agenda)  
Camboaters supported the proposal to peg fee charges to 2%. Boaters made a large net contribution and it was unreasonable to make a larger contribution.

Cllr Robertson replied that the current standard increase for all types of fees was 2% but specific proposals for other service charges could be more or less. Because of the consultation process no figure on fees had been included. It would be addressed following consideration of the consultation responses and the recently received River Review.

## **17/4/SR Amendments to the Budget Setting Report 2017/18**

### **Matter for Decision**

An amendment to the Executive's budget to include bid B3996- Improving representation of the views of local young people.

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

- i. Approved inclusion of the additional budget item (B3996) for recommendation to Council and to authorise the Section 151 Officer to make the necessary changes to the Budget Setting Report 2017/18 for consideration by the Council on 23 February 2017.

### **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 Executive Councillor for Finance and Resources advised the Scrutiny Committee that this new Bid was being submitted on behalf of the Executive Councillor for Communities and was seen as an important piece of work for young people.

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

The Executive Councillor approved the recommendation.

## **17/4/SRa Liberal Democrat Amendment**

### **Scrutiny Considerations**

The purpose of the discussion was to ask questions of the Lib Dem members on the Scrutiny Committee on its budget amendment.

The Labour members of the Committee asked the following questions. The answers provided by Lib Dem members immediately follow.

- i) Why do you see a need for the bid on supervision of events on public open spaces B0003 (page 12)? Because of the increase in the number of events and the officer capacity being currently stretched to properly supervise and monitor, particularly when events set up and leave.
- ii) Mooring Charges at 0? (B0008 page 14) Because 2% is built into the base budget and has been since 2010/11. A critical component that needs to be locked down is the mooring fee boaters pay. Don't believe there should be further uncertainty on this.
- iii) Planning Enforcement, how funded and what proceeds from the Crime Act? (X0002 page 18) This would be funded by New Homes Bonus and had been missed off the text commentary. Nobody knew yet on any proceeds from the Crime Act but this bid would be a resource to do the research on the opportunities.
- iv) Sunday Parking Fees in Grand Arcade? (B0006 page 14) – in addition to the commentary on the agenda this would reflect that the shops are barely open at that time on a Sunday.
- v) Switch commercial to residential (C0001 page 21) – There was a number erroneously missing in the commentary text – it should read in the third sentence....approximately **28** properties...

The meeting ended at 5.55 pm

**CHAIR**

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To: Councillor Richard Robertson Executive Councillor  
for Finance and Resources

Report by: David Edwards, Strategic Director

Relevant scrutiny  
committee: Strategy & 20/3/2017,  
Resources  
Scrutiny  
Committee

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

## **OFFICE ACCOMMODATION STRATEGY PROJECTS AT 130 COWLEY ROAD, COWLEY ROAD COMPOUND AND MANDELA HOUSE Key Decision**

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### **1. Executive summary**

This report seeks approval for three refurbishment projects related to the Council's Office Accommodation Strategy.

The Council's Office Accommodation Strategy report recommendations were approved on 18<sup>th</sup> January 2016.

The Executive Councillor approved the short to medium term aim of the Office Accommodation Strategy (phase II) to consolidate administrative office accommodation at The Guildhall, Mandela House and 171 Arbury Road. This strategy also included the disposal of Mill Road Depot and the relocation of depot-based services to sites in Cowley Road.

An "out of cycle" decision made by the Executive Councillor on 10<sup>th</sup> November 2016 gave approval for the allocation of £2,443,000 capital funds for refurbishment works (including furniture) at Mandela House, 130 Cowley Road and the former Park and Ride site on Cowley Road, but did not give specific approval for award of contracts to carry out works. The budget for minor works on the 4th floor of the Guildhall (£57,000) was also approved.

## **2. Recommendations**

The Executive Councillor is recommended:

2.1 To approve the proposed refurbishment works to create new office accommodation at 130 Cowley Road, Cowley Road Compound and Mandela House subject to the tendered prices for work being acceptable.

2.2 To authorise the Strategic Director to award contracts for the appointment of contractors to carry out refurbishment works at 130 Cowley Road, Cowley Road Compound and Mandela House in accordance with the requirements of the Constitution.

## **3. Background**

3.1 The refurbishments at Mandela House and 130 Cowley Road and set up of the Cowley Road Compound (on the former Park and Ride site) facilitate the release of Mill Road Depot (for redevelopment) and Hobson House (to create a capital receipt). The Mandela House, Hobson House and Guildhall projects form part of the overall office accommodation strategy which seeks to rationalise the space used for administrative office purposes within the city centre.

3.2 Design schemes and cost models for the refurbishment of Mandela House and 130 Cowley Road together with the set-up of the Cowley Road Compound have been developed. Minor works on the 4<sup>th</sup> floor of the Guildhall are currently underway. The estimated cost of the combined schemes is around £2,500,000. The refurbishment works at Mandela House also include some planned maintenance works that are sensible to carry out at the same time.

3.3 The Office Accommodation Strategy refurbishment projects have progressed through the Council's project appraisal process and Capital Programme Board underwent an officer-led gateway review process in October 2016 in advance of seeking approval for funding.

3.4 A summary of the work to be carried out is set out below

### **Mandela House**

The refurbishment involves internal alterations and structural works to create open plan working areas and meeting room facilities, new and refurbished welfare facilities across three floors, redecoration, new floor

coverings, new electrical services, LED lighting, new data services, new mechanical services (heating, cooling and ventilation).

Building Services (heating, ventilation, cooling, electrical services, lighting and data services) shall meet the requirements of increased building occupancy.

### **130 Cowley Road**

The refurbishment involves converting an industrial warehouse into office space and a stores facility. Work includes relocating internal stairs, creating new welfare facilities, new internal walls / meeting rooms, installation of new windows, installation of a lift, new heating and ventilation, new electrical services, new lighting and data services, structural and drainage works.

### **Cowley Road Compound**

This project will create a new compound for carrying out the operational functions of Estates and Facilities and Street and Open Spaces following the vacation of Mill Road Depot.

Work comprises the creation of a temporary waste transfer station, external storage compound for building materials, store facility for Streets and Open Spaces, welfare facilities, vehicle charge points, staff parking for both the Compound site and 130 Cowley Road, fuel station for CCC operational vehicles, vehicle wash down facility, temporary office accommodation, cycle parking.

## **4. Implications**

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

Funding of £2,443,000 for the refurbishment projects, including refurbishing, is already approved and the projects are on the Council's capital plan. Earmarked reserves were established to undertake these works along with funding from a combination of Office Accommodation Strategy earmarked revenue and capital reserves, Climate Change Funds and planned maintenance funding.

Market testing is underway and tenders are due to be received by 15<sup>th</sup> March 2017 (130 Cowley road and Cowley Road Compound) and 20<sup>th</sup> March 2017 (Mandela House). Furniture will be tendered separately.

If tender prices exceed estimated project budgets by more than 5% then officers will evaluate and present options regarding how to proceed. In view of timescales, if further approvals are required from the Executive Councillor then officers may submit a further paper as an "urgency action."

(b) **Staffing Implications**

These projects are part of the office accommodation strategy. The design of office accommodation will help facilitate mobile working and new ways of working for Council staff. Desks will be provided at ratio of seven desks for ten staff. Staff moved from the 1<sup>st</sup> and 2<sup>nd</sup> Floor of Mandela House in August 2016 and will move back in when refurbishment work is completed.

Staff based at Hobson House will transfer to Mandela House when refurbishment work is complete

Staff on ground the ground floor of Mandela House may be required to make some adjustments to working practices while the building work is taking place.

Staff based at Mill Road Depot will move to 130 Cowley Road and Cowley Road Compound when work is complete.

(c) **Equality and Poverty Implications**

None

(d) **Environmental Implications**

The approval of the budget for refurbishment work at 130 Cowley Road was given subject to the completion of a cost / benefit analysis of installing additional insulation and a gas heating system. This cost benefit analysis has been carried out and the payback times for each measure show that it is not cost effective for the Council to invest in these measures in a building that the Council is occupying under a 15 year lease.

Environmental impact assessments have been carried out as part of the Council's capital programme board approval process.

(e) **Procurement**

The refurbishment projects are being competitively tendered via the Council's "Procontract" online procurement system. All three projects are subject to open tender and will be evaluated on the basis of price and quality.

(f) **Consultation and communication**

**Mandela House**

Heads of services and managers have been consulted about the design proposals and proposed desk layouts. There is a stakeholder

group that has been involved in the design process.

### **130 Cowley Road**

There have been staff open days to view the proposed office accommodation and opportunity to comment on the proposed plans. A planning application is required for some elements of the proposed works.

### **Cowley Road Compound**

Internal stakeholders have been consulted regarding the project brief and scope of the works. Further consultation will be required regarding operation issues. A planning application has been submitted for this project.

### **(g) Community Safety**

Security lighting, CCTV and intruder alarms will be included in the works at 130 Cowley Road and Cowley Road Compound.

An assessment of the walking route between 130 Cowley Road and Cowley Road Compound is underway.

## **5. Background papers**

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

Office Accommodation Strategy – report to Strategy and Resources Scrutiny Committee, 18/1/16

## **6. Appendices**

None

## **7. Inspection of papers**

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

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

Report by: Strategic Director

Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 20/3/2017

Wards affected: Abbey Castle East Chesterton Market Newnham  
West Chesterton

## **REVIEW OF RIVER MOORINGS POLICY 2017 to 2023 Key Decision**

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### **1. Executive summary**

- 1.1 This report details the work completed towards, and sets out proposals for an updated River Moorings Policy (RMP) to ensure the effective operational management of the moorings within the control of the City Council, for 2017 to 2023.
- 1.2 The updated RMP, as set out in appendix A, outlines the principles with which the Council will follow, to manage its moorings effectively, including allocation of annual mooring licences, fees, charges, and enforcement policy.
- 1.3 The policy also brings forward a detailed scheme to develop new, safe, accessible moorings at Riverside to meet the needs of boaters and to address concerns about the safety of the current moorings.
- 1.4 Extensive public consultation on a draft RMP has been carried out between November, 2016; and January, 2017, including meetings with a number of groups of river users and local residents. Over 800 responses have been received. Consultation feedback has been used to determine and shape the RMP.

- 1.5 Following approval, the RMP document will be made available on the Council's website and accessible to the public for information and referencing purposes.

## 2. Recommendations

The Executive Councillor is recommended:

- a) To approve the proposed River Moorings Policy for use as the guiding document for management of the Council's moorings for the period, 2017-23;
- b) To instruct officers to proceed with actions to ensure the successful implementation of the approved policy, including
  - i. Taking forward the proposed Riverside Moorings Scheme, in order to develop up to seven safe moorings, subject to necessary consents and a detailed implementation plan to relocate boats on the Council's Regulated Waiting List as set out in RMP;
  - ii. Adoption of a fee policy which sets charges in accordance with realistic costs of managing the moorings, including necessary enforcement;
  - iii. Development of a capital investment programme for the improvement of the Council's mooring facilities;
  - iv. Further investigate options for charging for visitor moorings; and
- c) To note the principal outcomes of the public consultation as detailed in appendix B to this report, and
- d) To endorse continued engagement with boat-dwellers and their representative organisations in working up recommendations on
  - i. the River Moorings Licence terms and conditions;
  - ii. a Housing and Planning Act 2016, Welfare and Needs assessment;
  - iii. Council Tax exemptions and the City Council's means tested Council Tax Reduction scheme and
  - iv. Further moorings investment and improvement options from future income and savings.



### 3. Background

- 3.1 The Council has been considering the issues concerning moorings, and Riverside in particular, for some time, and has considered several previous reports on this matter, that have not resolved the issues. In particular, previous reports have identified the Council's responsibility for Health and Safety, and its duty of care at Riverside, whilst highlighting the financial difficulties associated with making changes to the site.
- 3.2 Although the County Council installed and owns the railings along Riverside the ownership of the land along Riverside Wall was unclear until 2011. In a decision at Community Services Scrutiny Committee on the 12<sup>th</sup> January 2011 it was agreed to register the freehold of the land in the City Council's name (completed 2012<sup>1</sup>).
- 3.3 There have previously been four gates, ladders and sets of mooring rings at points in the railings which were installed when the bank and railings were constructed in their present form. The four gates were welded shut some years ago for the safety of the public because they were being left open by people accessing boats moored along Riverside.
- 3.4 Recent dialogue with the County Council has enabled development of new proposals to create safe moorings at Riverside, in a way officers had previously thought impossible.
- 3.5 At Community Services Committee on the 11<sup>th</sup> July 2014 the Executive Councillor instructed Officers to regulate moorings at Riverside from the 1st October 2014.
- 3.6 In the same report it was detailed that:-

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

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<sup>1</sup> Title no. CB368081, dated 17 Feb 2012

- 3.7 The Council offers a Council Tax discount to RML holders and some respondents to the consultation sought clarification on Council Tax liability. The Council proposes to review this issue further with boat dwellers and their organisations, but first give priority to addressing other issues in the consultation and this report.
- 3.8 In March, 2016, the Executive Councillor for City Centre and Public Places instructed Officers to:-
- “d) review the existing Moorings Management Policy and report back to Scrutiny Committee in October 2016 with further recommendations.”*
- 3.9 Officers reported back to Scrutiny Committee with recommended draft policy for public consultation. This draft contained some areas that proved highly contentious, even before consultation began, including an option for significant fee increases without an investment plan, and a further option to remove boats from Riverside.
- 3.10 A consultation process was launched in November 2016, and during the consultation period, extensive further work has been carried out on options, resulting in the new proposals as detailed in this report. Constructive dialogue with representative groups has been very significant in developing not only a new policy, but potentially the opportunity for much better joint working in future.

#### **4. Consultation**

- 4.1 The consultation document used on the proposed changes to the RMP contained a number of specific issues and options which the public and key stakeholder groups were invited to comment upon and state their preferences for. The consultation document is available in appendix B.
- 4.2 The consultation ran for a period 12 weeks, and was made widely available through the City Council’s website and supported by news releases and social media. The consultation was also targeted at stakeholders who broadly included those with a River Moorings Licence, those on our waiting lists, local resident groups,

national and regional boat organisations and the Cam Conservators.

- 4.3 Paper copies of the consultation were directly delivered to all boats on the river and electronically where the council had contact emails.
- 4.4 The consultation had over 800 responses and was independently tabulated by MEL Research Ltd.
- 4.5 The consultation options were developed for the purpose of addressing a range of management issues and needs, including:
- a) The method by which the cost of annual mooring licences are calculated;
  - b) The level of financial penalty charges to be applied within the Contract Law Model<sup>2</sup> for temporary and visitor moorings;
  - c) The management of unregulated moorings at Riverside and the extent to which existing moored boats could be managed within the future policy;
  - d) The introduction of a revised enforcement policy for visitor and temporary moorings with delegated officer powers;
  - e) The type and number of mooring locations, including reducing future availability and a temporary increase to support the possible relocation of boats currently moored at Riverside;
  - f) The establishment of short term winter moorings;
  - g) The management of the closed waiting list including consideration of how to accommodate existing Riverside moorers should there be a requirement to do so;
  - h) The opportunity for those consulted to state any additional items which they wished to be considered.
- 4.6 In addition to responses from individuals, submissions were also received from the following stakeholder groups: Camboaters, Cam Conservators, National Bargee Travellers Association and Cambridgeshire Rowing Association.
- 4.7 The collated responses to each of the options, the number of responses to each option and the percentage in favour, or against, a particular option are provided in Appendix B to this report.

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<sup>2</sup> Community Services Scrutiny Committee 17<sup>th</sup> March 2016

4.8 In summary, respondents to the consultation are as follows:-

- a) Preferred modest increases to fees and charges (81% in favour :19% against);
- b) Felt that the £100 per day penalty charge was disproportionate (45% in favour of the £100 charge against: 55% requesting change);
- c) Were divided on charging by length (49% in favour of charging by length : 51% against) and beam (55% in favour of charging by beam : 45% against)
- d) Did not support the ending of moorings at Riverside (72% against ending of moorings : 28% for ending of moorings)
- e) The priority allocation of licences to those displaced at Riverside was not supported (43% in favour : 60% against);
- f) Supported the current location, number and types of moorings (70). (70% in favour of retention);
- g) There was support for not establishing winter moorings; (60% in favour of not)
- h) There was support for the introduction of a revised enforcement policy (64% in favour)
- i) By a small margin there was not support for waiting list to remain closed (45% wished for the lists to remain closed : 55% wish to open the lists)

4.9 The representations expressed within the consultation have, where considered appropriate, been incorporated into the revised RMP.

4.10 Appendix A and B consider a range of issues raised during the consultation, where common misconceptions apply including previous use of capital budgets allocated to a moorings scheme, the link between moorings fees and Council Tax, and the commonly held view that moorings are equivalent to social housing.

## **5. Riverside Moorings**

5.1 During consultation, the strength of feeling of local people about retaining moorings at Riverside was evident, and therefore we re-opened negotiations with the County Council to seek to deliver a safe moorings scheme.

- 5.2 Officers have considered the possibility and options for creating safe access from the river level onto the pavement adjacent to the river.
- 5.3 This took into consideration several factors including:
- the parapet railing's purpose as a road vehicle containment barrier,
  - the function of the bankside wall as a structural supporting wall for the roadway,
  - the safety of boat dwellers accessing and egressing from river level to the pavement and
  - the safety considerations of riverbank users' pedestrians, cyclists and vehicle occupants.
- 5.4 Officers have developed a proposed scheme that, they believe, is technically feasible and financially viable and utilises the gates that are currently welded closed. The developed scheme can create moorings for 7 boats without impeding the navigation, re-establishing the gates. The County Council has specified that with the exception of the four established gates, there is no scope to provide any new additional gates within the parapet railings. A full report is available as Appendix D.

## **6. Income and Expenditure on Moorings by the City Council**

- 6.1 Work on analysing detailed costs and income on moorings has continued, including responding to information and questions arising from the consultation. This further work has established that the cost of managing and maintaining moorings has been running at a loss for some years, contrary to a view of some respondents. The fees and charges collected are used to contribute to this discretionary service. The current annual income to the Council is around £55,000 per annum from 70 licensed boats but the costs have been around £30,000 more than income each year.
- 6.2 The full licence fee is currently £1000 per annum (plus VAT). The Council has been allowing a 25% discount on this fee for single occupancy and this applies to about ~45 of the current 70 licences. Vacant licences (during changeover of licence holders) account for some of the variances in the income levels.

6.3 During the consultation the council provided information about the cost of providing the mooring service and this appears to have been misinterpreted by some. The following table 1 sets out a summary of income and expenditure since 2013 and shows that moorings have higher costs than income.

Table 1 - A summary of income and expenditure since 2013

	2013/14	2014/15	2015/16	2016/17
	Actual	Actual	Actual	forecast of outturn
Direct costs	53,335	54,941	52,545	64,378
Cleaning & enforcement	26,640	27,020	27,320	27,850
Overhead charges	0	3,950	4,010	4,070
	79,975	85,911	83,875	96,298
Income	51,170	51,015	54,117	60,200
Deficit	28,805	34,896	29,759	36,098

6.4 Through further consideration of the alternative charging options, I and the views expressed within the 2016/2017 consultation exercise, it has been determined that the existing annual licence fee, updated annually by the prevailing Retail Price Index level, will be retained.

6.5 The Council also considered the option of charging annual licence fees, based on boat length and width, rather than a flat fee for each boat. After further consideration of this option, it has been concluded that the Council will charge on the basis of boat length but not beam. The Category/Tariff class which will be used to apply the bracketed boat length charges will be based on the Annual Registration categories published by The Cam Conservators for Power Driven Vessels – Private Class ‘C’, classes 32-39.

6.6 The change to charging by length of boat enables the council to offer smaller fees for smaller boats. Given the heavy demand for moorings, and the limited space available, this is considered to be fairer and it is proposed that the discount for single occupancy should not continue to be made available as occupancy rates should not be a determining factor in setting the fee charged for the mooring space occupied.

6.7 The following table 2 over the page sets out the proposed charges for 2017/18, which includes an increase of 2% on the 2016/17 fee.

Table 2 - Charges for 2017/18

Tariff Class	Description of Tariff	% composition of <u>existing and new licence holders based on 77 capacity (number of boats)</u>	Fee <sup>3</sup>
30	Vessel up to 5 metres less than 4hp engine	0	-25% (£765)
32	Vessel under 3 metres	0	-25% (£765)
33	Vessel 3 to 5 metres	0	-25% (£765)
34	Vessel 5 to 7.5 metres	0% (2) <sup>4</sup>	-20% (£816)
35	Vessel 7.5 to 10 metres	2% (1)	-15% (£867)
36	Vessel 10 to 12.5 metres	10% (8)	-10% (£918)
37	Vessel 12.5 to 15 metres	17% (14) <sup>5</sup>	-5% (£969)
38	Vessel 15 to 20 metres	43% (32) <sup>6</sup>	£1020
39	Vessel over 20 metres	25% (19)	+10% (£1122)
41	(Houseboat)	Not used as all boats must be capable of self-propulsion	
51	Any other vessel by agreement with the Conservators	2% (1)	£1122

<sup>3</sup> Assumes

- 77 licence holders (7 new from Riverside);
- no 25% discount for single occupancy;
- Tariffs and categories as per Cam Conservators;
- Fees do not include VAT which chargeable at the standard rate;

<sup>4</sup> Assumption that 2 no. from Riverside become Licence holders

<sup>5</sup> Assumption that 3 no. from Riverside become Licence holders

<sup>6</sup> Assumption that 2 no. from Riverside become Licence holders

## **7. Investment in further mooring facilities and improvements**

- 7.1 Previous consultation and feedback from river users has detailed the view that there are a range of improvements that could be made to our existing and future moorings provision. The most recent consultation has repeated this need.
- 7.2 It is, therefore, recommended that commitment and priority is made to the investment in the Riverside adaptations (detailed in appendix D) in 2017/18, to support the implementation of the RMP.
- 7.3 The investment plan, must be subject to further collaboration with stakeholders and set in the context of a wider review of revenue spend, income from fees and charges and for those items that are financially justified and technically feasible, to determine the available investment budget and how best to use it.
- 7.4 In addition, it is also recommend that during the lifespan of the RMP (2017 to 2023) a wider mooring investment plan is developed.

## **8.0 Updated River Moorings Policy**

- 8.1 The purpose of the RMP is to enable the City Council to effectively manage the provision of its mooring facilities, as the riparian owner of the land adjacent to the river bank at defined locations within the River Cam corridor. The Council acknowledges that boats are also homes, however the intention of the RMP is to specify how the Council manages visitor, commercial and residential moorings under its ownership.
- 8.2 As such the RMP has to have due regard to all other legitimate users of the river and its environs and anyone else who may be affected by the decisions it takes, including neighbouring residents and commercial interests.
- 8.3 As a moorings management policy it does not attempt to deal with the full range of City Council statutory responsibilities such as planning, social care, housing, or the full range of ambitions expressed for the future of the River Cam.



8.4 The following table 3 over the page summarises and groups the individual which form the basis of the proposed new RMP as detailed in Appendix A, together with the supporting rationale and explanation and the other options considered for each policy.

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Item 1 - Riverside Moorings</b>		
<p>a) Establish up to 7 licensed moorings at Riverside where they are technically feasible having regard to safety, navigational needs and financial viability.</p> <p>Appendix D sets out the proposed implementation plan for this policy.</p> <p><b>Change to policy RMP 3.3</b></p>	<p>The Council has established that we have a duty of care and liability for Health and Safety at Riverside, and must take reasonable steps to reduce the risk of accidents.</p> <p>During consultation, the Council has heard the strength of feeling of local people about retaining moorings at Riverside, and have therefore re-opened negotiations with the County Council to seek to deliver a safe moorings scheme.</p> <p>Council now proposes to work with local residents of boats and houses, to finalise scheme design, obtain necessary consents and implement the changes.</p>	<p>We had previously been advised by the County Council and its contractors that there were no feasible schemes for Riverside.</p> <p>At present this is the only option under consideration, due to constraints posed financially and technically.</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Item 2 - Allocation of Available River Mooring Licences (RML)</b>		
<p>a) The Council continues to allocate moorings in a chronological order from a waiting list.</p> <p><b>No change at policy RMP 4.2</b></p>	<p>Allocation by chronological order is established practice and is deemed fair and proportionate.</p>	<p>Some consultees proposed allocation on the basis of housing needs.</p> <p>Moorings are not managed to provide or are considered social housing, in that the Council owns no boats, and does not intend to provide boats for people in need.</p> <p><i>Housing Advice is available through <a href="https://www.cambridge.gov.uk/housing-options-and-advice-service">https://www.cambridge.gov.uk/housing-options-and-advice-service</a></i></p> <p><i>Or 01223 457918</i></p>
<p>b) Waiting lists remain closed until the expected waiting time is less than 18 months</p> <p><b>No change to policy RMP 5.1</b></p>	<p>Closed waiting list prevents creating new expectation, and encouraging people to buy boats without a realistic chance of mooring.</p>	<p>Open the waiting list to new applicants – <i>this creates expectation unless large numbers of people on the list currently are to be removed by a new policy</i></p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<p>c) No permanent change is made to the number of licences on Commons and remains as 70.</p> <p><b>No change to policy RMP 3.1</b></p>	<p>The Council does not have the capacity to create further permanent moorings on its Commons without environmental damage and impact on other uses of the river.</p>	<p>Once the proposed needs assessment set out in RMP 6 is complete, the guidance states that needs can be met in a variety of ways, ‘through the socially rented or commercially rented sectors (be it for sites or bricks-and-mortar accommodation), or through private ownership of sites or bricks-and-mortar housing, moorings and houseboats’</p>
<p>d) For a limited period, additional temporary moorings be allowed on the Commons and also that priority be given in allocation of River Moorings Licences to the relocation of any regulated boats displaced from Riverside by the improvement works</p> <p>That visitor moorings on the Commons may be used for Riverside relocations during works, and for a limited period thereafter if necessary until all relocated boats on RML are appropriately moored.</p>	<p>In establishing permanent, safe mooring spaces at Riverside, there will be a need to reduce the number of boats moored there from approx. 20 (Regulated Moorers) to 7 (depending on final consents).</p> <p><b>Change to policy RMP 3.2 &amp; 3.3</b></p>	<p>Allocate the 7 newly established Riverside moorings according to waiting list and delay moving boats from Riverside until they are allocated RMLs under the main policy - Whilst many consultees do not want to see any allocations to people not at the top of the waiting list, the Council cannot improve Riverside without relocations.</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<p>e) That allocation of newly created RMLs at Riverside is carried out on the basis of –</p> <p>Those currently on the regulated moorings list who meet the criteria for holding an RML ,</p> <p>and within this priority to identify moorings (at Riverside or suitable commons locations)</p> <ul style="list-style-type: none"> <li>• that can accommodate wide beam boats;</li> <li>• Then further allocations will be based on time spent on the Council’s waiting list.</li> <li>• A ballot system may be used for boats not on the waiting list</li> </ul> <p><b>Change to policy RMP 3.3</b></p>	<p>In accordance with normal policy, RMLs will only be offered to boats which meet the normal criteria for a RML including</p> <ul style="list-style-type: none"> <li>a) Having a current Cam Conservator or Environment Agency navigation licence;</li> <li>b) Having a valid boat safety certificate; and</li> <li>c) Being a live-aboard boats and sole permanent residency.</li> </ul>	<p>Spaces could be allocated by ballot alone – however, wide beam boats might then be left with nowhere to moor.</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Item 3 - Fees and Charges</b>		
<p>a) Mooring fees should rise by 2% from 1<sup>st</sup> April 2017 and thereafter in line with RPI inflation as published the previous September.</p> <p><b>Modification to policy RMP 6.1</b></p>	<p>81.5% of consultees supported the proposal to have a modest annual increase in annual licence fees.</p> <p>RPI differs from the Consumer Price Index (CPIX) as it includes the effect of mortgage rates or council tax.</p>	<p>Licence fee could be subject to a real terms increase each year so as to create an investment fund for moorings improvements</p> <p>An additional tariff (of ~20%) could be charged for wide beam boats; the consultation was divided on the approach, however it is currently not recommended. This can be reviewed later and this is</p>
<p>b) The fees should be charged in proportion to vessel length but not breadth, which will meet the direct costs incurred by the Council in the provision of the Moorings Service.</p> <p><b>Change to policy RMP 6.2</b></p>	<p>Opinion on charging by length was divided with 48.5% of respondents in support of mooring fees based on length of vessel.</p> <p>Charging by length is the industry standard mechanism for charging for permanent moorings and is the basis for the setting of the Cam Conservators licence fees. Given the limited space available for moorings, charging by length is the fairest option.</p> <p>Most boats fall within a small range of lengths however the wide beam boats are nearly always amongst the longer vessels and will pay more under the policy of charging by length.</p>	<p>because increasing demand for moorings for wide beam boats which provide greater living area, but also impede use of the river by others to a greater extent. The current tariff class used by the Cam Conservators does not consider boat beam.</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
	RMLs are to be charged different rates according to length, based on the same categories as the Cam Conservators Navigation Licence category and tariff class 32 – 39	
<p>c) Over time, budget should be proactively managed to reduce the costs to the service and create capacity to invest more in the provision of moorings improvements</p> <p><b>Change to policy RMP 11</b></p>	There may be occasions where fees and charges are increased or decreased depending on the budget pressures on River moorings, for instance capital expenditure with the need to increase revenue contributions or where there is a reduction in direct costs.	

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<p>d) Discounts such as the 25% for single persons should no longer apply</p> <p><b>Change to policy RMP 6</b></p>	<p>The introduction of a length tariff allows the Council to offer reduced fees for smaller boats. It is therefore recommended that the current 25% discount for single occupancy on the River Moorings Licence is replaced by length tariffs.</p>	
<p>e) Promote awareness and take up of Housing Benefit re moorings fees</p> <p><b>No change to existing policy</b></p>	<p>Mooring fees are eligible for Housing Benefit subject to the usual means testing. During the consultation it became apparent that not all boaters were aware of this.</p>	
<p>f) The visitor mooring overstay penalty to be charged at £50 per day and not £100</p> <p><b>Modification to policy RMP 6.3</b></p>	<p>£100 was deemed disproportionate by consultation respondents.</p>	<p>The consultation provides a range of fees and charges from £0 to £500.</p>



Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<p>g) Introduce a visitor moorings charge during the life of the policy.</p> <p><b>Change to policy RMP 6.4</b></p>	<p>Visitor charges have not been levied due to difficulties of collection. The Council will consider whether new parking machine technology can be applied to collection of a visitor charge.</p>	<p>None</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Item 4 - Moorings Management</b>		
<p>a) Visitor moorings should not be amended to create winter moorings.</p> <p><b>No change to policy RMP 2.2</b></p>	<p>Such moorings would limit access for visiting boats and create false expectations of permanency</p> <p>The consultation was divided and the comments received highlighted the possibility of over stays and the creation of boats mooring without permission for prolonged periods.</p>	None
<p>b) Develop and publish an enforcement policy.</p> <p><b>Modification to existing policy RMP 8</b></p>	<p>The policy on enforcement should be fair, well publicised and applied even-handedly.</p> <p>64.25% said Yes they support the introduction of a revised enforcement policy with powers delegated to Council officers. This would follow our published enforcement concordat</p>	None

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Item 5 - Financial Management</b>		
<p>a) To review and publish income and expenditure on Moorings.</p> <p><b>Change to policy</b></p>	<p>The consultation raised several requests for information relating to spend.</p> <p>It is recommended to review revenue to aid setting fee levels and prepare an investment plan for agreed improvement to moorings.</p>	<p>Some consultees suggested creating a ring-fenced account, so fee income is only spent on moorings scheme but this would currently lead to under investment in the service as improvements are made</p>
<p>b) To prepare and cost an investment plan</p>	<p>Previous consultations have identified a range of improvements all with varying degrees of technical and financial constraints. An investment plan requires further work to determine costs and relative priority.</p> <p>Initial priority will be given to the Riverside Scheme, but further works might include</p> <ul style="list-style-type: none"> <li>• A second pump out facility</li> <li>• Re-fuelling site ;</li> <li>• Additional fresh water supplies ;</li> <li>• Additional paid toilet/shower provisions ;</li> </ul>	<p>Investment could be limited to amounts raised through fees, but this would limit capacity to deliver improvements.</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Change to policy RMP 11</b>	Any investment strategy must be considered in the context of the Housing and Planning Act 2016 Needs Assessment and would link to the off line facility identified in the draft Local Plan Policy 54	

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<b>Item 6 – Items identified in the consultation that need further development</b>		
<p>a) The Council will carry out an assessment of the needs and demand for moorings in conjunction with surrounding authorities and analyse this within the next two years</p> <p>Following this assessment, we will work with surrounding authorities, and boaters representatives, to identify how to meet the identified needs/ demand</p> <p>We will consider the findings of this assessment when we review the RMP</p>	<p>The Housing and Planning Act 2016 section 124 requires an assessment of need for moorings, but does not dictate the methodology for this, nor how any needs should be met.</p> <p>Whilst an assessment is required, the Council is already aware of very significant levels of demand that far outstrip supply within the city and needs to balance demand with other uses of the river and environmental considerations.</p> <p><b>Modification to existing policy RMP 1.4</b></p>	<p>Delay moorings policy until an assessment has been carried out – this is unfair on those currently moored who need issues addressed sooner</p> <p>Conduct a moorings assessment for City Council area alone – this would be inconsistent with Government guidance to assess housing and caravan site needs over a wider housing market area.</p>
<p>b) Review the current terms and conditions of the River Mooring Licence;</p> <p><b>Modification to existing policy RMP 7.2</b></p>	<p>The RML has not been reviewed for some time, and a periodic review of terms is considered proportionate.</p>	<p>None</p>

Policy area with description with RMP Reference from Appendix A	Rationale and explanation of policy	Other options considered
<p>c) Review and consider the introduction of the Council Tax Reduction Scheme with Camboaters and other stakeholders.</p> <p><b>No change to existing policy</b></p>	<p>During the consultation the issue relating to the Council Tax discount that is currently awarded to boat dwellers that have a responsibility to pay the Mooring Licence Fee was raised.</p> <p>In 2012, Government Regulations were amended to provide the framework for each Local Authority to create its' own Council Tax Support Scheme and also provide for a discretionary scheme to reduce the amount of Council tax a person would otherwise be liable to pay.</p> <p>The City Council has introduced a Council Tax Reduction Scheme where Council Tax payers can receive up to 100% relief and for those that do not qualify for full relief a person can be considered for discretionary relief on a case by case basis.</p> <p>The Council will continue to offer a 100% discount to RML holders.</p>	<p>The immediate or phased removal of the discount scheme. <i>The Equalities Impact Assessment has identified the negative impact of this change.</i></p> <p><i>Officers will ensure information on Housing Benefit (for RML fees and navigation fees) and Council Tax reduction is made available with the objective of enabling those entitled to reductions to be able to claim.</i></p>

## 9 Implications

### (a) Financial Implications

The RMP includes proposals for the setting of fees, charges and penalty fines.

The overall aim of the proposals is to reduce expenditure within the cost centre by re-examining direct costs, in order to create a moorings service that can be delivered within the fee income achievable at the current level, but maintain the current level of service.

The introduction of a category and tariff based fee for boat length has been calculated from average boats lengths to protect the levels of income required to cover the current costs of the service.

It is also recommended that officers complete a review to consider the costs to the service to include salary costs, enforcement, and waste to seek to reduce annual service costs and thereby create a surplus to generate a repayment to capital for re-investment in mooring improvements.

Capital spend must be considered in the broader context of Policy 57 detailed in the Local Plan and subject to the Housing and Planning Needs Assessment .

The future budget is recommended to be on a full cost recovery model based on direct costs.

Some respondents to the consultation requested that the moorings cost centre was hypothecated. This is not recommended at this time as moorings related capital investment could not be met from Council funds.

The necessary approvals for capital expenditure to support an investment programme will be sought once the details and options have been developed.

Future capital projects would be subject to capital bids and will be linked to future fee increases to provide the necessary net budget surplus for re-investment.

**(b) Staffing Implications**

There is a requirement for staffing dedicated to the operation of the moorings management function, to improve oversight, further develop the plans, and work with the community. This resource will be created by reorganising existing posts, which are already funded in part to cover this work. There is no impact on staff as posts are vacant.

**(c) Equality and Poverty Implications**

No disproportionate negative impacts have been identified at the principal stage. Further consideration to equalities issues can be given during the implementation and delivery stages.

We have now clarified the position in relation to assessing and meeting housing need for dwellers and potential dwellers of houseboats as set out in the report at RMP 6 page 17.

Councils have a duty to periodically assess housing needs, including need for houseboats/moorings. This includes not only needs of those who have reasons for needing that type of accommodation due to race or origin, but also those who have a personal preference for that style of living. It is hoped that, subject to resources and funding being agreed, this can be included completed in 2017/18.

In carrying out a needs assessment it recommends close engagement with the communities throughout the process, and suggests some potential sources of data.

Once needs are assessed, City Council can plan for how those needs can be met.

**(d) Environmental Implications**

The project is rated as net low positive impact.



**(e) Procurement**

There are no current procurement related issues associated with the recommendation in this report.

All capital improvements are subject to Capital Project Board approvals after consideration of feasibility and affordability.

**(f) Consultation and communication**

A report setting out a summary of the consultation is an appendix B to this report.

The online survey approach provided the opportunity for a wide range of people to provide feedback on the council's proposals. However, this methodology is self-selecting; participants are free to choose whether or not to participate and invariably it is those with the strongest views (either positive or negative) that choose to do so. As such the use of the data for quantitative data is unreliable. The data is influenced by campaign and this was identified in the responses collected.

Responses to self-selection surveys and consultations are usually non-representative of the wider area, typically with greater levels of response received from older residents (55+) and from women. Those less likely to participate in self-selection surveys are busy workers with families and younger residents (under 35's – and particularly men in this age band).

From the consultation responses officers have identified greater levels of response from those aged 35 to 54 compared to the City population estimate. There is also a greater response from those with an interest in river activities (53%).

The consultation data does however provide excellent qualitative data and has allowed Officers to consider a range of opinions and feedback when formulated policies.

(g) **Community Safety**

Implementation of a Riverside scheme would produce safer access to moorings, and increased regulation of boats moored at Riverside. This would make enforcement of RML conditions more possible, and thus make it easier to tackle anti social behaviour if it arises.

## **10. Background papers**

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

- An Update Report on Riverside Moorings – 11th July 2014;
- Changes to the Moorings Policy – 16th January 2014;
- Progress on the Review of the River Moorings Policy – 8th October 2015;
- River Moorings – An Update on the Contract Law Model consultation - 17th March 2016;
- Review of the River Moorings Policy – Consultation proposals 10<sup>th</sup> October 2016;
- Practice Note 7: Application of Tax Discount to Caravan Pitches and Moorings;
- Data sets from the consultation;
- Housing Advice Briefing Note;

## **11. Appendices**

Appendix A –River Moorings Policy 2017 -2023, Technical Document

Appendix B – River Moorings Policy Consultation Summary report

Appendix C – EQIA for proposed changes

Appendix D – Riverside Adaptations Feasibility

## **12. Inspection of papers**

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

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# River Moorings Policy 2017 - 2023

## Technical Document

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## **1. Purpose**

- 1.1 The purpose of this policy is to enable Cambridge City Council to effectively manage the provision of its mooring facilities, as the riparian owner of the land adjacent to the river bank at defined locations within the River Cam corridor. Areas where mooring is currently permitted by the Council extends from Jesus Green through to Stourbridge Common with locations on both sides of the river.
- 1.2 One of the primary aims of the policy is to provide a mechanism to advise interested parties about the way in which the Council will discharge its various functions and responsibilities for moorings.
- 1.3 Those identified as having an interest in the mooring policy include current and future moorer's, visiting boaters, commercial boat operators, stakeholders, organisations and individual members of the community who have an interest in the river or are directly affected by activities which take place within the river and its environs.
- 1.4 The policy recognises that the area of the River Cam covered by the policy is becoming increasingly popular for a variety of activities and is now one of the busiest stretches of inland waterway within the United Kingdom, and the activities of the City Council need to reflect the changing demands on the river system.
- 1.5 As a moorings management policy, its limitations must also be recognised and as such it does not attempt to deal with the full range of City Council statutory responsibilities such as planning, social care and housing needs or the full range of ambitions expressed for the future of the River Cam. The policy does however have regard to the wider responsibilities of the Council and identifies areas where other policies may have the potential to influence the future operation of the River Moorings Policy.

## **2 Introduction**

- 2.1 The new Policy updates and changes where appropriate the existing Mooring Management Policy adopted in October 2010. This revised policy, therefore, aims to reflect the considerable operational changes in the intervening period since the 2010 policy was adopted.
- 2.2 The policy revision will also encompass changes to policy which have been made since the adoption of the 2010 document but have not previously been included as a revision within the policy framework, e.g. removal of discounted licence fees for certain categories of user.

- 2.3 Several factors which influence the future policy direction have been identified by river users, stakeholders, local residents and the City Council. These include increasing demand for visitor and longer term licenced mooring locations, achieving a balance for potentially competing uses between mooring and navigating boats and other river users such as rowing clubs, angling organisations and commercial operators such as punting.
- 2.4 The demand for licenced moorings (12-month duration) far outstrips the availability of City Council moorings and this demand is likely to continue at the same level or increase if the current interest in boat dwelling continues.
- 2.5 Additionally, recent changes within the Housing and Planning Act 2016, Section 22 requires that:-
- “In the case of a local housing authority in England, the duty under subsection (1) includes a duty to consider the needs of people residing in or resorting to their district with respect to the provision of— (a) sites on which caravans can be stationed, or (b) places on inland waterways where houseboats can be moored.*
- “houseboat” means a boat or similar structure designed or adapted for use as a place to live.”*
- 2.6 Therefore Cambridge City Council and its neighbouring local authorities will have to complete an assessment of the demand and need for moorings within the context of the Housing and Planning Act 2016 within its next review period.
- 2.7 A principal responsibility of the City Council is to ensure the safe, responsible and proportionate use of its areas of riverbanks where mooring is permitted and in furtherance of its statutory duties and responsibilities where appropriate. Most importantly the City Council must work in partnership and with due adherence to the role and responsibilities of the Cam Conservators as the statutory navigation authority for the River Cam. The Cam Conservators have powers to regulate navigation on the River Cam by a range of byelaws under Section 25 of the River Cam Conservancy Act 1922. <sup>2</sup>
- 2.8 The Cam Conservators are also concerned about the current and potential unregulated mooring of vessels, which could reduce the navigation width of the River Cam below acceptable levels with attendant health and safety consequences. This policy proposes a fair, proportionate and proactive enforcement mechanism to remove areas of existing mooring without permission and to ensure that any instances of new boats mooring without permission are quickly removed.
- 2.9 Research undertaken by the Cam Conservators has, for example, indicated that, in comparison to other waterways the River Cam had a crowded water space with over 1000 craft in a 14 mile stretch of river, this gave a density per

mile of almost 6 x that of East Anglian waterways. Similarly, the research indicated that in the last 20 years rowing has increased by 148% within the River Cam to approximately 3,000 participants.<sup>3</sup>

- 2.10 This tendency towards increasing use underlines the priority given to the proactive management of the areas of the River Cam and environs which are subject to activity approved by the City Council.
- 2.11 In recent years the City Council has conducted several consultation exercises to gauge the views, ideas and opinions of a wide range of organisations, representative bodies, individual boat owners, residents and members of the wider community. Recent consultations include; in February 2015, when the Council proposed a policy for control of visitor moorings based on a Contract Law Model and between November 2016 and January 2017, when it completed a consultation exercise in relation to a number of revised policy considerations.
- 2.12 The development of the updated policy has taken account of the views expressed by consultees and the policy has, where appropriate, incorporated these into the revised proposals.
- 2.13 This policy will remain in place for a period of five years, at which point it will be reviewed. However, should unforeseen, or external circumstances require fundamental changes in policy direction the policy will be reviewed prior to the anticipated end date of 2023.

### **3 River and Riverside Activities and Functions**

- 3.1 The River Cam provides an extremely important and valuable natural asset within the heart of Cambridge city centre, adding to the value of the locality in a number of ways, ranging from the natural environment through to the commercial benefits realised from tourism and leisure activities. Although the primary purpose of this policy is to ensure the effective provision and management of the moorings provided by the City Council, it also needs to reference the wider benefits and values of the river for a range of functions and activities.
- 3.2 These include:
- The value of the River Cam as a blue corridor connecting a pattern of biodiverse, historic and recreational green infrastructure within the City.
  - Hosting a range of river borne and river related active leisure pursuits including rowing, punting, events, visitor cruises, recreational boating and angling.
  - Provision of a safe and accessible traffic free towpath for walkers, runners and cyclists which connects the city in an environmentally sustainable way, improving its legibility.

- Providing a high-quality visitor and tourism attraction which can be accessed by visitors at a number of ability levels from quiet enjoyment to challenging physical activity.
- Providing a variety of on-line moorings for visitor and residential moorings.

#### **4 Policy Background**

4.1 The Cambridge City Council, Moorings Management Policy 2010, was the first such policy prepared by the Council which had the intention of describing and itemising how moorings would be provided and managed. It stated several purposes including:

- To set out in a single location the different decisions and conclusions that had been reached over the previous fifteen years during which the Council had taken a more proactive role in managing moorings within Council ownership.
- To ensure safe enjoyment of the river and its banks for residents and visitor alike, both on land and on the water, and to ensure the protection of wildlife and the natural environment associated with the river.
- To advise of the role of the Conservators of the River Cam as regulators of navigation through byelaws granted by The River Cam Conservancy Act 1922.

#### **5 Policy Review**

5.1 The updated policy itemises the principal changes in policy which the Council is introducing from the review of operating the policy between 2010 and 2016. The overall aim being to manage the City Council moorings in a sustainable way which meet the needs of boat owners and mooring users balanced with the recreational and residential needs of others. The policy has considered the broader environmental needs of the locality; protecting and enhancing landscape, public amenity, nature conservation and heritage interests.

5.2 The updated policy has been informed by a public consultation exercise completed by Cambridge City Council between November 2016 and January 2017. The consultation attracted a high level of community engagement eliciting over 800 responses from a number of different interest groups and individuals.

5.3 The public consultation sought comments and viewpoints on a number of different mooring policy areas and these included:



- The method by which the cost of annual mooring licences is calculated;
- The level of financial penalty charges to be applied within the Contract Law Model for overstaying temporary and visitor moorings;
- The management of unregulated moorings at Riverside and the extent to which existing moored boats could be regularised and the site managed effectively within the future policy;
- The introduction of a revised enforcement policy for visitor and temporary moorings with delegated officer powers;
- The type and number of mooring locations, including reducing future availability and a temporary increase to support the relocation of boats currently moored at Riverside;
- The establishment of short term winter moorings;
- The management of the closed waiting list including consideration of how to accommodate existing Riverside moorer's should there be a requirement to do so;
- The opportunity for those consulted to state any additional items which they wished to be considered

## **6 Policy Structure**

6.1 The policy areas of the document are arranged within three sections for each policy for ease of interpretation. These are:

- Policy Heading – which provides the name of the policy being referenced.
- Introductory section- outlining the principles and requirements of the policy, outlines issues and opportunities and provides a background to views expressed during previous consultation exercises.
- Policy statements- outlines one or more policy principles which the Council will have regard to during the operation of this policy.

## **7 Policy Objectives**

7.1 The key areas of policy, which have been considered of importance to the current and future operation of the moorings service, are outlined within this section of the policy as follows:-

### **Policy RMP 1: Type of Moorings**

- i. All moorings provided by Cambridge City Council are on-line moorings and this is in part due to their historic and incremental nature rather than as a planned process by the current administration of the Council.
- ii. The most up to date guidance from the Inland Waterways Association (2015),<sup>3</sup> advises that ‘The aim should normally be to reduce on-line moorings by the creation of new moorings off-line. Generally, new permanent on-line moorings should be resisted’ and in reference to residential moorings that ‘It is important to formalise the number of residential moorings (less than 5% of the total number of moorings is generally accepted as an appropriate figure’.)
- iii. This would indicate that Cambridge City Council is not currently compliant with recommended practice from the IWA, either in terms of on-line moorings in navigable waterways, or with the proportion of residential moorings in comparison to other types.
- iv. The future development of the Moorings Management Policy will recognise these factors and attempt to create a more balanced range of moorings where practicable and desirable within the constraints and parameters of the areas within the ownership of the City Council.
- v. By preference the City Council would seek to hold the number of on-line moorings for visitor and licenced purposes at existing numbers. However due to the Council having recently (2014) gained ownership of the Riverside area which has a number of existing moored boats. There will be a need to either create a number of regulated moorings at Riverside and/or accommodate boats currently moored at Riverside within the existing licensed mooring locations controlled by the Council.
- vi. This is likely to increase the number of moorings above current levels however any such additional moorings created will only be utilised to resolve the issue of boats which are currently moored at Riverside and for no other purpose.
- vii. The requirement to improve the management of the current situation at Riverside and the potential impact this may have on the Council’s mooring policy has been made clear through the options outlined within the most recent consultation exercise.

- viii. The duty of the City Council to consider the provision for places on inland waterways where houseboats can be moored to meet the needs of people residing or resorting to the district, within the context of the Housing and Planning Act 2016, Section 22,<sup>4</sup> may also influence or require changes to the way in which the River Moorings Policy is operated in future.
- ix. The Council currently has no offline mooring provision and it is extremely unlikely that the Council would be able to make the necessary investment to build and operate such facilities.
- x. However, the draft Cambridge City Council Local Plan has identified a site at Fen Road which is allocated for off-river residential moorings within the proposals schedule set out in Appendix B of the plan. The draft plan also states that:
  - a. *‘The delivery of further residential moorings within off-river basins or marinas will be considered favourably, providing appropriate access arrangements can be made and onshore facilities constructed which comply with other policies of the plan.’*
- xi. Therefore, should there be private or organisational interest in developing offline mooring facilities within the administrative boundaries of CCC these would be supporting through the planning policy function in principal.

#### **Policy Statements RMP 1 – Type of Moorings**

RMP 1.1 The Council will support the retention of 70 on line mooring licences within existing locations on Jubilee Gardens, Jesus Green, Midsummer Common and Stourbridge Common and if possible 7 more on Riverside at locations which can be provided safely.

RMP 1.2 The Council will create new temporary licenced on line moorings to resolve existing mooring management issues where appropriate.

RMP 1.3 The Council through its planning function will support the development of offline moorings in appropriate locations.

RMP 1.4 The Council will complete an assessment and demand for moorings within the context of the Housing and Planning Act 2016, with surrounding housing authorities within two years.

## Policy RMP 2 – Category of Moorings

- i Four broad categories of moorings are permitted by the City Council, these are:

**a) Short Term Temporary Moorings**

Areas where mooring is permitted for a maximum period of two hours, between the hours of 10.00 and 1600 hours. This is for using the waste pump out and drinking water facility.

**b) Visitor Moorings**

Mooring was previously permitted without charge at these moorings for a maximum of 48 hours with no return within 7 days. However, the City Council has now determined that a charge will be made for use of these moorings as a contribution towards their upkeep and management. The visitor moorings will now be managed by a Contract Law Model, whereby visiting boats have to register on arrival. If visiting boats exceed the 48 hour free mooring they will be liable to a penalty charge for each 24-hour period or part thereof, by which they exceed the permitted length of stay. Visitor mooring will be allocated on a 'first come, first served' basis and cannot be pre-booked.

**c) Commercial Moorings**

There is a limited number of commercial moorings which are operated, based on commercial leases. There are managed by Property Services and outside the scope of this policy.

**d) Licenced Moorings (12-months)**

The majority of moorings currently operated by the Council are reserved for boats which have a 12-month residential licence provided by the Council. The licence grants a right to moor for a specific owner of a vessel and cannot be transferred to another owner, for example, if the boat is sold. The licence does not confer a right to moor in any specific location and includes provisions that require boats to be moved when necessary to permit riverbank maintenance or to facilitate river based events. There is no guaranteed right of renewal for any existing licence holder.

**e) Winter Moorings option**

The Council was requested to consider providing winter moorings when it reviewed its moorings management policy.

- ii The option of providing winter moorings was included within the 2016/2017 consultation questionnaire, the community were asked their view on the Council's preferred position which was not to allocate winter moorings at this stage, as there were a number of outstanding issues in relation to winter moorings which have yet to be resolved.

- iii In the case of other mooring providers, the use of winter moorings is generally to provide a home mooring for those categories of boat owners who would otherwise be classified for navigation and mooring purposes as continuous cruisers i.e. they continually traverse the waterway and temporarily moor rather than have a home mooring.
- iv Winter Moorings are designed to provide a longer stay berth during the winter months when navigation is less attractive or more difficult due to weather conditions.
- v Council Officers and Cam Conservancy have considered the option of winter moorings and cannot identify what benefits this proposal would have, given the current issues and high level of demand for long stay licenced moorings. Winter moorings would also take up space used by visiting boats preventing temporary mooring.
- vi Encouraging more boats into the locality during a traditionally quieter period for relatively long stays is likely to be counterproductive and increase pressure on the river and associated uses. The area(s) occupied by visitor moorings currently are some of the most scenic areas bordering residential and greenspace.
- vii The reduced number of visitors during the winter months assists in the restoration of these areas by reducing environmental disturbance to the water course and river bank. This also provides the opportunity for essential maintenance to be carried out without having to relocate moored boats.
- viii There would be the opportunity for increased income through the issuing of temporary winter licences at 25% of the 12-month licence fee. However, this would require additional staff resources to manage the scheme and ensure that the duration, terms and conditions of the licence are enforced.
- ix Following consideration of the balance of all the factors involved the Council is not intending to allocate winter moorings for the duration of this policy.

**Policy Statements RMP 2 – Category of Moorings**

RMP 2.1 That the Council will provide mooring categories for short term temporary moorings, temporary visitor moorings, commercial and licensed moorings.

RMP 2.2 That the Council will not allocate provision for winter moorings within the timescale of this policy.

### **Policy RMP 3 - Number and Location of Moorings**

- i. The availability of mooring spaces on the Council owned sections of the River Cam are extremely limited in comparison to demand, and the fact that they are all on-line moorings requires that they need to be carefully managed to prevent interference with navigation requirements, rowing activities or bank based activities such as angling. It was not previously the intention of the Council to create any more on-line moorings within their riparian ownership during the intended lifetime of this policy.
- ii. This includes the intention of developing and maintaining a balance between the differing recreational and environmental needs of the river and the consideration that the number of on-line moorings provided by the City Council is at an optimum level in terms of land and facilities available. In arriving at this policy, the Council has taken regard of the most up to date guidance from the Inland Waterways Association (2015) <sup>3</sup>, it advises that ‘The aim should normally be to reduce on-line moorings by the creation of new moorings off-line. Generally, new permanent on-line moorings should be resisted’ and in reference to residential moorings that ‘It is important to formalise the number of residential moorings (less than 5% of the total number of moorings is generally accepted as an appropriate figure’.)
- iii. This would indicate that Cambridge City Council is not currently compliant with recommended practice from the IWA either in terms of on-line moorings in navigable waterways or with the proportion of residential moorings in comparison to other types.
- iv. Notwithstanding the preference to hold the number of moorings at current levels, however, the longer-term resolution of the inherited mooring area at Riverside Wall is likely to require the establishment of a number of regulated licenced moorings within the Riverside Wall area and potentially the requirement to temporarily increase the number of moorings available within other areas to accommodate relocation from Riverside Wall. It would then be the intention to reduce the number of moorings available to current levels as soon as reasonably practicable.
- v. The number of regulated moorings which will be provided at Riverside Wall will be subject to technical feasibility and a financial viability test of any solutions proposed. The Conservators of the River Cam and the Environment Agency will also be involved in the development of any proposed solution.

**a) Short Term Temporary Moorings**

Each area can accommodate 2-3 vessels on a temporary basis either, during use of, or waiting to use the facilities.

These are located at areas D1, Jesus Green on Map 1 and K1, Stourbridge Common on Map 3.

**b) Visitor Moorings**

Two areas are reserved for visitor moorings, which can accommodate between 8-10 vessels dependent on their individual size. Visiting wide beam craft can be accommodated in Area C but not permitted on Area E2.

Area C, Jubilee Gardens on Map 1 and Area E2, Midsummer Common  
Also Map 1.

**c) Commercial Moorings**

There is a limited number of commercial moorings which are operated based on commercial leases. There are managed by Property Services and outside the scope of this policy.

**d) Residential Moorings**

This is by far the largest number of moorings provided, the Council has made a total of 70 mooring licences available on an annual basis. A maximum of 15 of the 70 moorings are available for wide beam vessels.

Moorings are available at 7 locations as indicated on the maps.

Area B, Jubilee Gardens, for 75 metres upstream of the weir, Map 1,  
Area D2, Jesus Green, Map 1 and Area E1, Midsummer Common on  
Map1.

Area G and H, Midsummer Common on Map 2.

Area K2, Stourbridge Common on Map 3.

Area M, Stourbridge Common on Map 4.

Wide beam vessels are only permitted to moor on Area B, Jubilee  
Gardens, Area D2, Jesus Green and Area M, Stourbridge Common.

Area P, Riverside Wall on Map 5 (The number and location of licenced  
moorings in this locality has still to be determined as indicated within  
this document)

**e) Prohibited Mooring Locations**

There are a number of areas within the riparian ownership of Cambridge City  
Council where mooring is expressly prohibited under Cam Conservators

Byelaws, for the purposes of ensuring safe and effective navigation of the river. These are:

Area A, Jesus Green on Map 1.

Area F and Areas J on Map 2.

Area L on Map 3.

**f) Mooring Location Maps**

Illustrative location maps are provided as an appendix to this policy document.

**Policy Statement RMP 3 – Number and Location of Moorings**

RMP 3.1 The Council will manage and maintain the number and locations of moorings as indicated within the policy maps.

RMP 3.2 The Council will temporarily increase the number of mooring licences if required to facilitate the management of the moorings service.

RMP 3.3 The Council will install and manage licenced moorings at Riverside Wall subject to technical and financial considerations and statutory approvals where required.



### **Policy RMP 4 Allocation of Annual Mooring Licences**

- i. The Council will allocate annual moorings licences on the following basis.
- ii. Existing holders of Mooring Licences will be granted a licence renewal at the end of their current licence period providing they have adhered to the terms and conditions of the licence throughout the preceding licence period. The granting of the new licence will also require proof of requirements covering boat navigation licence registration, boat safety certificate, public liability and insurance.
- iii. Where vacant licences have become available due to the surrender of annual licences these would be offered to those on the Council's waiting list on a chronological basis, that is, those who have been on the waiting list for the longest period and have therefore reached the top of the list would have first refusal of any available licences.
- iv. However, the Council reserves the right not to offer any available licences to the occupants of the waiting list if it requires the use of those licences for the purposes of ensuring the effective management of the moorings or resolving existing problems identified within this policy. For example, providing an effective solution to established issues of boats moored without permission (pre-dating this policy) on Council owned land, the resolution which will be of benefit to the longer-term operation of the policy.

#### **Policy Statement RMP 4 – Allocation of Annual Mooring Licences**

RMP 4.1 Existing licence holders to have their licence renewed on an annual basis subject to continuing to meet eligibility criteria and licence terms and conditions.

RMP 4.2 Vacant licences to be offered to those on the waiting list on a chronological basis. Subject to the Council not requiring vacant licences for its own purposes.

**Policy RMP 5 – Management of Mooring Waiting Lists**

- i. The Council has maintained a waiting list of those applicants for annual licences who meet the eligibility criteria, this list had to be closed to new entrants in 2014 due to the level of demand and limited supply which indicated that it would take an unrealistically long time scale before all the current list could be provided with a licence. This is estimated to be more than ten years due to a combination of the limited number of licences surrendered each year and the number of people on the waiting list.
- ii. The waiting list is managed on a chronological basis, that is, those who have been on the waiting list for the longest time are next in line for when a licence becomes available. Due to the limited number of licences surrendered each year, and as current licence holders have an almost automatic right of renewal providing they had adhered to the conditions of the licence in the previous twelve months, there is little realistic likelihood of the waiting list participants being accommodated within the medium to longer term.
- iii. The transfer of the responsibility for Riverside to the Council in 2011/2012 and the number of unregulated moorings at that site and the intention of the Council to manage that area more effectively in future has also had an impact on consideration of the future allocation of mooring licences. In terms of resolving the issues of mooring at Riverside the Council will have regard to a number of factors when allocating mooring sites these will include: whether owners of moored vessels have applied to be on the Council's regulated list, whether they are fully compliant with Cam Conservator or Environment Agency requirements for licences and certificates, whether they have public liability insurance, whether they are registered for and have paid Council Tax where required. That they meet the Council's mooring licence terms criteria that the boat is their sole residence. Additionally, the Council may require wide beam vessels to have mooring priority at Riverside if it is the only mooring locality which can accommodate wide beam boats and will take account of additional factors including the length of time spent on the waiting list.
- iv. The people on the waiting listed are contacted annually through a review process to determine whether they are still interested and eligible to be granted a mooring licence should one become available. This has the benefit of keeping the list relevant and up to date. There are currently around 200 applicants on the list. (~50 wide beam and ~150 Narrow beam)

- v. Therefore, the waiting list will be retained as a closed list until the current issues relating to mooring without permission have been resolved and/or the numbers on the waiting list have reduced to a more realistic level in terms of supply and demand considerations. It is considered that once the waiting time on the list has reduced to an approximately eighteen month waiting period that the waiting list can be reopened to new applicants.

**Policy Statement RMP 5 – Management of Mooring Waiting Lists**

RMP 5.1 The waiting list will remain closed until the estimated waiting time for an available licence has reduced to approximately 18 months.

RMP 5.2 The waiting list applicants will be subject to an annual review in terms of continuing interest and eligibility.

## **Policy RMP 6 – Setting of Mooring Fees & Charges**

- i. It is the intention of the City Council to set annual licence mooring fees and charges at a level which is considered proportionate in comparison to the accessibility and proximity of the moorings to City Centre amenities and the services directly provided to mooring boats. This also takes account of the level of mooring fees charged by other providers for comparator purposes and market testing of Council charges.
- ii. A benchmarking exercise was completed in August 2016 to compare the level of mooring licence fees charged by Cambridge City Council in comparison to other providers of residential and home moorings. This covered other local authorities, trusts and private providers. This was used to provide an update to the comprehensive research into 'Residential Mooring Policy and Charging in Cambridge' which was commissioned by the Council in 2009.
- iii. The 2016 benchmarking update re-affirmed that the level of charges set by Cambridge City Council were very reasonable in comparison to other providers. The facilities provided by other mooring providers was also factored into the comparison and it was clearly acknowledged within the benchmarking process that most of those charging higher mooring fees were providing services and facilities to moorer's which were of a higher standard than those currently available to those on Cambridge City Council moorings.
- iv. As part of the policy review alternative methods of charging for mooring licences were considered, this included the option of increasing the baseline licence fee by approximately 100% to bring the fee level in line with the nearest equivalent benchmark comparator.
- v. Through further consideration of those alternative charging options by the Council and the views expressed within the outcome of the 2016/2017 consultation exercise it has been determined that the existing baseline annual licence fee updated annually by the prevailing Retail Price Index level, will be retained.
- vi. The Council does not currently charge for use of visitor moorings. The permitted length of stay will remain at 48 hours with no return within 7 days. In conjunction with the proposal to introduce a Contract Law Model for enforcement purposes a penalty fee for overstaying will be introduced. It was originally recommended that the penalty fee should be set at £100.00 per 24 hour overstay or part thereof with the purpose of acting as a sufficient financial deterrent to ensure compliance with the permitted length of stay periods.

- vii. Through further consideration of the appropriate level of penalty charge by the Council and the views expressed within the outcome of the 2016/2017 consultation exercise it has been determined that the penalty fee should be initially set at a lower level of £50.00 per 24 hour overstay or part thereof. This will be applied within the same criteria for Civil Enforcement penalties, with the charge reduced to £25.00 if paid within 14 days.
- viii. The Council also considered the option of charging annual licence fees based on boat length and width rather than a flat fee for each boat. After further consideration of this option it has been concluded that the Council will charge on the basis of boat length but not beam. The Category/Tariff class which will be used to apply the bracketed boat length charges will be based on the Annual Registration categories published by The Cam Conservators for Power Driven Vessels – Private Class ‘C’, classes 32-39.
- ix. In respect of liability to pay Council Tax for boats used for residential purposes in receipt of an annual mooring licence from the City Council, the District Valuation Office has taken the view, after consideration of prevailing legislation and case law that boats used as dwellings on the River Cam should be registered on the Valuation List as eligible to pay Council Tax.
- x. The City Council currently provides a 100% discount on the tax liability for residential moorings, therefore moorer’s who are subject to the mooring licence fee do not pay Council Tax at present. However, in the intervening period between the discount being introduced in 2006 and subsequent changes to the regulation of Council Tax introduced in 2012, the City Council has introduced a Local Council Tax Reduction Scheme within other areas of its responsibilities which operates on a means tested or ability to pay basis. This scheme can, for example, offer discretionary relief from Council Tax at a range of levels up to 100% dependent on individual circumstances. The scheme operates in conjunction with other social benefits such as Housing Benefit to ensure fair and equal treatment.
- xi. The City Council will during the lifetime of this policy consult in detail with stakeholders and those in possession of mooring licences to determine the most appropriate way of applying Council Tax discounts in future and in alignment with other Council policy areas.

**a) Temporary Mooring Sites**

There will be no charge for temporary mooring within the designated sites if the maximum permitted stay of two hours is not exceeded. Any vessel which remains on the moorings longer than 2hours will be charged a penalty fee of £50 for each 24hour period or part thereof that it remains on site.

**b) Visitor Moorings**

There is currently no charge for use of visitor moorings. However any vessel which remains on the moorings longer than 48 hours or returns within a seven-day period (7x24 hours) will be charged a penalty fee of £50 for each 24hour period or part thereof that it remains on site.

The Council will consider the introduction of a charge for visitor moorings during the lifetime of this policy if an effective and automated method of collecting fees can be economically installed.

**c) Commercial Moorings**

The fee for commercial moorings will be negotiated on an individual basis between the Council's Property Services Unit and the other party. As such individual fees, will not be disclosed on the basis of commercial confidentiality and the need to achieve maximum market value for such opportunities.

**d) Licenced Moorings**

The annual fee for a mooring licence will be effective from the 1<sup>st</sup> April and comprise the previous year's fee level updated by the September Retail Price Index for the subsequent year.

**Policy Statement RMP 6 – Setting of Mooring Fees & Charges**

RMP 6.1 The annual licence fee will be increased by 2% from 1st April 2017 and then each subsequent 1st April by the annual percentage Retail Price Index (RPIX) for the previous September.

RMP .6.2 Individual boats will be charged by length.

RMP 6.3 Civil Penalty Fees for overstaying time limits on temporary and visitor mooring sites will be set at £50.00 reduced to £25.00 if paid within 14 days.

RMP 6.4 The option of charging for visitor moorings will be considered during the lifetime of this policy.

## **Policy RMP 7 - Licence Terms and Conditions**

- i. The Council's Mooring Policy allocates available licences to people who will use their boat as their sole residence. Licence holders register their vessels with the Conservators of the River Cam or the Environment Agency in categories that assume a vessel is mechanically propelled and capable of propulsion under its own means.
- ii. The Association of Inland Navigation Authorities (AINA)<sup>4</sup> classifies such vessels as 'Residential Craft'. The Council's Mooring Policy simply provides permission to moor such a specified vessel on any of a number of designated areas of the riverbank. The licence agreement does not provide for any security of tenure for individual boats or licence holders and the licence is non-transferable.
- iii. The application form for a licence requires boaters to provide a relevant boat safety certificate and public liability insurance as well as proof of boat registration with either the Conservators of the River Cam or the Environment Agency.
- iv. Licence holders are required to sign a Licence Agreement with the Council, which outlines a range of Terms, Conditions and Prohibited Acts which cover the roles and responsibilities and expected behaviour of the parties to the agreement. The licence terms and conditions contain a range of fixed eligibility criteria which applicants must meet before they can be considered for a licence.
- v. The licence agreement states which contraventions of the licence may result in the licence being withdrawn or not renewed.
- vi. Consideration has been given by the Council to extending the length of licence period from the current 12 months to a longer time, for example from 24 months to 36 months, however has determined to retain the licence as a 12-month agreement for the lifetime of this policy.
- vii. Over the lifetime of the previous policy from 2010 to 2016 there was an occasional need to add, alter or rephrase areas of the licence terms and conditions.
- viii. Such changes did not reflect a significant departure from the aims and objectives of the Moorings Management Policy and were managed as operational decisions. The same process will apply throughout the lifetime of this policy.

- ix. As part of the development of the revised Moorings Management Policy the terms and conditions of the licence agreement will be reviewed by the Council's Legal Services Team to ensure that it remains compliant with any legislative changes which may have arisen, in the intervening period

**Policy Statement RMP 7 - Licence Terms and Conditions**

RMP 7.1 The mooring licence will be an annual licence with a maximum duration of 12 months.

RMP 7.2 The licence terms and conditions will be reviewed for legislative compliance.



### **Policy RMP 8 - Enforcement Policy and Code of Practice**

- i. Several areas of Moorings Management would benefit from an updated and integrated enforcement policy which would permit consistent and transparent action to be taken within an agreed framework. The primary purpose would be to communicate and facilitate the ability of the Council to take proportionate action when mooring without permission or licence transgressions occurred.
- ii. The Enforcement Policy for Moorings would be aligned within the Council's Corporate Enforcement Policy to ensure consistency of approach and alignment with the purpose and objectives of the Council.
- iii. A principal of the enforcement activity would be that punitive action and resort to the Civil Courts, for example, for eviction notices or possession orders would only be triggered after attempts at voluntary compliance with the mooring management requirements, had been unsuccessful.
- iv. However, the process for voluntary compliance with regulations would be itemised within the policy with defined time scales for responses to prevent delay or cases dragging on before action was started. This would have the added benefit of defining the delivery expectations of the policy, by itemising the series of actions which had to be taken after a trigger event had occurred. This would include process mapping so that staff with responsibility for applying the policy would clearly understand the steps and stages to be followed.
- v. This would define the responsibilities and contact details of individual officers and service units within the Council, such as Streets & Open Spaces, Enforcement Officers and Legal Services. This would also assist in preventing local interpretation and reduce the discretion to give cases a lower priority against other workload demands or to make individual arrangements with transgressors which didn't comply with fair and transparent processes.
- vi. By setting time scales for the completion of each stage, combined with a series of standard letters and forms the administration of the process will be simplified.
- vii. It is recommended that the management and delivery of the process is structured through a system of delegated powers whereby appropriately experienced officers would deliver the process without further recourse to Committee. Final approval to proceed in an individual case would be signed off by a senior council officer.

- viii. For the revised enforcement policy to be successful it is important that the various sections of the Council who would be required to deliver the policy are involved in its preparation and development and that they make the required commitment of staff and resources for delivery.
- ix. It is anticipated that once the new policy is in place and current enforcement cases are cleared that the requirement for future enforcement action will be greatly reduced. The licence to occupy CCC moorings must be on the basis of mutual trust rather than the assumption that either party will not meet its obligations under the agreement.
- x. The City Council will work in partnership with The Cam Conservators and other relevant partners to ensure that effective action is taken against those boat owners who moor their boats:
- Without permission on Council owned moorings;
  - In areas where no mooring is permitted if not under Cam Conservancy byelaws;
  - Breach temporary and visitor mooring time scales;
  - Transgress the terms and conditions of the Council's mooring licence;
  - Causing a health and safety hazard; and
  - Failure to have a current navigation licence and boat safety certificate if moored against Council land.
- xi. The enforcement policy and code of practice will be clearly communicated and available as a public document. It is the intention of the Council to take proportionate action within the context of its corporate policies at the same time ensuring that its responsibilities are carried out in a fair and transparent way.
- xii. The two principal methods of enforcement outlined below will be applied dependent on mooring location.

#### **Contract Law Management System**

- xiii. Due to potential problems with boat users overstaying the time limit of 48 hours on moorings designated for visitors the Council has introduced a contract law system. The terms of the mooring contract will be clearly set out along the river bank on notices and on the Council's website.
- xiv. If boats exceed either the 48-hour free period or return to any City Council mooring within 7 days a penalty will be applied for each 24-hour period or part thereof that the boat is in breach of the permission. Failure to pay the penalty notice could result in debt recovery action.

### **County Court System**

- xv. Where boats are moored without permission in areas of Council ownership where the area is not covered by Cam Conservator byelaws expressly prohibiting mooring and therefore subject to Conservator enforcement powers. The City Council will ultimately apply to the County Court for a possession order and injunction against the boat owners if they fail to remove the boat when requested.

#### **Policy Statement RMP 8 - Enforcement Policy and Code of Practice**

RMP 8.1 The Council will prepare and publicise a moorings enforcement policy and code of practice.

RMP 8.2 The effectiveness of enforcement activity and the level of actions required will be reviewed and reported annually.

### **Policy RMP 7.9 - Stakeholder Engagement**

- i. The Council has several principal stakeholder groups which it will continue to liaise with throughout the duration of this policy, for example, The Conservators of the River Cam and The Camboaters Association. The ongoing contribution of these organisations to the successful management and development of the moorings and associated areas is considered beneficial.
- ii. The Conservators of the River Cam through their regulatory function in terms of licencing and boat safety certification is a key factor in ensuring that boats licenced to moor have the necessary approvals.
- iii. As the navigation authority, they also provide guidance and advice on suitable sites for mooring locations and areas where byelaws may be applied to improve the health and safety of users navigating the river.
- iv. The Camboaters Association have formed a representative group representing those holding mooring licences and those without, and are a valuable forum for representing the diverse number of boat owners. This assists in ensuring that policies are appropriately applied and management issues are brought to the attention of Council officers as they arise.
- v. There are also several other organisations with stakeholder interests and influence, particularly rowing organisations, angling associations, resident associations and commercial interests. The Council will seek to develop a more effective dialogue with representative organisations with an interest in the river which would be of benefit in exploring opportunities for improving access and the experience of the river for a range of activities. The idea of an annual river user's forum, for example, is one option currently under consideration.

### **Policy Statement RMP 9 – Stakeholder Engagement**

RMP 9.1 Continue engagement with existing stakeholder organisations.

RMP 9.2 Identify and gauge interest of potential stakeholder organisations.

RMP 9.3 Consider options for developing and holding an annual river user's forum.

## **Policy RMP 10 - Risk Management & Health & Safety Processes**

- i. The Council is required to take reasonable precautions to ensure the ongoing health and safety of service users and general access to its facilities. The City Council's priority will be to maintain the mooring locations within a physically safe and well maintained condition, this will include areas such as the towpath, the riverbank, access steps, waterpoints and pump out facilities.
- ii. Regular programmes for routine maintenance functions such as grass cutting and litter collection will be provided. Regular inspection programmes and condition surveys will be conducted to identify any infrastructure or associated defects.
- iii. The Council will ensure that any identified health and safety defects will be rectified within an appropriate timescale according to severity and risk.
- iv. Various Acts and Statutory Instruments/Regulations created by Parliament impose specific duties and confer liabilities if those duties are breached (hence the term statutory duty). Acts of Parliament take precedence over common law duties, and they too may employ the word "reasonable" when describing an obligation.
- v. Some examples of commonly encountered statutes are: -
  - Health & Safety at Work Act 1974
  - Highways Act 1980
  - Defective Premises Act 1972
  - Occupiers Liability Acts 1957 & 1984
- vi. Dependent on the way the statute is constructed, the duty may be of a specific nature or be an implied requirement.
- vii. It should be remembered that it is possible to be liable in both negligence and breach of statutory duty simultaneously.
- viii. Apart from the Health and Safety at Work Act, the legislation that impacts most on the subject of this report is that which relates to occupier's liability.
- ix. The 1957 Occupiers Liability Act stated that an occupier has a common duty of care towards all lawful visitors (not trespassers). Section 2.2 defines this duty as "a duty to take such care as in all the circumstances of the case is reasonable to see that the visitor will be reasonably safe in using the premises

for the purposes for which he is invited or permitted by the occupier to be there."

- x. The term occupier in relation to this Act is deemed to be someone in control of premises or land. This, therefore, means that the Act will apply to almost all a council's outdoor activities that involve the use of its land. Therefore, it is important to realise that there is not only a common-law duty but also a statutory duty.
- xi. The 1984 Act amended the common law by outlining the duty of an occupier towards those the premises or land without permission. It says that an occupier owes to trespassers a duty of reasonable care, this duty being to take such care as is reasonable in all the circumstances to see that they do not suffer injury on the premises because of the danger concerned.
- xii. This duty arises if;
  - The occupier is aware of a danger or has reasonable grounds to believe it exists.
  - The occupier knows or has reasonable grounds to believe that the person is in the vicinity of the danger or that he may come into the vicinity of the danger.
  - The risk is one against which in all the circumstances of the case the occupier may reasonably be expected to offer that person some protection;but, no duty exists in respect of risks willingly accepted by the injured party.
- xiii. It will therefore be seen that these Acts have taken the common-law term of "reasonable" and incorporated it within the statute and this effectively means that the test of what is reasonable at common law is also the test of your Statutory Duty.

**Policy Statement RMP 10 - Risk Management & Health & Safety Processes**

RMP 10.1 Regular inspection and maintenance regimes will be supported to keep the moorings in good condition.

RMP 10.2 Annual condition surveys for health and safety purposes will be completed and recorded.

RMP 10.3 Identified health and safety risks will be rectified or contained within recommended time scales.

### **Policy RMP 11 Capital Investment & Improvement Programme**

- i. Where appropriate and not in contravention of any other policy objectives, such as the management of common land and environmental sustainability the Council will aim to improve the quality and accessibility of mooring locations and associated facilities.
- ii. This will require the identification of funding needs within a planned investment programme over several years, to be met when the Council's capital budget priorities permit funding to be allocated.
- iii. The Council's key priority is to ensure that the existing areas of licenced moorings comply with health and safety requirements, minimises environmental damage and protects other users of the river and surrounding areas.
- iv. The Riverside area is likely to require significant capital investment to provide regulated moorings and improve the health and safety aspects of the site. These are currently being cost estimated as a priority project.
- v. Other potential priorities, will include improvement work to stabilise the bankside edge and existing revetments, provision of mooring rings and solar lights to mark mooring points. Signage improvements will also be given priority where new management rules and mooring prohibitions are in place. The use and feasibility of information technology to assist in the management of moorings will also be considered as part of any upgrading programme.
- vi. The Council acknowledges that the facilities provided to residential moorer's are currently at a lower level than that provided by off-line moorings within purpose built marinas. However, there is more equivalency between other providers of on-line moorings and what is provided by the City Council.
- vii. Where appropriate and potentially aligned with other improvement priorities the Council will consider extending the range of facilities on offer, however the overall planning status of the River Cam and environs must be respected. Therefore, it is anticipated that the opportunity for the provision of more comprehensive facilities are only like to occur within a broader based integrated planning framework.
- viii. Such proposed facilities could include showers, laundry, electricity points, mail boxes and an additional pump out area.

- ix. Council officers are preparing a capital investment programme to guide and quantify improvements during the life of this policy. The level of current and future income generated from mooring licences will be a component of any investment considerations.

**Policy RMP 11 Capital Investment & Improvement Programme**

RMP 11.1 The Council will prepare capital investment proposals to regularise moorings at Riverside Wall as the key priority for this policy.

RMP 11.2 The Council will prepare capital investment proposals to cover existing areas of moorings.



## **8 Policy Implementation & Review**

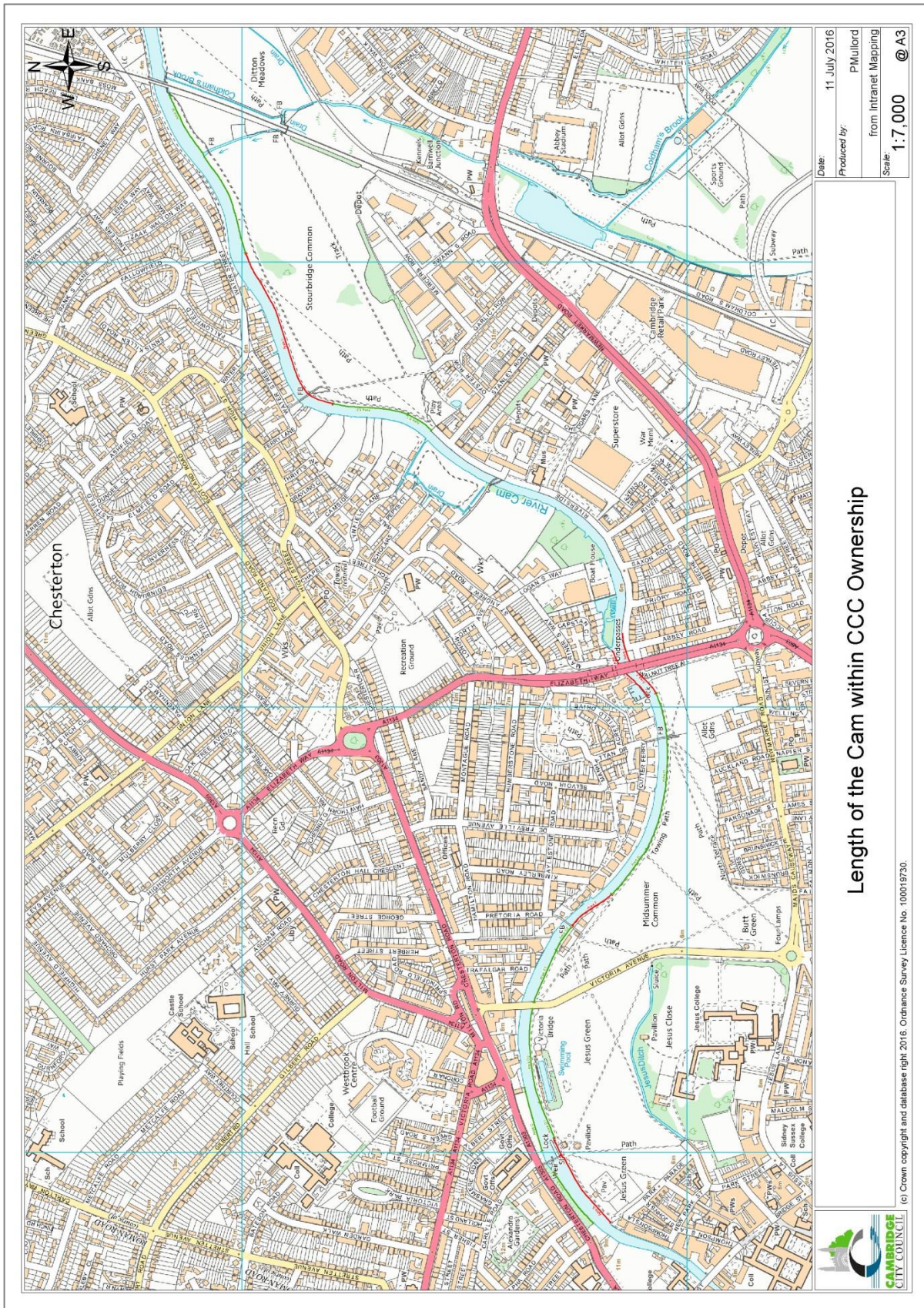
- 8.1 Following Committee approval and formal adoption of the River Moorings Policy 2017-2023, the River Moorings Policy will be delivered through the appropriate Council departments and individual officers as required. A dedicated resource to support the daily operations and administration of the service will be retained within Streets and Open Spaces. The successful implementation of the policy will require effective working between a number of different areas of the Council to develop policy objectives into realisable projects.
- 8.2 The effectiveness of the policy measured against operational requirements and the experience of delivering the results will be used to evaluate the policy at regular intervals. As a minimum, officer will identify any issues or opportunities which have arisen during the preceding year. Where it is appropriate and within the scope of the policy document any minor changes which improve the effectiveness of the policy will be applied and incorporated into operational processes.
- 8.3 Where any more major issues arise, which would require a more fundamental change to the agreed policy objectives these would be identified and reported through the necessary Council channels for resolution.
- 8.4 The Council will organise and support an annual stakeholder's forum to provide an opportunity for those with either a direct interest in the moorings or other aspects of the river to feedback their views, comments and ideas to facilitate the ongoing implementation of the policy. This will have the benefit of ensuring that any issues or opportunities arising can be considered at regular intervals.
- 8.5 The process of reviewing the policy will commence in year 2022 and initial proposals will be prepared by the Council for submission to community consultation processes within the timescales and protocols in place at that time.

**9 Appendices**

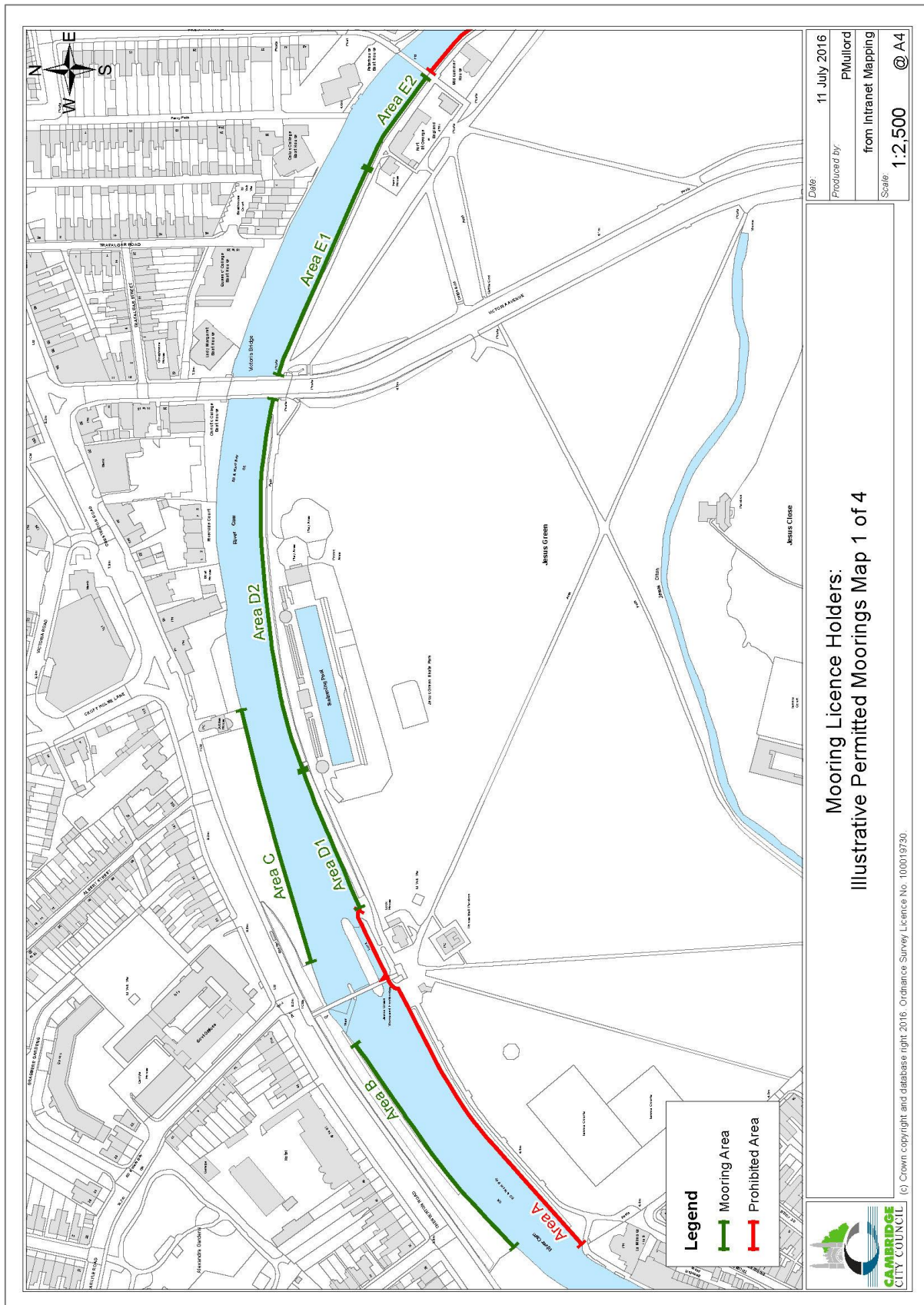
**9.1 Map illustrating extent of Cambridge City Council Mooring Sites.**

**9.2 Individual Mooring Location Plans**

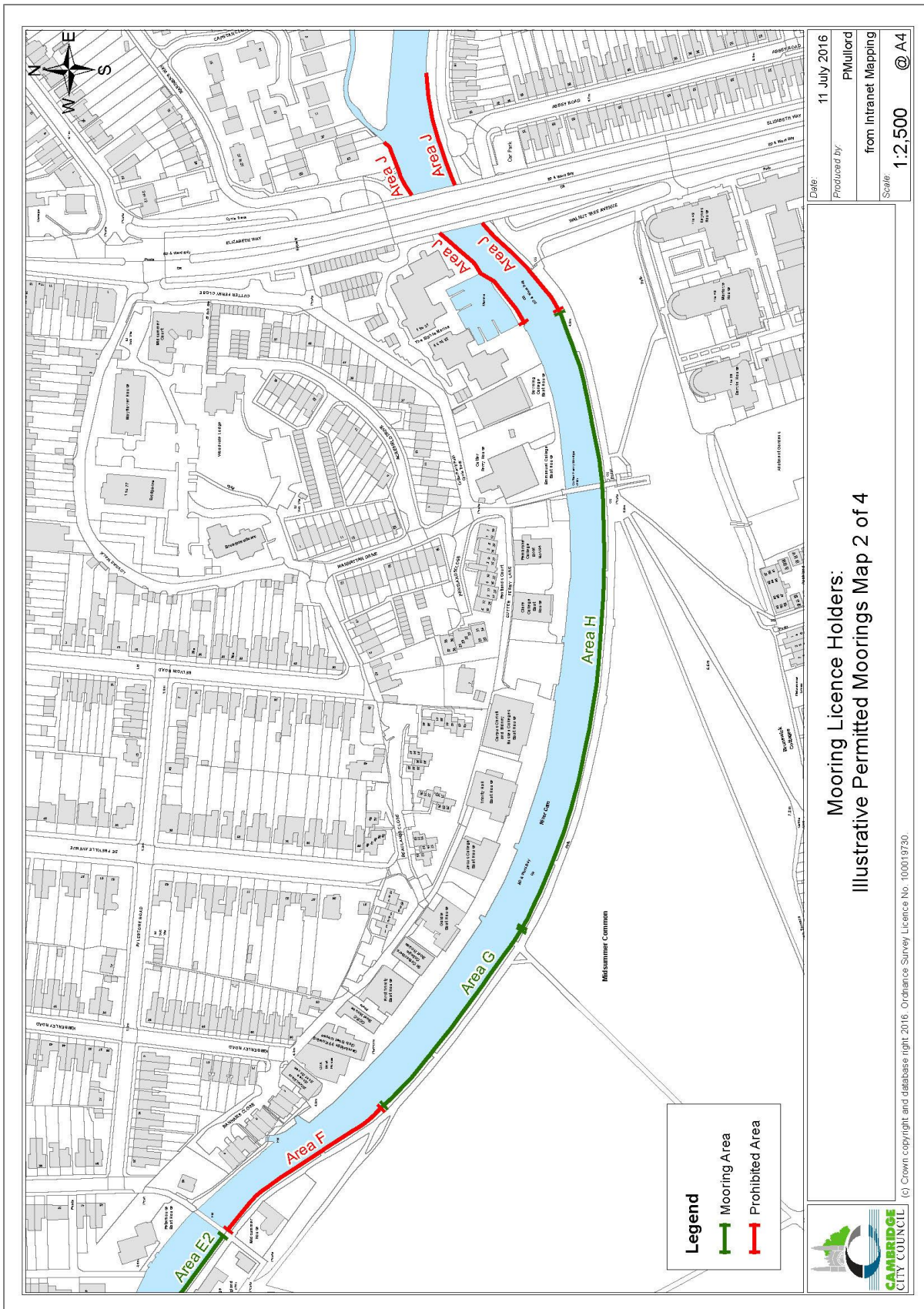
### Map illustrating extent of Cambridge City Council Mooring Sites



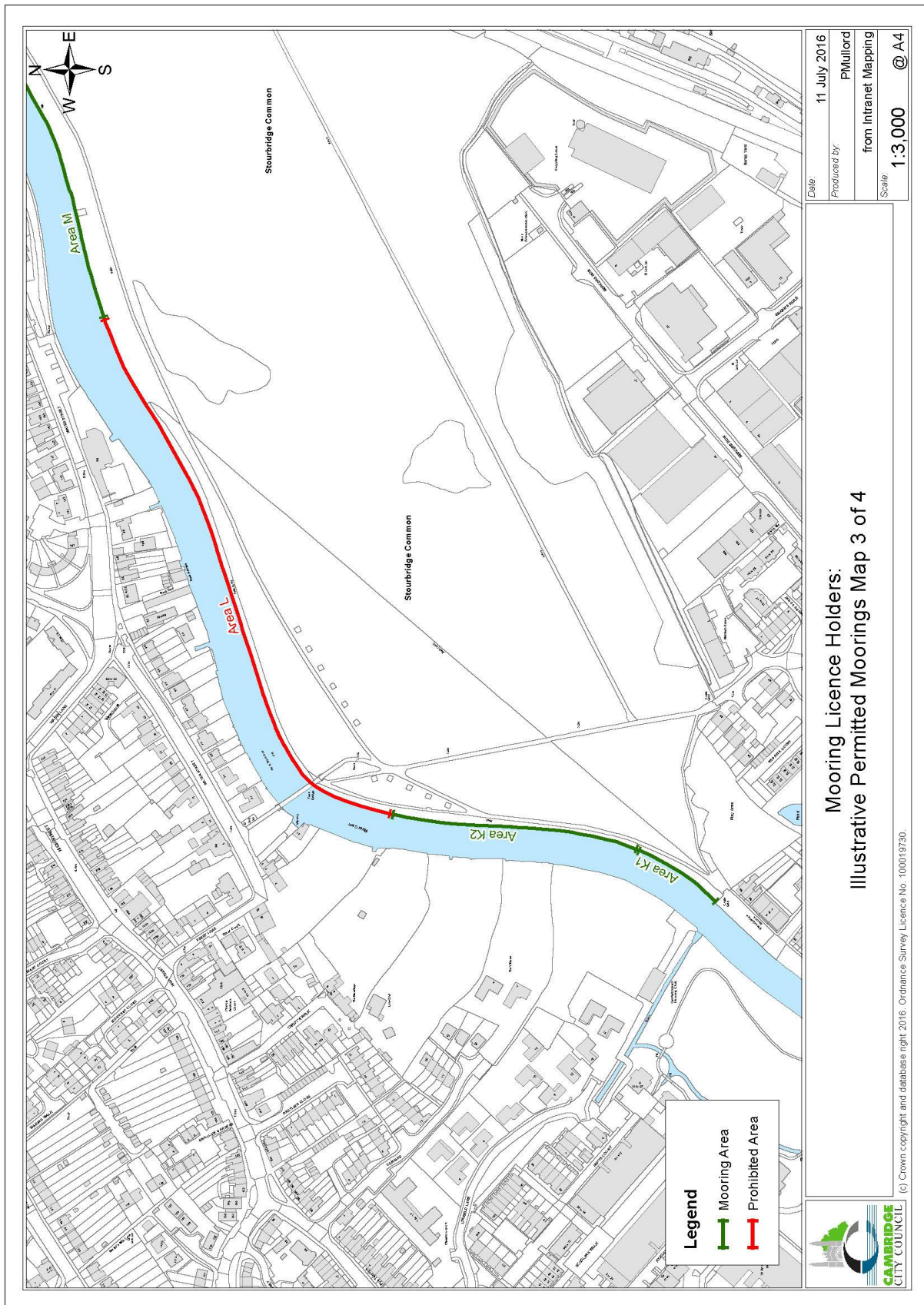
Individual Mooring Location Plans – Map 1 of 4



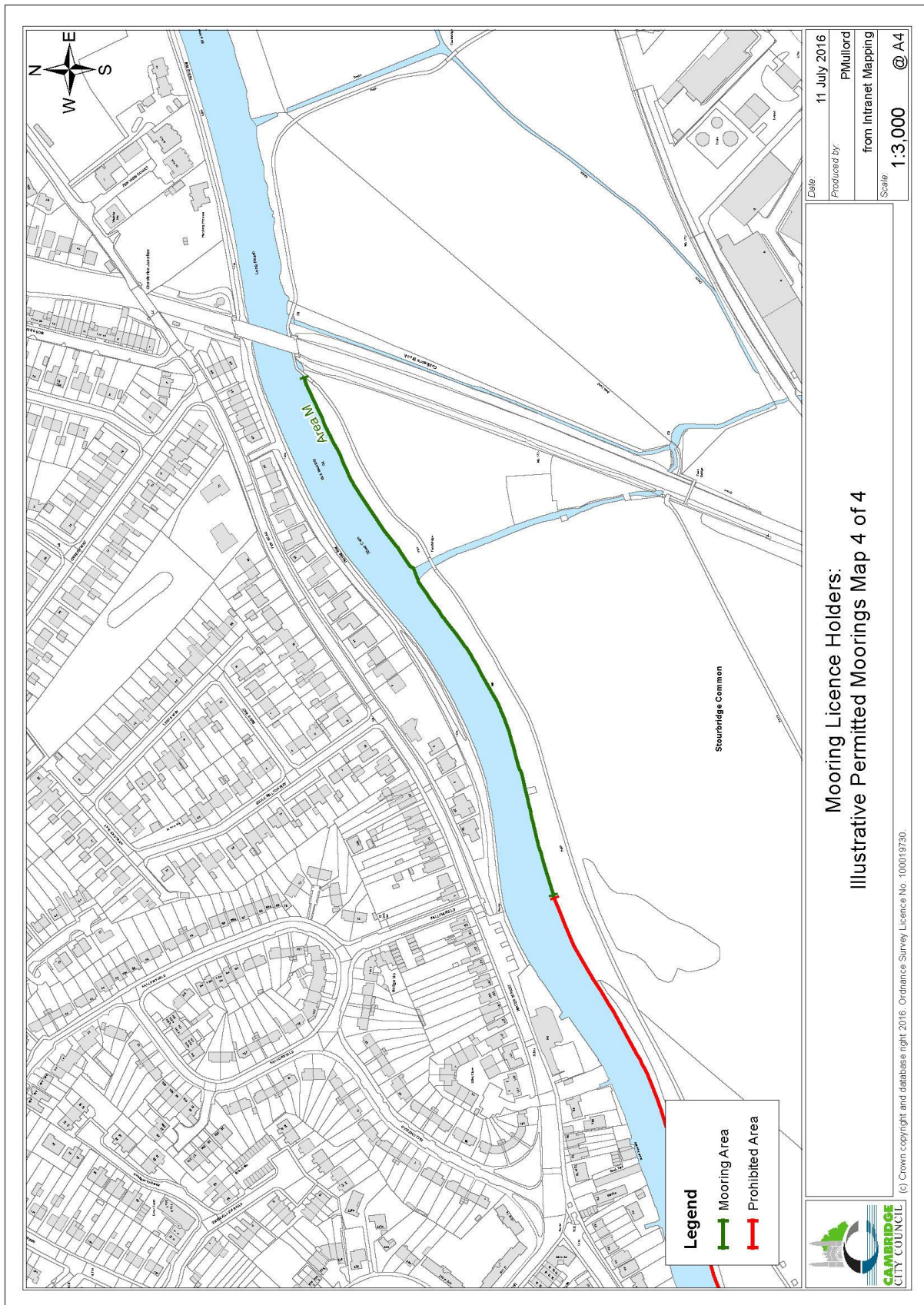
Individual Mooring Location Plans – Map 2 of 4



Individual Mooring Location Plans – Map 3 of 4



Individual Mooring Location Plans – Map 4 of 4



**9.3 Copy of licence agreement terms and conditions over page**





**DATE:**

**LICENSEE:**

**BOAT NAME:**

**BOAT NUMBER:**

<b>ANNUAL FEE:</b>	Net Amount	£	
	VAT	£	
	<b>Total</b>	<b>£</b>	subject to licence condition 5

**LICENCE PERIOD:** **1 April 2016 - 31 March 2017**  
(the period beginning with the date of this licence and ending on the following 31 March)

**LICENCE NUMBER:** **ML\***

**Signed on behalf of** )  
**the Council** )

Head of Streets and Open Spaces

**Signed by the Licensee** )  
)

in the presence of )

**Witness signature** .....

Witness name (printed) .....

Witness address: .....Cambridge City Council.....

.....Mill Road Depot, Mill Road.....

.....Cambridge, CB1 2AZ.....

# LICENCE CONDITIONS

## 1. LICENSOR

The licensor under these conditions is CAMBRIDGE CITY COUNCIL of The Guildhall, Cambridge CB2 3QJ (“the Council”)

## 2. FRONT PAGE

Terms used in these conditions and on the front page have the meanings given on the front page.

## 3. CONSENT

3.1 The Council permits the Licensee to moor the boat belonging to the Licensee specified on the front page (“the boat”) against a part of the bank of the River Cam shown yellow on the attached map. The position at which the boat is moored from time to time is called in these conditions “the mooring”.

3.2 The Licensee may not moor the boat against any part of the riverbank shown red on the attached map.

3.3 The Licensee may fix stake posts in the riverbank to moor the boat.

3.4 The Council may at any time and for any reason by notice to the Licensee change and re-designate the location of the mooring to another place on the River Cam shown yellow on the attached map.

3.5 Further restrictions and conditions of mooring (with which the Licensee must comply) are set out on the back of the attached map.

## 4. DURATION

4.1 The permission lasts for the licence period (see front page) unless brought to an end earlier in accordance with the provisions of these conditions.

4.2 When the licence comes to an end (however that occurs) the Licensee will immediately—

(a) remove the boat from the mooring and remove all stake posts and the like from the riverbank;

(b) restore the riverbank to its former condition to the satisfaction of the Council; and

(c) hand to the Council the licence discs for the boat and any key made available to the Licensee.

4.3 If the Licensee has not restored the riverbank to its former condition, the Council may give notice to the Licensee specifying the cost of the remedial works required. The notice is to be taken to be conclusive of the matters it contains, and on service of the notice the Licensee must pay to the Council the sum specified.

## **5. FEE**

5.1 In return for the permission, the Licensee will pay the Council the annual fee (see front page).

5.2 The annual fee is payable either by—

- (a) a single payment on the grant of the licence, or
- (b) equal instalments in advance through direct debit on the first day of every month.

5.4 The Council may increase or decrease the annual fee by one month's notice to the Licensee.

## **6. VAT**

The Licensee will pay any VAT properly chargeable on the licence fee or other sums payable by the Licensee under the licence.

## **7. OCCUPATION AND USE**

7.1 The boat must be occupied by the Licensee and by members of the immediate family of the Licensee.

7.2 The Licensee must notify the Council of—

- (a) any continuous period of non-occupation lasting more than 4 weeks; or
- (b) more than 30 days of non-occupation in any 12-month period.

7.3 The boat must be the Licensee's only permanent residence and the Licensee must notify the Council as soon as the boat ceases to be his only permanent residence.

7.4 In the case of a joint licence the Licensee must notify the Council as soon as the boat ceases to be the only permanent residence of one or more of the licence holders.

## **8. DUTIES OF LICENSEE**

### **8.1 Riverbank**

- (a) The Licensee will not place, park, erect or fix (whether permanently or temporarily) on the riverbank:
- a hut, shed, caravan, mobile dwelling or other type of building or structure; or
  - a vehicle of any description.
- (b) The Licensee will neither do nor allow anything which might damage or injure the banks of the River Cam, or infringe the rights of or cause a nuisance or annoyance to a riparian owner or to a riparian owner's tenants or licensees.
- (c) The Licensee will be responsible for and will protect (that is, indemnify) the Council from the consequences of any damage to the bank of the River Cam against which the boat is moored caused by negligent or malicious acts. Damage which is reasonably foreseeable as a result of the boat being moored against the riverbank is not included in this paragraph.
- (d) The Licensee will immediately make good to the satisfaction of the Council any damage that may be caused to the riverbank arising out of the grant of this permission whether due to the act or negligence of the Licensee, to the act of a third party, to weather conditions or otherwise. Failing which, within seven days of a notice from the Council specifying the cost of works to make good the damage, the Licensee will pay the Council the amount specified in the notice. The notice is to be conclusive of the matters specified in it.
- (e) The Licensee must not impede any footpath or obstruct any emergency or access road in the vicinity of the mooring.

### **8.2 Boat**

- (a) The Licensee must moor the boat safely at the mooring and lock all security gates.
- (b) The Licensee must display in a prominent position on the boat a valid mooring licence and a valid boat registration disk issued by the Conservators of the River Cam.
- (c) The Licensee will obtain for the boat a boat safety certificate (or, in the case of a new boat, a certificate of conformity) and supply the Council with a copy of the certificate as soon as possible after the certificate is obtained.

- (d) The Licensee must keep the boat clean and in good condition.
- (e) The Licensee must ensure that the boat has a fully functioning engine and is capable of independent propulsion.
- (f) The Licensee must ensure that no animals are kept at the mooring except domestic pets, and that any domestic pets are kept under control and do not cause a nuisance to people in the area.
- (g) The Licensee must provide suitable grab chains, ropes and fenders along the riverside of the boat.

### **8.3 Prohibited acts**

The Licensee must not do or allow any of the following.

- (a) Finger mooring.
- (b) Double mooring unless under exceptional circumstances and with the prior consent of the Council for a period not exceeding 48 hours in areas permitted by the Conservators of the River Cam.
- (c) Hang or place anything from any part of the mooring (excluding the boat).
- (d) Camp in tents or other structures on any Council-owned open space.
- (e) Light open fires on any Council-owned open space.
- (f) Create nuisance by smoke.
- (g) Store anything on the riverbank, or on the highway or on any Council-owned open space.
- (h) Discharge sewage into the river.
- (i) Operate a business from the boat or the mooring or the riverbank.
- (j) Moor a tender or dinghy on the outside of the boat.
- (k) Exceed permitted mooring hours in areas restricted for water point access.
- (l) Bring a motor vehicle on to any Council-owned open space without the Council's prior consent.
- (m) Alter, add to or deface the mooring.
- (n) Use a generator or boat engine between the hours of 9pm and 8am or cause a noise nuisance at any time.
- (o) Moor in 48-hour mooring areas.

- (p) Moor in areas where mooring is prohibited for navigation reasons, or moor a boat wider than 2.15 metres where the Conservators of the River Cam prohibit this.

#### **8.4 Household waste**

The Licensee must put all refuse in the bags provided by the Council, and must leave the refuse bags at official points on days designated by the Council.

#### **8.5 Fire precautions**

The Licensee will take all necessary precautions against the outbreak of fire in or on the boat.

#### **8.6 Cam Conservancy Byelaws**

The Licensee will comply with the River Cam Conservancy Byelaws and all regulations for the time being in force made by the Conservators of the River Cam or any other duly constituted authority, and will keep the Council and its employees protected from (that is, indemnified against) all consequences of any breach of those byelaws and regulations.

#### **8.7 Insurance**

The Licensee will insure against third party risks and claims against the Council or its employees that may arise out of the grant of the licence with an insurer approved by the Council, and will pay all premiums within seven days after they become due. The Licensee will deliver to the Council on demand—

- (a) either the insurance policy and the receipt for the current year's premium, or
- (b) a renewal certificate demonstrating that the cover is still extant.

#### **8.8 General indemnity**

The Licensee will protect (that is, indemnify) the Council and its employees against the consequences of the grant of the licence, mooring the boat and the use of the bank of the River Cam authorised by the licence, including damage or injury (whether fatal or otherwise) to individuals or property. This does not apply in the extent of any negligence on the part of the Council.

**9. TERMINATION BY NOTICE: LICENSEE**

The Licensee may terminate the licence by giving the Council at least one month's notice.

**10. TERMINATION FOR BREACH: COUNCIL**

If the annual fee is more than 28 days in arrears or if Licensee fails to observe any of the Licensee's other obligations in these conditions, the Council may terminate the licence by giving the Licensee at least seven days notice.

The Council may terminate a joint licence by giving the Licensee at least 7 days' notice if one of more of the licence holders has ceased to occupy the boat as their only permanent residence

**11. REMOVAL OF BOAT BY THE COUNCIL**

When the licence ends (however that occurs) the Council may remove the boat from the mooring and the cost of doing so is a debt immediately due to the Council from the Licensee.

**12. THIRD PARTY RIGHTS**

No person except a party to the licence has the right to enforce any of its terms.

**13. NOTICES**

13.1 A notice under the licence must be in writing, and a notice includes a consent and a notification.

13.2 A notice to the Licensee is sufficiently served if sent to the Licensee by recorded delivery at the Licensee's last known address in the United Kingdom or if left for the Licensee at that last known address or at the boat on the mooring.

13.3 A notice to the Council is sufficiently served if sent by recorded delivery to Asset Management, Streets and Open Spaces, Mill Road Depot, Mill Road, Cambridge CB1 2AZ or if left for them at that address.

**14. WHERE THE LICENSEE IS MORE THAN ONE PERSON**

14.1 This clause applies if the Licensee consists of more than one person.

14.2 The obligations on the Licensee may be enforced against those persons separately, all together or in any combination.

- 14.3 Notice to or by one of those persons has the same effect as notice to or by them all.
- 14.4 When a joint licence has been terminated, whether by notice or by surrender, because one or more of the licence holders has ceased to occupy the boat as their only permanent residence, the Council may in the Council's absolute discretion grant a further licence to one of the former licence holders provided that they are continuing to occupy the boat as their only permanent residence. The Council shall be under no obligation to grant a further licence.
- 14.5 Anyone aggrieved by the Council's decision not to grant them a further licence following termination of a joint licence may appeal in writing to the Executive Councillor for City Centre and Public Places. The Council must receive the appeal within 10 days of the date of the Council's decision.

## **15. OTHER PEOPLE'S RIGHTS**

This licence is granted subject to the rights of all other persons (including members of the public) who have the right to use the riverbank or to pass and repass over the riverbank. Nothing contained in this licence whether expressed or implied grants or confers on the Licensee the sole right to use any part of the riverbank, or guarantee that space along the riverbank will be available for mooring.

## **16. PERSONAL NATURE OF LICENCE**

- 16.1 The licence is personal to the Licensee and accordingly the Licensee has no power to assign the benefit of the licence, or to grant any sublicense, or to enter into any sharing arrangement relating to the rights granted by the licence.
- 16.2 The licence is granted by the Council in its capacity as owner of the land, as opposed to its capacity as local planning authority.

## **17. ENTRY TO INSPECT AND NOTICE TO REPAIR**

- 17.1 The Council and its employees or agents may inspect the mooring (without going inside the boat) at all reasonable times (or in the case of emergency, at any time) to discover whether or not the terms and conditions in the licence have been observed, and to view the state of repair and condition of the riverbank and the boat.
- 17.2 If the Council requires the Licensee to remedy any breach of the undertakings or other conditions in the licence, then the Licensee must do so straight away.



**18. LOWERING RIVER LEVELS**

If the Conservators of the River Cam decide to lower the level of the water in the river above Jesus Lock and advertise that fact, then it will be the Licensee's responsibility to move the boat below the lock or take suitable precautions to prevent the boat being grounded on the river bottom, and the Council will not be responsible for any disruption or damage caused.

**<Conditions end>**

#### **9.4 References**

- a) [www.camconservators.co.uk](http://www.camconservators.co.uk)
- b) IWA Policy on Mooring on Navigable Waterways, The Inland Waterways Association, (October 2015)
- c) Jed Ramsay, River Manager, Conservators of the River Cam (2015)
- d) [http://www.legislation.gov.uk/ukpga/2016/22/pdfs/ukpga\\_20160022\\_en.pdf](http://www.legislation.gov.uk/ukpga/2016/22/pdfs/ukpga_20160022_en.pdf)



# River Moorings Policy 2017 - 2023 Consultation Summary Report

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## **1. Purpose**

- 1.1 To summarise the consultation undertaken for the revised River Moorings Policy (RMP) and based on the analysis of the consultation responses outline the result in regards to:
- a) Whether responders' consider that annual licences are held at current levels with a modest annual increase?
  - b) Whether responders' support an increase in baseline fees being brought in line with current providers providing similar facilities elsewhere in the country?
  - c) Whether responders' felt it is proportionate to charge a penalty of £100 for each 24-hour period or part thereof when a boat overstays a designated visitor mooring?
  - d) Whether responders' would support mooring fees being based on length of vessel?
  - e) Whether responders' would support additional charges for wide beam vessels?
  - f) Whether responders' support the ending of temporary permissions to moor at Riverside and to move all boats moored offering alternative moorings elsewhere in Cambridge (to those which have registered and are regulated by the City Council and have people living aboard)?
  - g) Whether responders' believe the proposal to offer alternative moorings if temporary permissions to moor at Riverside are ended is fair?
  - h) Whether responders' support the designation of the Riverside as a 'no mooring zone' through the powers of the Cam Conservator?
  - i) Whether responders' support the introduction of a revised enforcement policy with powers delegated to Council officers?
  - j) Whether responders' support the current location numbers and type of mooring berths being appropriate as the permanent number and type?
  - k) Whether responders' support a future reduction in the overall length of riverbank provided and number of mooring berths?

- l) Would you support a temporary increase in the number of Residential Mooring Licences from 70 to accommodate those displaced from Riverside? Licences would not be issued to the waiting list until the number of licences returns to and drops below 70?
- m) Whether responders' support the Council's position not to establish winter mooring sites?
- n) Whether responders' support the waiting list remaining closed to new applicants for the foreseeable future?
- o) Whether responders' support those regulated moorings displaced at Riverside being offered Residential Mooring Licences on the Regulated Moorings elsewhere before those on the waiting list to assist those who may be impacted by any decision to remove moorings from Riverside?
- p) Whether responders' support those regulated moorings possibly displaced at Riverside being added to the waiting list in chronological order based on evidence of first occupancy at Riverside?

## **2. Background to the consultation**

- 2.1 Consultation and feedback regarding the moorings in the City of Cambridge is continuous by fact that a number of reviews have been undertaken that offer suggestions for Policy and these have included:-
- Changes to Moorings Policy (16<sup>th</sup> January 2014);
  - an Update Report on Riverside Moorings (11<sup>th</sup> July 2014);
  - Riverside Moorings Options Report (Skanska, July 2014);
  - Progress on the Review of the River Moorings Policy (8<sup>th</sup> October 2015) and
  - River Moorings – An Update on the Contract Law Model consultation (17<sup>th</sup> March 2016).
- 2.2 During 2016/17 Cambridge City Council reviewed its management of river moorings and it was decided to consult widely and on a range of moorings related matters and options. The council would then assess responses and revise and publish a new River Moorings Policy for 2017 to 2023
- 2.3 The consultation as part of this review was open to anyone who wanted to take part and was completely confidential and with the assurance it was anonymous. The Council engaged directly with representative groups known to have an interest in the river during the consultation period.
- 2.4 The consultation ran for a period 12 weeks, and was made widely available through the City Council's website and supported by news releases and social media.
- 2.5 The consultation was also targeted at stakeholders who broadly included those with a River Moorings Licence, those on our waiting lists, local resident groups, national and regional boat organisations and the Cam Conservators.
- 2.6 Paper copies of the consultation were directly delivered to all boats on the River and electronically where the council had contact emails.

- 2.7 In addition to responses from individuals, submissions were also received from the following stakeholder groups: Camboaters, Cam Conservators, National Bargee Travellers Association and Cambridgeshire Rowing Association.
- 2.8 A range of interested parties also responded on behalf of their organisations.
- 2.9 Responses include submissions from organisations that cannot be redacted as they can be attributed to either an organisation or an individual have not been published. The consultation was confidential and anonymous and there was the voluntary supply of information, therefore disclosure in this case could prejudice the supply of information in the future.



### 3. Consultation Actions and Summary List

- a) Mid-November 2016, 250 paper pamphlets circulated regarding the River Moorings Policy Issued and Options consultation;
- b) Consultation Postcard sent out in November 2016 to properties in close proximity to the River;
- c) Initial (Web-based) Wider Public Consultation 48 responses between the 27<sup>th</sup> October and the 31<sup>st</sup> October 2016.
- d) Updated (Web-Based) Wider Public Consultation (to enable quantitative analysis) 774 responses between the 31<sup>st</sup> October 2016 and the 20<sup>th</sup> January 2017;
- e) Additionally 23 responses made on paper copies of the consultation and these have been manually entered onto the web collector;
- f) 23 individual responses were additionally made via email however these were not in a structure to enable entry into the web based consultation and analysis, these responses came from Camboaters, NBTA, Cam Rowing Association, The Green Party and the County Councillor for Abbey Ward.
- g) Among the responses the council received 161 automated replies from the Camboaters website as follows:-

*Dear Cambridge City Council,*

*Please don't move boaters on from Riverside wall - they have been there for longer than many of the local houses and they are an important part of our city.*

*Boats add colour and vibrancy to Cambridge. They offer a rare form of low-impact housing in the city, and allow an affordable way of life for those who care little for consumerism, like to be independent, wish to be self-sufficient and want to live in an environmentally sound fashion. Please don't carry out your threat to reduce the numbers of residential boaters in the city by a third.*

*Please don't double mooring fees either. Please stick to the existing simple fee structure that covers the cost of running the mooring scheme with plenty to spare.*

*Please stick to your previous commitments to find a way to integrate Riverside into the Council mooring scheme, and to base fees on the cost of providing services to boaters rather than the maximum you think you can get from them.*

#### **4. Wider Public Consultation, 27<sup>th</sup> October 2016 to 20<sup>th</sup> January 2017**

4.1 From the various consultation media and response to the wider public consultation overall there has been **822** responses received.

4.2 There were **766** responses to the question asking,

a) **Whether responders' consider that annual licences be held at current levels with a modest annual increase**

- 622 of the responses or **81.5%** said Yes they supported the proposal to have a modest annual increase in annual licence fees and
- 142 of the responses or **18.5%** said No they didn't support the proposal to have a modest annual increase in annual licence fees.

The findings support the recommendation that RMLs fees increase annually by Retail Price Index in April, as determined in the preceding September.

4.3 There were **750** responses to the question asking,

b) **Whether responders' support an increase in baseline fees being brought in line with current providers providing similar facilities elsewhere in the country.**

- 159 of the responses or **21.2%** said Yes they supported the proposal to have baseline fees being brought in line with current providers and
- 591 of the responses or **78.8%** said No they didn't support the proposal to have baseline fees being brought in line with current providers.

The findings support the recommendation that RML fees are calculated locally based on cost to deliver the service.

4.4 There were **757** responses to the question asking,

c) **Whether responders' felt it is proportionate to charge a penalty of £100 for each 24-hour period or part thereof when a boat overstays a designated visitor mooring.**

- 343 of the responses or **45.3%** said Yes they supported the proposal to charge a penalty of £100 for each 24-hour period when a boat overstays a designated visitor mooring and
- 414 of the responses or **54.7%** said No they didn't support the proposal to charge a penalty of £100 for each 24-hour period when a boat overstays a designated visitor mooring

The findings support the recommendation that the penalty charge is reduced to £50.

4.5 There were **749** responses to the question asking,

d) **Whether responders' would support mooring fees being based on length of vessel**

- 363 of the responses or **48.5%** said Yes they would support mooring fees being based on length of vessel and
- 386 of the responses or **51.5%** said No they didn't support mooring fees being based on length of vessel

The findings support the recommendation that RML fees are based on length of vessel and for simplicity replicate the Cam Conservators tariffs and categories.

4.6 There were **736** responses to the question asking,

e) **Whether responders' would support additional charges for wide beam vessels**

- 408 of the responses or **55.4%** said Yes they would support additional charges for wide beam vessels and

- 328 of the responses or **44.6%** said No they didn't support additional charges for wide beam vessels

The findings do not support the recommendation that there is no change at this time. Given the limited space and demand for moorings, charging by length is the fairest option.

4.7 There were **697** responses to the question asking,

f) **Whether responders' support the ending of temporary permissions to moor at Riverside and to move all boats moored offering alternative moorings elsewhere in Cambridge (to those which have registered and are regulated by the City Council and have people living aboard).**

- 186 of the responses or **26.7%** said Yes they would support the ending of temporary permissions to moor at Riverside and to move all boats moored offering alternative moorings elsewhere and
- 511 of the responses or **73.3%** said No they didn't support the ending of temporary permissions to moor at Riverside and to move all boats moored offering alternative moorings elsewhere

The findings do not support the recommendation however where technically feasible and financially justifiable adaptations are made at Riverside to support mooring, therefore negating the need to find alternatives for those on the Regulated Waiting List.

4.8 There were **677** responses to the question asking,

g) **Whether responders' believe the proposal to offer alternative moorings if temporary permissions to moor at Riverside are ended is fair.**

- 211 of the responses or **31.2%** said Yes they believe proposal to offer alternative moorings if temporary permissions to moor at Riverside are ended is fair and

- 466 of the responses or **68.8%** said No they didn't believe the proposal to offer alternative moorings if temporary permissions to moor at Riverside are ended is fair.

The findings do not support the recommendation, however those on the Regulated Waiting List are offered alternatives.

4.9 There were **731** responses to the question asking,

h) **Whether responders' support the designation of the Riverside Wall as a 'no mooring zone' through the powers of the Cam Conservator.**

- 204 of the responses or **27.5%** said Yes they support the designation of the Riverside Wall as a 'no mooring zone' through the powers of the Cam Conservator.
- 530 of the responses or **72.5%** said No they don't support the designation of the Riverside Wall as a 'no mooring zone' through the powers of the Cam Conservator.

The findings support the recommendation not to pursue a no mooring zone at this time

4.10 There were **649** responses to the question asking,

i) **Whether responders' support the introduction of a revised enforcement policy with powers delegated to Council officers.**

- 417 of the responses or **64.25%** said Yes they support the introduction of a revised enforcement policy with powers delegated to Council officers.
- 252 of the responses or **35.75%** said No they don't support the introduction of a revised enforcement policy with powers delegated to Council officers.

The findings support the recommendation to write and implement a revised enforcement policy.

4.11 There were **669** responses to the question asking,

j) **Whether responders' support the current location numbers and type of mooring berths being appropriate as the permanent number and type**

- 472 of the responses or **70.55%** said Yes the current location numbers and type of mooring berths are appropriate as the permanent number and type and
- 197 of the responses or **29.45%** said No they don't feel the current location numbers and type of mooring berths are appropriate as the permanent number and type

The findings support the recommendation of no change.

4.12 There were **695** responses to the question asking,

k) **Whether responders' support a future reduction in the overall length of riverbank provided and number of mooring berths?**

- 155 of the responses or **22.3%** said Yes they would support a future reduction in the overall length of riverbank provided and number of mooring berths and
- 540 of the responses or **77.7%** said No they didn't support a future reduction in the overall length of riverbank provided and number of mooring berths.

The findings support the recommendation of no change.

4.13 There were **567** responses to the question asking,

l) **Would you support a temporary increase in the number of Residential Mooring Licences from 70 to accommodate those displaced from Riverside? Licences would not be issued to the waiting list until the number of licences returns to and drops below 70.**

- 273 of the responses or **48.15%** said Yes they would support a temporary increase in the number of Residential

Mooring Licences from 70 to accommodate those displaced from Riverside and

- 294 of the responses or **51.85%** said No they didn't they would not support a temporary increase in the number of Residential Mooring Licences from 70 to accommodate those displaced from Riverside.

The findings support the recommendation of no change, however the City Council may need to use available Licences to support those displaced from the Regulated Waiting list at Riverside.

4.14 There were **652** responses to the question asking,

m) **Whether responders' support the Council's position not to establish winter mooring sites?**

- 388 of the responses or **59.5%** said Yes they would support the Council's position not to establish winter mooring sites and
- 264 of the responses or **40.5%** said No they wouldn't support the Council's position not to establish winter mooring sites?

The findings support the recommendation that no winter moorings are created.

4.15 There were **664** responses to the question asking,

n) **Whether responders' support the waiting list remaining closed to new applicants for the foreseeable future**

- 299 of the responses or **45%** said Yes they the waiting list remaining closed to new applicants for the foreseeable future and
- 365 of the responses or **55%** said No they wouldn't support the waiting list remaining closed to new applicants for the foreseeable future

The findings support the recommendation that waiting lists remain closed to avoid raising expectations at this time, and reopened when there is less than an 18 month waiting period.



4.16 There were **636** responses to the question asking,

o) **Whether responders' support those regulated moorings displaced at Riverside being offered Residential Mooring Licences on the Regulated Moorings elsewhere before those on the waiting list to assist those who may be impacted by any decision to remove moorings from Riverside.**

- 272 of the responses or **42.8%** said Yes they support those regulated moorings displaced at Riverside being offered Residential Mooring Licences on the Regulated Moorings elsewhere before those on the waiting list to assist those who may be impacted by any decision to remove moorings from Riverside.
- 364 of the responses or **57.2%** said No they wouldn't support those regulated moorings displaced at Riverside being offered Residential Mooring Licences on the Regulated Moorings elsewhere before those on the waiting list to assist those who may be impacted by any decision to remove moorings from Riverside.

The findings do not support the recommendation however, the City Council may need to use available Licences to support those displaced from the Regulated Waiting list at Riverside.

4.17 There were **629** responses to the question asking,

p) **Whether responders' support those regulated moorings possibly displaced at Riverside being added to the waiting list in chronological order based on evidence of first occupancy at Riverside**

- 247 of the responses or **39.3%** said Yes they support those regulated moorings possibly displaced at Riverside being added to the waiting list in chronological order based on evidence of first occupancy at Riverside.
- 382 of the responses or **60.7%** said No they wouldn't

support those regulated moorings possibly displaced at Riverside being added to the waiting list in chronological order based on evidence of first occupancy at Riverside.

The findings support the recommendation of no change.

#### 4.18 Age of Respondents

The following table details the age profile of respondents

<b>Age</b>	<b>Number</b>	<b>Percentage %</b>
15–19	7	1.13
20–24	25	4.05
25–29	56	9.08
30–34	70	11.35
35–39	80	12.97
40–44	79	12.80
45–49	59	9.56
50–54	78	12.64
55–59	46	7.46
60–64	48	7.78
65–69	40	6.48
70–74	19	3.08
75–79	8	1.30
80–84	2	0.32
<b>Total</b>	<b>617</b>	<b>100%</b>

The information has been considered in the Equalities Impact Assessment that supports the Strategy and Resources Committee report.

#### 4.19 Respondents interests?

<b>Response</b>	<b>Number</b>	<b>Percentage %</b>
Live on a boat in Cambridge	51	7.62
Would like to live on a boat in Cambridge	35	5.23
Live in Cambridge and have an interest in Mooring	60	8.97
Live in Cambridge and have a an interest in other uses of the River	163	24.36
Live in Cambridge and offer a view	228	34.08
Live Outside of Cambridge and have an interest in mooring	23	3.44
Live Outside of Cambridge and have an interest in other uses of the River	21	3.14
Live Outside of Cambridge and offer a view	34	5.08
Represent the interests of a local group or organisation	5	0.75
Prefer not to disclose	49	7.32
<b>Total</b>	<b>669</b>	<b>100%</b>

The information has been considered in the Equalities Impact Assessment that supports the Strategy and Resources Committee report.

## **5. Items that arose during the consultation**

5.1 During the consultation period Council Officer's responded to a range of Freedom of Information request as follows:-

- a) A request for the Councils benchmarking data;
- b) All payments made to the Cam Conservators since 2011;
- c) Details of any and all complaints or comments made to the City Council or Cam Conservators regarding any aspect of residential boats, moorings and licencing on the River Cam;
- d) Details of any communications between Cambridge City Council and the Cam Conservators regarding any aspects of residential boats, moorings or licencing on the River Cam;
- e) Details of any research carried out to investigate any changes in the type, quantity and/or frequency of occurrence of different uses of the River Cam over time in the last 10 years;
- f) Details of any impact assessments carried out into the potential social aspects of any changes to the current system of residential mooring licencing on the River Cam;
- g) What process and what data were used to determine that the mooring sites by the railings on Riverside were unsafe?;
- h) What cost analysis was done to consider options for providing safe access to mooring sites on the railings on Riverside?;
- i) What is the legal basis and the policy document which provides the basis for the claim that there are illegally moored vessels on the railings on Riverside?
- j) Which stakeholders are going to be sent an invitation to complete the consultation about moorings, and how will the decision be made to decide which of the responses to the consultation are from eligible stakeholders?;
- k) Correspondence between Cambridge City Council and Dewar Stuart Associates relating to the original proposal document of May 2016;
- l) The proposal document sent to Dewar Stuart Associates by Cambridge City Council, May 2016.

- m) Correspondence relating to the review of the river moorings policy between Cambridge City Council and Dewar Stuart Associates; and
- n) Any documents prepared for Cambridge City Council relating to the review of the river moorings policy by Dewar Stuart Associates.

5.2 Officer also responded to the following direct questions

5.21 A request for clarification on Council Tax liability prompted by a poster campaign that drew comparisons on price increases with a change from Council Tax Band A to F has been addressed in the River Moorings Policy recommendations.

5.2.2 A question as to why the capital spend set aside for Moorings was not used?

*In the Budget Setting Round 2013, a request was made by Officers for a Capital release of £75k to be set aside for Adaptations to Riverside Banks (SC561 – 38190). This request related to the forecast decision in October 2013 that the Executive Councillor for Public Places would agree at Environment Scrutiny Committee to instructed Officers to pursue:-*

- *Option 2: Permit mooring on Riverside wall, but not where the river is narrowest;*
- *Option 3: Ban mooring on Riverside wall, and relocate Riverside craft to other locations on the river;*

*The Executive Councillor for City Centre and Public Places instructed Officers on the 11th July 2014 to pursue option 2, using a scheme of regulation whilst Officers continued the review of the Moorings Policy. No capital spend was required for this decision*

*In 2015 a review of all capital schemes was undertaken and those which were not ready to be carried out were moved to a PUD (Projects under Development) list at Full Council on*

*25 February 2016 (bottom of page 34 of 109 BSR 2016 link below) following a recommendation from the Capital Programme Board in November 2015. This happened to the river bank scheme as there was no likely project to undertake at that time and other more urgent capital items required funding. This funding would not have been used to fund revenue items. Future Riverside adaptations bids were not precluded by this decision.*

## **6. Overall Observations**

- a) Overall the majority of respondents support the proposal to have a modest annual increase in annual licence fees. (81.5% support).
- b) Overall the majority of respondents do not support an increase in baseline fees being brought in line with current providers providing similar facilities elsewhere in the country. (78.8% do not support).
- c) Overall a small majority of respondents (55%) feel it is inappropriate to charge a penalty of £100 for each 24-hour period or part thereof when a boat overstays a designated visitor mooring.
- d) Overall the respondents are split (48%/52%) on whether responders' would support mooring fees being based on length of vessel.
- e) Overall the majority of respondents would support additional charges for wide beam vessels. (55% support).
- f) Overall the majority of respondents' do not support the ending of temporary permissions to moor at Riverside and to move all boats moored offering alternative moorings elsewhere in Cambridge. (73% do not support).
- g) Overall the majority of respondents' do not believe the proposal to offer alternative moorings if temporary permissions to moor at Riverside are ended are fair. (69% do not support).
- h) Overall the majority of respondents' do not support the designation of the Riverside Wall as a 'no mooring zone' through the powers of the Cam Conservator. (73% do not support).

- i) Overall a small majority of respondents' support the introduction of a revised enforcement policy with powers delegated to Council officers. (64% support).
- j) Overall the majority of respondents support the current location numbers and type of mooring berths being appropriate as the permanent number and type. (71% support).
- k) Overall the majority of respondents' do not support a future reduction in the overall length of riverbank provided and number of mooring berths. (78% do not support).
- l) Overall the respondents are split (48%/52%) on whether they support a temporary increase in the number of Residential Mooring Licences from 70 to accommodate those displaced from Riverside?
- m) Overall a small majority of respondents' support the Council's position not to establish winter mooring sites? (60% support).
- n) Overall the respondents are split (45%/55%) on whether they would or wouldn't support the waiting list remaining closed to new applicants for the foreseeable future.
- o) Overall a small majority of respondents' (57%) wouldn't support those regulated moorings displaced at Riverside being offered Residential Mooring Licences on the Regulated Moorings elsewhere before those on the waiting list to assist those who may be impacted by any decision to remove moorings from Riverside.
- p) Overall the majority of respondents' do not support those regulated moorings possibly displaced at Riverside being added to the waiting list in chronological order based on evidence of first occupancy at Riverside. (61% do not support).

## **7. Conclusion**

- 7.1 The online survey approach provided the opportunity for a wide range of people to provide feedback on the council's proposals, however this methodology is self-selecting; participants are free to choose whether or not to participate and invariably it is those with the strongest views (either positive or negative) that choose to do so. As such the use of the data for quantitative data is unreliable. The data is influenced by campaign and this was identified in the responses collected.
- 7.2 Responses to self-selection surveys and consultations are usually non-representative of the wider area, typically with greater levels of response received from older residents (55+) and from women. Those less likely to participate in self-selection surveys are busy workers with families and younger residents (under 35's – and particularly men in this age band).
- 7.3 From the consultation responses officers have identified greater levels of response from those aged 35 to 54 compared to the City population estimate. There is also a greater response from those with an interest in river activities (53%) than Cambridge residents (34%).
- 7.4 The consultation data does, however, provide excellent qualitative data and has allowed officers to consider a range of opinions and feedback when formulating policies.
- 7.5 The response to the consultation has been comprehensive with responses from individual boat owners and organisations with an interest in the residential, visitor, commercial, leisure and sporting use of the river.
- 7.6 The consultation has indicated that there are a wide range of views, agendas and ambitions, which the consultees would like to see delivered. In many cases the views expressed are from the perspective of individuals and stakeholder groups rather than a



consensus on the specifics of what needs to be done to resolve the current situation.

- 7.7 The majority of those consulted agree that improvements have to be made to resolve current conflicts, develop integrated management solutions and minimise the impact of those aspects, which are likely to continue to cause further problems if left unresolved.
- 7.8 The Council needs to finalise its ambitions and proposals for the areas it operates as licenced and visitor moorings to take account of its statutory and regulatory responsibilities, the needs of boat owners and to ensure the effective management of the moorings to deliver the widest range of benefits to user groups.
- 7.9 The key areas which need to be determined during the development of an updated policy and management arrangements have been identified as follows.
- Identification and finalisation of current riverbank areas and mooring permissions;
  - Policy issues and management arrangements for licenced moorings in particular those areas which are being used for residential purposes and may not be complying with regulations;
  - Resolution of areas currently used for illegal mooring including management recommendations;
  - Updating and agreement of mooring charges for all categories of moorings;
  - Development of an enforcement policy, code of practice and management arrangements for boats in breach of mooring policy. (Compliant with Cambridge City Council, Enforcement Policy 2014); and
  - Preparation of an updated River Moorings Policy to reflect changed requirements and agreed consultation outcomes.

## Appendix A - Copy of Consultation document

### Revised Moorings Management Policy 2017-2023 Consultation



#### Consultation Process

Cambridge City Council is in the process of reviewing its River Moorings Policy. The City Council is considering a series of changes to the current policy with the intention of a revised policy being finalised and published during 2017.

We have identified a number of options which could be realised and wish to engage with those with an interest in mooring on the River Cam, and the wider community with an interest in the river.

You can respond to this consultation in several different ways:

- We encourage you to respond using this electronic form; or if you wish you can
- Request a paper version of the questionnaire by contacting us on **01223 457200**
- Send us an email, [moorings@cambridge.gov.uk](mailto:moorings@cambridge.gov.uk), telling us your views
- Write to us at **Moorings Management Policy, Streets and Open Spaces Team, Cambridge City Council, Mill Road, Cambridge CB1 2AZ**

The consultation is open to anyone who wants to take part, is completely confidential and anonymous. We will be engaging directly with representative groups known to have an interest in the river during the consultation period.

#### Format of Consultation Questions

Each item has been provided with an outline explanation of the key points for consideration and why the City Council considers that they would benefit from a revised policy focus.

At the end of each introductory section, options have been provided for which we would welcome your response. In some cases, where more than one option can be considered, a range has been provided.

**Please respond by 5pm on the 20th January 2017 to ensure that your opinions are included in our analysis.**

Once we have everyone's comments, we will produce a report summarising the views we received for consideration as part of the finalisation of the updated Moorings Management Policy.

Once the updated Moorings Management Policy is approved it will remain in place for a five year period between 2017 and 2022.

## Introduction

A number of factors which will influence the future policy direction have been identified by river users, stakeholders, local residents and the City Council. These include: increasing demand for visitor and long term licenced mooring locations, potential conflict between mooring boats and other river users such as rowing clubs, angling organisations and commercial operators such as punting as the user demand on the river and environs steadily increases.

Research undertaken by the Cam Conservators has, for example, indicated that in comparison to other waterways the River Cam had a crowded water space with over 1000 craft in a 14 mile stretch of river; this gave a density per mile of almost 6 times that of East Anglian waterways. Similarly, the research indicated that in the last 20 years that rowing had increased by 148% within the River Cam to approximately 3,000 participants and moored boats increased from almost nil to ~120.

Residents whose properties overlook and/or are adjacent to the river have raised concerns over a number of years about the way in which the City Council operates and manages its mooring sites, particularly enforcement against vessels moored without consent, overstays and subletting.

The demand for licenced moorings (12 month duration) far outstrips the availability of City Council moorings and this is likely to continue at the same level or increase if the current interest in boat dwelling continues.

The principal responsibility of the City Council is to ensure the safe, responsible and proportionate use of its areas of riverbanks where mooring is permitted, and in furtherance of its statutory duties and responsibilities, where appropriate. Most importantly, the City Council must work in partnership and with due adherence to the role and responsibilities of the Cam Conservators as the statutory navigation authority for the River Cam.

The Council and the Cam Conservators have for some time been concerned about the mooring of boats without safe and proper access, notably along Riverside. The Council has registered boats to provide regulation pending this review. We are now consulting on a revised Moorings Policy, including a proposed No Moorings policy for Riverside, and are keen to hear views on how such a policy can be introduced with regard to the welfare of current residents.

We are also consulting on the implementation of a proportionate and proactive enforcement policy. We are keen to hear views on how changes can be made to any policy that will propose a fair, proportionate and proactive enforcement mechanism to remove illegal mooring and ensure that any new illegally moored vessels are quickly removed.

The City Council has previously conducted a number of consultation exercises to gauge the views, ideas and opinions of a wide range of organisations, representative bodies, individual boat owners, residents and members of the wider community in recent years.

Most recently in 2015, when the Council proposed a policy for control of visitor moorings based on a Fixed Penalty Notice Model.

The development of the updated policy has taken account of the views previously expressed by consultees and has, where appropriate, incorporated these into the revised proposals.

### **River and Riverside Activities and Functions**

The River Cam provides an extremely important and valuable natural asset within the heart of Cambridge City Centre, adding to the value of the locality in a number of ways, ranging from the biodiversity of the natural environment through to the commercial benefits realised from tourism and leisure activities. Although the primary purpose of the moorings policy is to ensure the effective provision and management of the moorings provided by the City Council it also needs to reference the wider benefits and values of the river for a range of functions and activities. These include:

- The value of the River Cam as a blue corridor connecting a pattern of biodiverse, historic and recreational green infrastructure within the City;
- Hosting a range of river borne and river related active leisure pursuits including rowing, punting, events, visitor cruises, recreational boating and angling;
- Provision of a safe and accessible traffic free towpath for walkers, runners and cyclists which connects the city in an environmentally sustainable way;
- Providing high quality visitor and tourism attractions which can be accessed by visitors at a number of ability levels from quiet enjoyment through to challenging physical activity; and
- Providing a variety of on-line moorings for visitor and residential moorings.

### **Social Rented Sector: Residential Moorings Considerations**

Through previous consultation exercises relating to moorings issues a number of comments and statements have been put forward which would imply that there is a perceived linkage between Cambridge City Council's social housing policy and its provision/allocation of residential mooring licences.

Whilst some residential boat owners have purchased their vessel and sought residential moorings in order to reduce their housing costs in comparison to land based dwellings, this is not equivalent to social housing.

The Council does not own or intend to own any residential boats for rental, all boats in receipt of an annual licence are privately owned rather than rented, and therefore outside the boundaries of any social housing considerations, in terms of housing need.

Moorings have hitherto been allocated on the basis of a waiting list and not from an assessment of housing need.

It should therefore be clear that the residential mooring licences provided by the City Council do not form part of its social housing policy.

The Council has a Housing Strategy and a Housing Allocation Policy as well as statutory duties relating to homeless persons, and works proactively with people who have housing needs. In the event that any boat owner should find themselves in a position in future where they required social housing consideration they would then apply to the Council or its social rented sector providers and their case would then be considered on its own merits against agreed allocation criteria. More information about social and affordable housing can be found at [cambridge.gov.uk](http://cambridge.gov.uk), or from the Housing Advice Team 01223 457918.

### **Background to the Current Policy**

The Cambridge City Council, Moorings Management Policy 2010, was the first such policy prepared by the Council which had the intention of describing and itemising how moorings would be provided and managed. It stated a number of purposes including:

- To set out in a single location the different decisions and conclusions that had been reached over the previous fifteen years during which the Council had taken a more proactive role in managing moorings within Council ownership;
- To ensure safe enjoyment of the river and its banks for residents and visitor alike, both on land and on the water, and to ensure the protection of wildlife and the natural environment associated with the river; and
- To advise of the role of the Conservators of the River Cam as regulators of navigation through byelaws granted by The River Cam Conservancy Act 1922.

### **Options for Revised Policy Objectives**

The proposed updated policy itemises principal changes which the Council is considering from its experience of operating the policy between 2010 and 2016, and changes which have occurred or become more of an issue in the intervening period. The overall aim is to establish a clear, fair policy that enables the Council to manage the its Moorings in a sustainable way which meet the needs of boat owners and mooring users, balanced with the recreational and residential needs of others.

Proposed Changes include:

- Mooring licence fees to be based on length of vessel;
- Benchmarking of fees and charges with other mooring providers;
- Visitor moorings to be managed via a Fixed Penalty Notice Model;
- Temporary mooring licences to be extinguished on Riverside Wall, and arrangements put in place to provide alternative moorings to regulated live-aboard vessels moored there; and
- Application of No Mooring Byelaws to be applied to Riverside Wall area.

### **Item 1: Mooring Fees and Charges - Annual Residential Licences**

Recent benchmarking of fees and charges between Cambridge City Council and a range of other mooring providers indicates that Cambridge charges considerably less than other providers for annual (12 month) licences. The benchmarking exercise also factored in the variation in associated services and facilities provided as part of the mooring licence fee and/or available for an additional fee by the various providers. In most cases, particularly at Marina sites and offline (i.e. out of navigable river channel) moorings the services and facilities were of a greater range than those provided by Cambridge City Council. However, the provider which was the most equivalent to the City Council in terms of mooring type and services was charging a fee twice that of the Council.

Therefore, in terms of being able to charge a mooring licence fee which is closer to that of other providers the Council wishes to consider a number of options and seeks views on what would be most acceptable to the majority of the community. Broadly the options would be for the Council;

- to hold fees at the same baseline level increased each year by the Consumer Price Index, inflation or similar ratio,
- substantially increase fees by a baseline adjustment to bring them in line with other providers or

The income received from licence fees is used to pay for the operational costs of the service and to make a contribution to the broader services provided by the Council to people living within the City. For the Council to be able to consider investing in improving mooring facilities a higher level of income is needed from the fees for licences.

**Option 1.1:** Hold fees at the current baseline level increased annually by Retail Price Index or similar.

Do you consider that annual licences fees would best be held at current levels with a modest annual increase determined by inflation or similar measures?

Yes  No

If not, why?

**Option 1.2:** Substantially increase baseline fees to bring them in line with current providers providing similar facilities elsewhere in the country. (This would most likely require a doubling of the current charge of £1,000 per year excluding VAT).

Would you support this option and if so, do you have any views on what would be an appropriate percentage increase?

Yes  No

An appropriate percentage would be:

**Option 1.3:** Do you have any alternative methods for determining fees and charges including how and when changes should be introduced?

Yes  No

If so, what are they?

## Item 2: Mooring Fees and Charges - Visitor Moorings

Cambridge City Council took a committee decision to manage visitor moorings through a Fixed Penalty Notice Model approach in March 2016 with the intention to fully install this model for operational and enforcement purposes during the fiscal year 2017/2018.

It was agreed by Committee that there would be no charge for visitor moorings provided that a maximum mooring period of 48 hours and no return to the mooring within 7 calendar days was complied with.

To ensure the effective management and enforcement of the visitor moorings, it was considered that a penalty charge should be applied to those who overstay the permitted times on the visitor moorings or return within a period of less than 7 days.

The penalty charge needs to be set at a sufficient enough level to act as a deterrent and to cover the costs of enforcing the management arrangements. For example, East Cambridgeshire District Council has set the penalty charge at £100.00 for each overstay period of 24 hours or part thereof, and this has demonstrably reduced the number of those overstaying on visitor moorings. It is therefore recommended that Cambridge City Council set an equivalent level of penalty charge.

**Option 2.1:** A penalty charge of £100.00 is set for each 24-hour period or part thereof when a boat overstays on a designated visitor mooring and enforced through a Fixed Penalty Notice Model.

Do you consider that this is a proportionate penalty charge?

Yes  No

If not, what level of charge would you support?

## Item 3: Differential Pricing by Vessel Length and/or Beam (Width)

Cambridge City Council currently charges a single licence fee irrespective of boat length or width (beam). Comments from previous consultation indicates that this has been perceived as being unfair by owners of shorter vessels who have to pay the same fee but occupy less mooring space on the bankside. They have cited that other mooring facilities charge by boat length rather than a fixed fee.

The same argument has been raised in the case of wide beam vessels which occupy a greater area of water than narrow beam boats of equivalent length and therefore more should be charged for these vessels.

There is however less support for this latter proposal as this does not appear to be applied as a cost criterion by other mooring providers. In the case of mooring sites where double mooring of vessels is permitted there may be some support for this charge, i.e. the wide beam vessel is in effect occupying two narrow beam moorings. As Cambridge City Council does not permit double mooring this situation does not arise.

The 2016 benchmarking exercise in comparison to other providers indicates that the majority of other providers base their charges on the length of vessel. It is therefore recommended that Cambridge should adopt a pricing policy based on length of boat. This will have the added benefit of reducing the total area required for mooring (or increasing the number of moorings available) if shorter boats were encouraged as a result of the revised pricing policy.

That an additional charge based on beam should not be applied at this stage but should be reviewed if future benchmarking exercises indicate that other providers are basing their charges on this criterion.

**Option 3.1: Mooring fees to be based on length of vessel.**

Do you support this change?

Yes  No

If not, why?

**Option 3.2: Additional charges for wide beam vessels not to be applied at this stage.**

Do you support this proposal?

Yes  No

If not, why?

#### **Item 4: Riverside Wall Moorings**

The County Council until early 2012 was believed to be the owner of land at Riverside.

There is evidence that supported a claim, that the City Council is in fact the riparian owner.

The successful claim to register an interest in/ or ownership of the land at Riverside (Title no. CB368081, dated 17 Feb 2012) with the Land Registry by the City Council allows the Council to consider how it wishes to manage this land and regulate any moorings or any other activities.

The area is not covered by Cam Conservator byelaws and this has permitted the area to be occupied by a number of vessels for a substantial period of time. Now this area is known to be within the ownership of the City Council it is imperative that the issues within this area are effectively resolved.



The Council previously consulted on the issues at Riverside Wall. The consultation received 32 responses from stakeholder groups and in excess of 500 individual responses from boat owners, residents and leisure users. There were a number of valid issues, concerns and suggestions raised by respondents and this serves to illustrate the complexity of dealing with a number of bodies with competing views and agendas. However, the overriding factor from the City Council's perspective is the need to address, as soon as practicable, the identified health and safety concerns arising from the unsuitability of the site for mooring purposes.

These are principally:

1. The lack of suitable boat mooring points, with boat owners currently mooring on the guard rail which separates the river from the highway;
2. The lack of safe access for those embarking and disembarking from vessels which currently requires boat owners to climb from their vessel onto and then over the railing adjacent to the highway and perform a similar exercise in reverse when returning to their vessel;
3. That the barrier rail between the upper level roadway and the river is a highway barrier to contain and prevent vehicles from dropping into the river should an accident occur and is not designed to take the weight of moored boats.

Since the last consultation, the Council has carried out feasibility work to consider what options might be available to make the site safe for mooring vessels.

This has included the consideration of the use of floating pontoons combined with steps/stairs to then take people safely from the pontoon at bank level up to the pavement at ground level: however, this would reduce the navigation width of the river at that point to an unacceptable level. The wall was designed and built prior to mooring and it is not therefore designed to specifically take the weight loading of moored vessels and for these reasons the Cam Conservators have indicated that a request for permission to install pontoon access with mooring points would be refused as it would, coupled with the fact that the Environment Agency have indicated that in principle they would be likely to support the view of the Cam Conservators, in opposing the proposal.

There is no safe access to and from moored vessels and the adjoining bank at a higher level and no acceptable access solution which would not reduce the river to a width which endangered navigation and therefore would not be permitted. Therefore the Council has concluded that the vessels mooring in this area need to be removed as soon as practicable.

The Council is also considering the option of requesting that the Cam Conservators designate the Riverside Wall area as a 'No Mooring Zone' to facilitate the prevention of illegal mooring reoccurring after the site has been cleared.

In addition to the health and safety issues, damage to the railings has been caused by people moving materials and belongings over them to and from moored boats with consequential costs to the council in repairs to the railings.

**Option 4.1:** End temporary permissions to moor at Riverside, move all boats moored at Riverside wall and offer alternative moorings elsewhere in Cambridge to those boats which have registered and are regulated by the City Council and have people living aboard.

Do you support the proposal to end moorings at Riverside?

Yes  No

If not, why?

**Option 4.2:** End temporary permissions to moor at Riverside, move all boats moored at Riverside wall and offer alternative moorings elsewhere in Cambridge to those boats which have registered and are regulated by the City Council and have people living aboard.

Is the proposal to offer alternative moorings fair?

Yes  No

If not, why, or do you have any suggestions as to how this process should best be managed?

**Option 4.3:** Designate Riverside Wall as a 'no mooring zone' through the powers of the Cam Conservator.

Do you support this proposal?

Yes  No

If not, why?

**Option 4.4:** Do you have any additional solutions you would like us to consider?

Yes  No

If so, what are they?

### **Item 5: Enforcement Policy Development with Delegated Powers**

Previous consultation indicated a level of dissatisfaction with the way in which the Council managed its mooring sites, particularly in terms of illegally moored vessels or those failing to comply with the terms and condition of the mooring licence. It is therefore considered that a number of areas of Moorings Management would benefit from an updated and integrated enforcement policy which would permit consistent and transparent action to be taken within an agreed framework. The primary purpose would be to communicate and facilitate the ability of the Council to take proportionate action when illegal mooring or licence transgressions occurred.

The Enforcement Policy for Moorings would be aligned within the Council's Corporate Enforcement Policy to ensure consistency of approach and alignment with the core purpose and objectives of the Council.

A principal of the enforcement activity would be that of punitive action and resort to the Civil Courts, (for example, eviction notices or possession orders) would only be triggered after attempts at voluntary compliance with the mooring management requirements, had been unsuccessful.

The process for voluntary compliance with regulations would be itemised within the policy with defined timescales for responses to prevent delay or cases dragging on before action was started. This would have the added benefit of defining the delivery expectations of the policy, by itemising the series of actions which had to be taken after a trigger event had occurred. This would include process mapping so that staff with responsibility for applying the policy would clearly understand the steps and stages to be followed.

The enforcement process would define the responsibilities and contact details of individual officers and service units within the Council, such as Streets & Open Spaces, Enforcement Officers and Legal Services. This would also assist in preventing local interpretation and reduce the discretion to give cases a lower priority against other workload demands or to make individual arrangements with transgressors which didn't comply with fair and transparent processes.

By setting time scales for the completion of each stage, combined with a series of standard letters and forms the administration of the process will be simplified and more efficient.

A similar approach will be prepared for Civil Court proceedings with expected response times to map the outline of the process.

The same will be produced for the action required by the Council to expedite, communicate and enforce court decisions.

The effective delivery of the enforcement process will, dependent on the extent and numbers of proceedings need a level of dedicated staff resources to be committed. Financial resources will also have to be committed to pay court costs and for removal of abandoned or possessed vessels should that prove necessary. In the latter case some or all of the costs may be recovered from the scrappage value of the vessel.

It is recommended that the management and delivery of the process is structured through a system of delegated powers whereby appropriately experienced officers would deliver the process without further recourse to Committee. Final approval to proceed in an individual case would be signed off by a senior council officer.

For the revised enforcement policy to be successful it is important that the various sections of the Council who would be required to deliver the policy are involved in its preparation and development and that they make the required commitment of staff and resources for delivery.

It is anticipated that once the new policy is in place and current enforcement cases are cleared that the requirement for future enforcement action will be greatly reduced.

**Option 5.1:** Introduction of a revised enforcement policy with powers delegated to Council officers.

Do you support the introduction of a revised enforcement policy?

Yes  No

If not, why?

### **Item 6: Optimum Location/Number/Type of Mooring - Visitor, Licenced & Commercial**

As has been confirmed by the previous River Cam moorings research reports, widespread consultation with stakeholder groups and individuals and the River Cam Conservators as the navigation authority and a key City Council partner, the River Cam has to accommodate a wide range of potentially competing demands, this covers both the waterway, bankside activities and the needs of residential and commercial property occupiers.

Similarly, the level of use of the river and environs for leisure activities has increased in recent years and there is a requirement to balance the level of activity to ensure that the quality and sustainability of the resource is not significantly reduced or irreparably damaged.

The Cam Conservators in permitting and licensing boats navigating and traversing the river have to ensure wherever practicable the health and safety of users of the river in the knowledge that the skill level and ability of waterway users will vary according to their experience. The frequency, type and volume of use at any particular time is likely to exacerbate the risk and likelihood of an accident occurring.

The need to manage potential conflict between different legitimate uses of the river and the bankside is also an important role for the City Council and its partners. The Cam Conservators continue to be consulted and fully involved in any decisions by the Council to increase or decrease moorings numbers and remove illegally moored vessels or unlicensed activities.

In general, all mooring facilities provided by CCC are considered to be at an optimum level and therefore there is no proposal to increase the availability of moorings within any of the three categories as part of the current policy review.

## Appendix B – River Moorings Policy 2017 – 2023 Consultation Summary Report

This is in part due to the critical need to resolve the issue of unsafe moorings at Riverside Wall. When the number of regulated vessels moored at Riverside is added to the permitted visitor and licenced moorings, this exceeds the total level which the City Council and Cam Conservators consider that the river can reasonably accommodate, but an increase in moorings on commons could be considered as a temporary measure to facilitate regulated boats moving from Riverside. The health and safety risks at Riverside Wall are noted elsewhere within this consultation document.

When the totality of the differing viewpoints of stakeholders and individuals with an interest in the river is currently taken into account there would perhaps be an argument to support the future reduction of mooring berths to benefit the overall locality. This would include visual and view point opportunities, ecological and biodiversity considerations, facilitating river bank leisure pursuits such as angling.

The proposal is that the approved site locations, length of riverbank, number of licenced and commercial moorings will remain as follows.

Visitor Moorings	8/9 (depends on the size of the boats)
Licenced Moorings	70
Commercial Moorings	4

It is proposed that this number of moorings is the appropriate number though some extra licenced moorings would be allowed on a temporary basis if it is decided that lived on boats currently registered to moor at Riverside be moved and offered alternative moorings.

### **Option 6.1:** Location type and number of mooring berths.

Do you support the current location numbers and type of mooring berths being appropriate as the permanent number and type?

Yes  No

If not, why?

### **Option 6.2:** Future reduction in the extent and number of mooring berths provided.

Would you support a reduction in the overall length of riverbank provided and number of mooring berths?

Yes  No

If not, why?

**Option 6.3:** Would you support a temporary increase in the number of Residential Mooring Licences from 70 to accommodate those displaced from Riverside? Licences would not be issued to the waiting list until the number of licences returns to and drops below 70.

Yes  No

If not, why?

### Item 7: Provision of Winter Mooring Berths

The consideration of a request for winter moorings to be provided by the City Council was raised as part of the 2015 mooring consultation exercise. The proposal would be to create temporary mooring licences for a maximum of three months. Such licensing would run from October through to the end of March.

Although it was not specified in the consultation responses, the only area available would be on the areas currently utilised for 48-hour visitor moorings, on the basis that these would be quieter during the winter months.

In the case of other mooring providers, the use of winter moorings is to provide a home mooring for those categories of boat owners who would otherwise be classified for navigation and mooring purposes as continuous cruisers i.e. they continually traverse the waterway and temporarily moor during the spring and summer months rather than have a home mooring. Winter Moorings are therefore designed to provide a longer stay berth during the winter months when navigation is less attractive or more difficult due to weather conditions.

Council Officers and Cam Conservancy have considered the option of winter moorings and cannot identify what benefits this proposal would have, given the current issues and high level of demand for long stay licenced moorings.

Encouraging more boats into the locality during a traditionally quieter period for relatively long stays is likely to be counterproductive and increase pressure on the river and associated uses. The area(s) occupied by visitor moorings currently are some of the most scenic areas bordering residential areas and greenspace.

The currently reduced number of visitors during the winter months assists in the restoration of these areas by reducing environmental disturbance to the water course and river bank. This also provides the opportunity for essential maintenance to be carried out without having to relocate moored boats.

Whilst this would be the opportunity for increased income through the issuing of temporary winter licences at 25% of the 12-month licence fee, this would require additional staff resources to manage and administer the scheme and ensure that the duration, terms and conditions of the licence are enforced.

It is therefore recommended that winter moorings are not supported at this time.

**Option 7.1:** Establishment of short term licenced winter moorings.

Do you support the Council's position not to establish winter mooring sites?

Yes  No

If not, why?

### Item 8: Management of Waiting Lists

The Council has maintained waiting lists of those who met the eligibility criteria for annual mooring licences for a number of years. The waiting list had to be closed to new entrants in 2014 due to the level of demand and limited supply which indicated that it would take an unrealistically long time scale before the entire current list could be provided with a licence.

The waiting list has been managed on a chronological basis, that is, those who had been on the waiting list for the longest time were next in line for when a licence became available. Due to the limited number of licences surrendered each year, and as current licence holders had an almost automatic right of renewal providing they had adhered to the conditions of the licence in the previous 12 months, there was no realistic likelihood of the waiting list participants being accommodated within the medium to longer terms.

If no other changes are agreed to the current system of allocating annual mooring licences, it is proposed that the waiting list remain closed to new applicants for the foreseeable future and/or all those on the current waiting list have been allocated a mooring licence.

**Option 8.1:** Retention of closed waiting list

Do you support the waiting list remaining closed to new applicants for the foreseeable future?

Yes  No

If not, why?

**Option 8.2:** Those regulated moorings displaced at Riverside are offered Residential Mooring Licences on the Regulated Moorings elsewhere before those on the waiting list to assist those who may be impacted by any decision to remove moorings from Riverside.

Do you support this?

Yes  No

If not, why?

**Option 8.3:** Those regulated moorings possibly displaced at Riverside should be added to the waiting list in chronological order based on evidence of first occupancy at Riverside.

Do you support this?

Yes  No

If not, why?

### Option 9: Other Items

We have identified a number of options which could be realised. Are there any additional items you would like us to consider when revising the River Moorings Policy?

Yes  No

If so, what are they?

### Equality Monitoring Form

#### Introduction

##### Why are we monitoring equality?

All services are familiar with the idea of monitoring performance, measuring how well the service is performing against agreed objectives and targets.

Equality monitoring is simply checking whether the service is performing well for all customers.

##### What are we going to do with the data?

The data provided in this questionnaire is strictly confidential and will only be used to make things better, tells us where to direct our services, if the services currently on offer are being used and if there are additional services required for a better future.

This is to make sure the Council is being fair and that people from all backgrounds are represented. The details you give are protected by strict laws.

##### Contact details:

If you would like this form in an alternative format ie larger font, brail, or need assistance, please contact: Cerise Bradford, Asset Development Officer on **01223 458203** or via email: [cerise.bradford@cambridge.gov.uk](mailto:cerise.bradford@cambridge.gov.uk)

For further information on equality monitoring, please contact: Suzanne Goff, Strategy Officer, **01223 457174** or via email: [Suzanne.goff@cambridge.gov.uk](mailto:Suzanne.goff@cambridge.gov.uk)

Thank you for taking the time to complete the Equality Monitoring questions which follow.



**Age**

What age were you on your last birthday?

**Do you have a long term medical condition/critical illness?**

- Yes
- Yes, affecting mobility
- Yes, affecting hearing
- Yes, affecting vision
- Yes, a learning disability
- Yes, a mental ill-health
- No
- Prefer not to say
- Yes, another form of disability (please specify)

**Gender**

How would you describe your gender?

M  F  X

**Interest**

- Live on a boat in Cambridge
- Would like to live on a boat in Cambridge
- Live in Cambridge and have an interest in mooring
- Live in Cambridge and have an interest in other uses of the River
- Live in Cambridge and offer a view
- Live outside of Cambridge and have an interest in mooring
- Live outside of Cambridge and have an interest in other uses of the River
- Live outside Cambridge and offer a view
- Represent the interests of a local group or organisation
- Prefer not to disclose

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## Cambridge City Council Equality Impact Assessment



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

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Helen Crowther - Equality and Anti-Poverty Officer on 01223 457174 or email [helen.crowther@cambridge.gov.uk](mailto:helen.crowther@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:

Revision to the River Mooring Policy (RMP)

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

A lot of space along the banks of the River Cam is dedicated to boat mooring, for both residents and visitors. There is space for 70 residential boats to moor, and 8 visitors' boats. The [boat mooring map](#) shows the location of the designated mooring areas. All moorings are subject to our [rules and regulations](#).

The Moorings Policy came into effect in 2006 and is periodically reviewed and updated. In 2010 - the council undertook a review of certain aspects of the mooring policy. The officer's report and background papers are available to download from the Council website.

The purpose of this revised River Moorings Policy (RMP) is to permit Cambridge City Council to effectively manage the provision of its mooring facilities, as the riparian owner of the land adjacent to the river bank at defined locations within the River Cam corridor.

One of the primary aims of the policy is to provide a mechanism to advise interested parties about the way in which the Council will discharge its various functions and responsibilities for moorings.

Those identified as having an interest in the mooring policy include current and future moorers, visiting boaters, commercial boat operators, stakeholders, organisations and individual members of the community who have an interest in the river or are directly affected by activities which take place within the river and environs.

The policy recognises that the area of the River Cam covered by the policy is becoming increasingly popular for a variety of activities and is now one of the busiest stretches of

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

inland waterway within the United Kingdom, and the activities of the City Council needs to reflect the changing demands on the river system.

As a moorings management policy its limitations must also be recognised and as such it does not attempt to deal with the full range of City Council statutory responsibilities such as planning, social care and housing needs or the full range of ambitions expressed for the future of the River Cam. The policy does however have regard to the wider responsibilities of the Council and has been prepared within a framework which recognises the context and importance of the locality.

The new River Moorings Policy 2017 - 2023 updates and changes where appropriate the existing Mooring Management Policy adopted in October 2010. This revised policy, therefore, aims to reflect the considerable operational changes in the intervening period since the 2010 policy was adopted.

The RMP revision will also encompass changes to policy which have been made since the adoption of the 2010 document but have not previously been included as a revision within the policy framework the replacement for Council Tax discounts.

A number of factors which influence the future policy direction have been identified by river users, stakeholders, local residents and the City Council. These include increasing demand for visitor and longer term licenced mooring locations, potential conflict between mooring boats and other river users such as rowing clubs, angling organisations and commercial operators such as punting.

Officers will continue to work with the Conservators of the River Cam, Cam Boaters and other stakeholders to monitor the equality impacts as the implementation and management phases of the proposed River Moorings Policy emerge.

**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):  
River Boat Licence holders and those on our Waiting Lists for a River Moorings Licence

**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

**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):

Revenue and Benefits and the Council Tax Reduction <sup>1</sup>(CTR)Scheme  
Housing Need with regards the Housing and Planning Act 2016 <sup>2</sup> Welfare Assessment

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<sup>1</sup>

<https://www.cambridge.gov.uk/sites/default/files/documents/Discretionary%20Council%20Tax%20Reduction%20Scheme.pdf>

<sup>2</sup> <http://www.legislation.gov.uk/ukpga/2016/22/section/124/enacted>

## 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.**

The City Council has considered its proposals and the feedback to issues and options from its most recent consultation on the topic and estimated the likely impacts on people with each of those “protected characteristics” identified in the Act:.

The consultation ran for a period 12 weeks, and was made widely available through the City Council’s website and supported by new releases and social media. The consultation was also targeted at stakeholders who broadly included those with a River Moorings Licence, those on our waiting lists, local resident groups, national and regional boat organisations and the Cam Conservators.

Paper copies of the consultation were directly delivered to all boats on the river and electronically where we had contact emails.

The consultation had over 800 responses and was independently tabulated by MEL research. All comments and responses have been considered when drafting the RMP.

The Council has not carried out systematic collation and analysis of the information relating to the protected characteristics of boaters and other stakeholders who may be affected by the response to the changes to the RMP. We did not hold this information and therefore instead, the City Council has estimated the likely impact on boaters and other stakeholders based on responses to a range of issues and options in a recent consultation.

The consultation did however collect information on gender, age and disability.

The consultation feedback received through responses to the consultation supports the need for an effective enforcement policy for the efficient management of the City Council’s River Moorings.

The Council is mindful of its safeguarding duties to vulnerable people and children and works closely with the [Cambridgeshire Local Safeguarding Children Board](#) and other agencies. It also considers the needs of those who identify as having one or more of the protected characteristics as defined by the [Equalities Act 2010](#) and can carry out welfare assessments and consider what reasonable adjustments could be made if required on a case by case basis.

Councils have a duty to periodically assess housing needs, including need for houseboats/moorings. This includes not only needs of those who have reasons for needing that type of accommodation due to race or origin, but also those who have a personal preference for that style of living.

Once needs are assessed, authorities need to plan for how those needs can be met.

The need to carry out a needs assessment in relation to houseboats has been discussed

## **7. Potential impact**

previously with sub-regional partners in the context of the Cambridge sub-Regional Strategic Housing Market Assessment (SHMA), commissioned through the Cambridge sub-Regional Housing Board (CRHB). . We need to agree with partners funding and timescales for such an assessment to be carried out.

We will also be gathering equalities information around the profile of people on the Mooring waiting list to help inform housing needs assessments and Council Tax Relief. The collection of this information can be made when we renew the RMLs and update the waiting lists.

**(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)

A survey <https://canalrivertrust.org.uk/media/library/1902.pdf> by the Canal & River Trust identified that two thirds of boaters were aged 55 or over.

Our previous consultation in 2014 shows the age make up of those living on the River Cam to be as follows:-

Under 16 – 3  
 16 to 25 – 0  
 26 to 35 – 17  
 36 to 45 – 16  
 46 to 55 – 15  
 56 to 65 – 10  
 65 + - 4

From the information in consultation report we have had greater levels of response from those aged 35 to 54 compared to the City population estimate.

	Responses	Consultation	Mid-2015 population estimates
Under 35's	158	25.6%	49.5%
35 to 54	296	48.0%	27.2%
55+	163	26.4%	23.3%
Total	617	100.0%	100.0%

This demonstrates a significantly different age profile to that of the Canal & River Trust, and therefore a need to complete a socio demographic assessment of RML's and those on our waiting lists.

The findings above suggest that the changes to the Moorings Policy will impact on people of a range of ages then but may have less impact on families with dependent children. We will monitor the impact of the Policy on different age groups. For example, there may be impacts on:

- Older boaters who have mobility issues and more of a need to moor close to a specific location, for better access to their boat and its moored location. Those with disabilities relating to mobility and vision could also be more restricted to moorings with a hard edge to facilitate getting on and off their boats. Where moorings with hard edges are limited this may put these groups at a disadvantage compared to other boaters.
- Boaters with young children of school age who may have more of a need to stay in one location/area close to a child's nursery or school.

Monitoring the impacts on boaters of different ages, particularly older boaters and those with school age children, will be included as an action in the Action Plan.



**(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 Council carries out welfare assessments prior to taking enforcement action, to ensure that the action is proportionate and to meet its equality duties. This can mean making reasonable adjustments or referring people to our Housing Needs Services.

Responses to the consultation survey included those with a:-

- Mental Health disability (6)
- Disability affecting mobility (13)
- Disability affecting hearing (4)
- Disability affecting vision (5)
- Learning difficulty (3)

Number of respondents shown in brackets.

All response records have been checked and there was no feedback in the consultation that highlighted anything specific relating to how the policies would impact on disability.

Further work will be completed as the model is developed and as we understand the likely impact on people with disabilities, to include a range of improvement to access and egress to the River moorings. RMP relating to Health and Safety checks will have a positive impact on people with disabilities in identifying specific risks associated with disability.

We anticipate that the RMP might have the following impacts on boaters with disabilities:

- Where people have disabilities impacting on their mobility or vision, they could be more restricted to moorings with a hard edge to facilitate getting on and off their boats. Where moorings with hard edges are limited this may put these groups at a disadvantage compared to other boaters.
- Boaters with disabilities may have more of a need to moor close to a specific location, for better access to health services.

This will be included as an action in the Action Plan, with a particular focus on the two groups identified above (people with disabilities impacting on their mobility and those who need access to health services)

**(c) Gender**

Men are more likely to be licence holders than women on a ratio of 2:1, so the moorings policy is likely to have the most impact on men.

However, we had more evenly spread levels of response to the consultation: men 50%, female 45% and not disclosed 5%.

Responses to self-selection surveys and consultations are usually non-representative of the wider area, typically with greater levels of response received from older residents (55+) and from women. Those less likely to participate in self-selection surveys are busy workers with families and younger residents (under 35's – and particularly men in this age band).

It is recommended that officers continue to work with the Conservators of the River Cam, Cam Boaters and stakeholders to monitor equality impacts around gender as the development, implementation and management phases of the proposed River Moorings Policy emerge.

**(d) Pregnancy and maternity**

There may be access issues to the boats and their moorings. Pregnant women may have more of a need to moor close to a specific location, for better access to health services. Pregnancy could also impact on their mobility so they could be more restricted to moorings with a hard edge to facilitate getting on and off their boats. Where moorings with hard edges are limited this may put these groups at a disadvantage compared to other boaters. It is recommended that officers work with the Conservators of the River Cam, Cam Boaters and stakeholders to monitor quality impacts as the development, implementation and management phases of the proposed River Moorings Policy emerge.

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

There were 26 respondents to the consultation who identified as being transgender. It is recommended that Officers work with the Cam Boaters to consider the River Moorings Policy impact on those individual(s).

All response records have been checked and there was no feedback in the consultation that highlighted anything specific relating to how the policies would impact on transgender.

### **(f) Marriage and Civil Partnership**

The City Council has a sole to joint and joint to sole mooring licence procedure that impact on couples. This is available on request from Streets and Open Spaces. There are currently 12 joint licence holders. The updated RMP makes no recommendation on the need for changes to the current arrangements as the current arrangements have a positive impact in extending moorings rights to both members of a couple.

An existing sole licence holder can request a joint licence holder be added to their Licence Agreement in the following circumstances:

- Where the proposed joint licence holder is married to or is a civil partner of the existing licence holder: or
- Where the proposed joint licence holders live together and the relationship is an established one i.e. evidence is produced showing they have lived together for at least 12 months prior to the application.

There have been no other impacts of the RMP that relates to marriage or civil partnership. We will gather more information on profile of households on the moorings waiting list, including around marriage and civil partnerships, to monitor Equality Impacts of licencing.

### **(g) Race or Ethnicity**

Local housing authorities have a statutory duty to assess and understand the accommodation needs of people residing or resorting to their district. In 2016 this duty was amended, to include a specific requirement for authorities to consider the needs of people residing or resorting to the district with respect to the provision of caravan sites, and places on inland waterways where houseboats can be moored

The National Planning Policy Framework also requires local planning authorities to have a clear understanding of needs in their area. This includes identifying the scale and mix of housing and the range of tenures likely to be needed over the plan period, which addresses the need for all types of housing, including needs of different groups in the community.

The Government issued draft guidance in May 2016 on how to carry out an assessment in relation to caravan site and houseboat needs. This lays out some basic principles, although states that the exact approach taken may vary depending on local circumstances.

The guidance expressly covers those who have a housing need and need to live in a caravan or houseboat, regardless of race or origin. This may include bargees, Romany Gypsies, Irish and Scottish Travellers, new-age travellers and travelling show people, but extends wider than that. (It also clarifies that Romany Gypsies and Scottish and Irish Travellers are recognised ethnic groups, to whom public bodies owe a statutory duty under equalities legislation and case law).

The following are groups who are currently recognised as a distinct ethnic group in UK law.

- English Gypsies/ Romanichals, Travellers of Irish Heritage, European Roma
- Gypsies and Travellers who are currently not recognised as ethnic groups

The following are groups who are currently not recognised as distinct ethnic groups in UK law. Some are arguably ethnic groups, and may receive legal recognition as such in due course. Others are groups who are categorised by occupation or lifestyle choice, without having a common ethnic background. In either case, they may share similar needs (particularly with regards to accommodation need) to those ethnically recognised groups.

- Scottish Gypsies/ Travellers
- Welsh Gypsies
- Show people
- New Travellers
- River Travellers or 'Bargees'

It states that needs of these groups may differ from the rest of the population in relation to, for example, nomadic/semi-nomadic way of life, preference for houseboat living, movement between bricks and mortar and houseboat living, presence on unauthorised

**(g) Race or Ethnicity**

encampments/ developments, etc.

As well as looking at those currently in caravans and houseboats, the assessment needs to take into account people in bricks and mortar housing who may have a preference for a different way of life.

In carrying out a needs assessment, it recommends close engagement with the communities throughout the process, and suggests some potential sources of data. It also recommends a specialist survey and/or some other qualitative research, and states that authorities will need to consider co-operating across boundaries, both in carrying out assessments and delivering solutions.

The assessment should identify accurately the current number of households, and current and future level of need for caravan and houseboat accommodation in the area.

Once the assessment is complete, the guidance states that needs can be met in a variety of ways, ‘through the socially rented or commercially rented sectors (be it for sites or bricks-and-mortar accommodation), or through private ownership of sites or bricks-and-mortar housing, moorings and houseboats’.

The need to carry out a needs assessment in relation to houseboats has been discussed previously with sub-regional partners in the context of the Cambridge sub-Regional Strategic Housing Market Assessment (SHMA), commissioned through the Cambridge sub-Regional Housing Board (CRHB).

The Action Plan will explore further with sub-regional partners in the CRHB the possibility of carrying out a needs assessment in relation to houseboats in the SHMA.

**(h) Religion or Belief**

None identified from the consultation. It is recommended that Officers work with the Conservators of the River Cam, Cam Boaters and stakeholders to monitor quality impacts as the development, implementation and management phases of the proposed River Moorings Policy emerge.

**(i) Sexual Orientation**

None identified from the consultation. It is recommended that Officers work with the Conservators of the River Cam, Cam Boaters and stakeholders to monitor quality impacts as the development, implementation and management phases of the proposed River Moorings Policy emerge.

**(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):**

Council Tax Reduction rules

In respect of liability to pay Council Tax for boats used for residential purposes in receipt of an annual mooring licence from the City Council, the District Valuation Office has taken the view, after consideration of prevailing legislation and case law, that boats used as dwellings on the River Cam should be registered on the Valuation List as eligible to pay Council Tax.

The City Council currently provides a 100% discount on the tax liability for residential moorings, therefore moorers' who are subject to the mooring licence fee do not pay Council Tax at present. However, in the intervening period between the discount being introduced in 2006 and subsequent changes to the regulation of Council Tax introduced in 2012, the City Council has introduced a Local Council Tax Reduction (CTR) Scheme within other areas of its responsibilities which operates on a means tested or ability to pay basis.

This scheme can, for example, offer discretionary relief from Council Tax at a range of levels up to 100% dependent on individual circumstances. The scheme operates in conjunction with other social benefits such as Housing Benefit to ensure fair and equal treatment.

The City Council will, during the lifetime of this policy, consult in detail with stakeholders and those in possession of mooring licences to determine the most appropriate way of applying Council Tax discounts in future and in alignment with other Council policy areas.

The following table details some typical scenarios

	Criteria	Assumed council tax liability (pw)	Approximate council tax support (pw)	Deficit	Assumed rent liability (pw)	Approximate Housing Benefit (pw)	Deficit
Scenario A	Single, 30hrs at average wage	£15.32	£0	£15.32	£40.85	£0	£40.85
Scenario B	Single, 30hrs at minimum wage	£15.32	£0	£15.32	£40.85	£0	£40.85
Scenario C	Single, 16hrs pw at minimum wage	£15.32	£7.90	£7.42	£40.85	£16.74	£24.11
Scenario D	Single, in receipt of a passporting benefit (or JSA)	£15.32	£15.32	£0	£40.85	£40.85	£0
Scenario E	Couple, no children, 1 working 30hrs average age	£20.43	£0	£20.43	£40.85	£0	£40.85

**(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):**

Scenario F	Couple, no children, both working 30hrs average wage	£20.43	£0	£20.43	£40.85	£0	£40.85
Scenario G	Couple, no children, in receipt of passporting benefit	£20.43	£20.43	£0	£40.85	£40.85	£0
Scenario H	Couple, 2 children, 1 working 30hrs average age	£20.43	£0	£20.43	£40.85	£0	£40.85
Scenario I	Couple, 2 children, both working 30hrs average wage	£20.43	£0	£20.43	£40.85	£0	£40.85
Scenario J	Couple, 2 children, in receipt of passporting benefit	£20.43	£20.43	£0	£40.85	£40.85	£0

Some assumptions have been applied when making the above calculations:

- The uses of the minimum wage for B and C.
- Where reference is made to average wage, £27,000pa has been used.
- Based scenario's A-D on a single person over 25 (of working age), with no disabilities.
- Each scenario is based on a Band A liability which equates to £20.43 pw. Scenario's A-D includes the 25% single person's discount.
- Assumed a rent of £40.85 pw, which comes from an annual mooring fee of £900+ a river licence fee of £1224+ 2%.

Other variables such as disabilities, child care costs, different income, then the entitlements would vary. If the amount of earnings varies from those given above, then the amount of CTS and HB would also vary. The amount of HB would also vary if the river licence fee was different.

The CTR is a significant change to the established principle of discretionary discount agreed in 2006 and was not identified in the recent consultation as an issue for consideration. As the CTR is a discount for individuals and not categories of persons, it is therefore recommended in the Action Plan that the Council works with Camboaters and other stakeholders to better understand the impact of any change from the current discount and the possible introduction of the CTR scheme on individuals and in the context of other changes made in the revised RMP.

**Mooring Fees and Charges**

Under the Moorings Policy individual boats will be charged by the length of the boat rather than by a flat rate basis. The introduction of a length tariff allows the Council to offer reduced fees for smaller boats. Charging by length is the industry standard mechanism for charging for permanent moorings and is the basis for the setting of the Cam Conservators licence fees. Given the limited space available for moorings, charging by length is the fairest option.

Most boats fall within a small range of lengths however the wide beam boats are nearly

**(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):**

always amongst the longer vessels and will pay more under the policy of charging by length.

The annual River Moorings Licence fee increase will have a negative impact on some boaters, as mooring will be more expensive. However, this still provides an affordable option when considered in the context of a range of means tested benefits.

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

As there are many inter relationships between River Moorings and other services within the Council, it is therefore recommended that a full equalities audit of RML holders and those on our waiting lists be carried out to support the immediate implementation of the RMP and also the longer term Needs and Welfare Assessment as required by the Housing and Planning Act 2016 and the possible introduction of the Council Tax Reduction Scheme.

It is recommended that officers work with the Conservators of the River Cam and Cam Boaters to monitor equality impacts at the implementation and management phases of the proposed RMP, as they emerge.



## 9. Conclusions and Next Steps

No disproportionate negative impacts have been identified at the principle stage, only potential negative impacts if equalities issues are not taken into account during implementation and delivery. Further consideration to equalities issues will be given during the implementation and delivery stages.

We have now clarified the position in relation to assessing and meeting housing need for dwellers and potential dwellers of houseboats.

Councils have a duty to periodically assess housing needs, including need for houseboats/moorings. This includes not only needs of those who have reasons for needing that type of accommodation due to race or origin, but also those who have a personal preference for that style of living. In carrying out a need assessment it is recommended close engagement with the communities throughout the process, and suggests some potential sources of data.

In carrying out a needs assessment it recommends close engagement with the communities throughout the process, and suggests some potential sources of data.

Policy 54 in the emerging Local Plan, which allows for new residential moorings if they meet certain criteria, and that a site in Fen Road is allocated for off-river residential moorings.

Once needs are assessed, City Council can plan for how those needs can be met.

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

Email [helen.crowther@cambridge.gov.uk](mailto:helen.crowther@cambridge.gov.uk)

## 10. Sign off

Alistair Wilson – Streets and Open Space Development Manager:

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

- Helen Crowther - Equality and Anti-Poverty Officer
- Helen Reed – Housing Strategy Manager
- Kevin Jay - Local Taxation Manager

Date of completion: 23/02/2017

Date of next review of the assessment: Summer/ Autumn 2017

## Action Plan

**Equality Impact Assessment title:** Review of the River Moorings Policy

Equality Group	Age
Details of possible disadvantage or negative impact on equalities groups	Need to assess and understand the needs of different age groups of people residing in the City, to identify impact from mooring policy changes
Action to be taken to address the disadvantage or negative impact	Monitoring the impacts on boaters of different ages, particularly older boaters and those with school age children
Officer responsible for progressing the action	Asset Development Officer
Date action to be completed by	Annually at licence renewal

Equality Group	Disability
Details of possible disadvantage or negative impact on equalities groups	To consider a range of improvements to access and egress and to consider reasonable adjustments.
Action to be taken to address the disadvantage or negative impact	Consider improvements with a particular focus on the two groups identified above (people with disabilities impacting on their mobility and those who need access to health services)
Officer responsible for progressing the action	Asset Development Officer
Date action to be completed by	Annually at licence renewal

Equality Group	All
Details of possible disadvantage or negative impact on equalities groups	Need to assess and understand the accommodation needs of people residing in the City, to identify scale and mix of housing to include mooring
Action to be taken to address the disadvantage or negative impact	Explore further with sub-regional partners in the Cambridge sub- Regional Housing Board the possibility of carrying out a needs assessment in relation to houseboats in the SHMA
Officer responsible for progressing the action	Housing Strategy Manager & Streets and Open Space Development Manager
Date action to be completed by	Annually at licence renewal

**Appendix C – River Moorings Policy 2017 – 2023**  
**Equalities Impact Assessment**

<b>Equality Group</b>	Low Income
Details of possible disadvantage or negative impact on equalities groups	Changes in regulations related to the Council's discretionary discount for Council Tax.
Action to be taken to address the disadvantage or negative impact	Work with Camboaters and other stakeholders to better understand the impact of any change from the current discount and the possible introduction of the Council Tax Reduction scheme on individuals and in the context of other changes made in the revised RMP
Officer responsible for progressing the action	Local Taxation Manager & Asset Development Officer
Date action to be completed by	31 <sup>st</sup> December 2017

Date of completion: 3rd March 2017

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# River Moorings Policy 2017 - 2023

## Riverside Options Appraisal

## **1. Purpose**

- 1.1 The purpose of this report is to investigate the feasibility of, and options for, making adaptations to the river bank wall along Riverside in Cambridge to facilitate safe licensed moorings.

## **2. Overview**

- 2.1 Streets and Open Spaces service officers, and an external consultant, have considered the possibility and options for creating safe access from moored boats onto the Riverside public highway adjacent to the river Cam. This took into consideration several factors including: the existing parapet railings, the function of the structural retaining wall, the safety of boat dwellers accessing and egressing from river level to the public highway above and the safety considerations of pedestrians, cyclists and vehicles using Riverside.
- 2.2 In general, the retaining wall along Riverside introduced over 50 years ago was considered as one which was not currently approved by Cambridge City Council for mooring purposes and that the issues of unauthorised mooring had built up over many years prior to the land being registered by the Council.
- 2.3 Nevertheless, the consultant understood from Officers that the immediate issue was to ensure the health and safety of people accessing moored boats along with other users of Riverside. Therefore, if it were to prove practicable to identify an adequate health and safety solution at a proportionate cost this would reduce the immediate urgency of relocating/evicting the moored vessels.
- 2.4 This report concludes that at this point in time it would appear feasible to make adaptations to the riverside wall and parapet rail to enable safe access for up to seven licensed vessels (moored generally in pairs from three floating pontoons accessed by ladders from street level with lockable gates, plus one from the Stourbridge Common river bank adjacent to the end of the retaining wall). This would be subject to further detailed site investigation, design work, construction estimates and liaison with principal stakeholder organisations.

2.5 The costs of undertaking such modifications at this early stage are anticipated to be in the region of £15,000 to £30,000 for each of the locations, requiring a Capital investment of £50,000 to £100,000.

### **3. Design Options**

3.1 Four potential design options have thus far been considered.

#### **1. Do Nothing**

This option is not considered practicable given the need for the Council to address the health and safety implications of boat dwellers accessing boats moored along Riverside.

#### **2. Continuous Floating Pontoon with fully compliant access ramps at either end**

The second option considered was for the standard design solution to achieve fully compliant access in such circumstances – with a continuous floating pontoon at river level alongside the existing retaining wall. This would include a ramp down at both ends of the pontoon from street level at the top of the wall, with suitable adaptations to the parapet railings. Boats could then be moored along the length of the pontoon and there would be few access / egress impediments. However, such an arrangement would be likely to prove prohibitively costly for the Council and perhaps more importantly would not meet the approval of the Environment Agency nor Cambridgeshire County Council as Highway Authority for local roads.

A minimum permitted navigational width exists for the river at this point in order to facilitate the free passage of boats including rowers passing; and this option would impede upon this. Furthermore, significant adaptation to the riverside wall and parapet railing beyond re-establishing existing ‘grandfather’ rights is expected to require its’ replacement with a full vehicle restraint system.

### 3. Isolated Floating Pontoons with Vertical Access Ladders, Platforms and Lockable Gates

The third option considered was for individual floating pontoons at isolated points along Riverside with boats moored in pairs upstream and downstream and a vertical access ladder extending up adjacent to the wall to a street level gate and/or access platform. There would be two potential alternative arrangements for the upper platform:

- a) An upper platform on the outside of the parapet railings overhanging the river. This would be structurally more challenging to achieve but would be the preferred option as discussed further below.
- b) An upper platform on the inside (street side) of the parapet. This is a more straightforward technically but would require sections of the existing footway, and carriageway where no footway exists, to be fenced off. Although the flow of road traffic along Riverside is not exceptional the carriageway is narrow in places and such an arrangement may not meet the approval of the Highway Authority. Consequently, it may not prove any less costly than (a) above to achieve.

### 4. Prohibition, and Enforcement, of unauthorised Moored Boats

The final option considered would be to prevent, and remove, an boats mooring along the length of Riverside adjacent to the retaining wall on the basis of there being no safe current method of access and egress (without adaptations).

- 3.2 Options 3a, 3b and 4 above are considered to be the only ones viable at the current time. It is understood that option 4 is unlikely to be supported by Councillors in the context of the recent comprehensive stakeholder and public consultation on an updated River Moorings Policy. Each of the remaining improvement options would involve some risks for the Council which would require further investigation before progressing with detailed works.



3.3 At this early stage option 3a is considered to be the most viable and affordable option on the basis of the various factors and constraints assessed. It therefore forms the basis of the preferred option outlined in this report, and is further outlined in drawings SK001 – 003 associated with this report.

## **4. Considerations and Constraints**

### **4.1 Parapet Railing**

4.1.1 The retaining wall and original parapet railing was designed and constructed before the change in design standards requiring vehicle containment, introduced in 1964. The existing parapet railing is a modification from the original 1950 design and is only intended to restrain pedestrians. The original design was for a metal key clamp post and rail parapet; however this was subsequently modified to a more secure vertical infill balustrade arrangement avoiding any large gaps in the fence. The existing parapet railing when installed had several gates at locations along Riverside with ladders extending below, possibly for accessing boats or more likely to allow an escape route from the river.

4.1.2 If significant changes were to be undertaken to the existing parapet the Highway Authority have indicated that they would require it to be brought up to current standards for vehicle containment. It is estimated that the cost for this would be in the region of £1m for the parapet works, with an additional £0.5m to £1m to move public utility equipment located along the length of Riverside wall.

4.1.3 The previous gates within the parapet railing were removed some years ago due to the gates being tied open (most likely by boaters accessing boats) which left open gaps in the railing. Replacing these gates on a like for like basis (size and location) is not thought likely to affect the ‘grandfather’ rights accrued over time, and therefore the parapet could remain in its current configuration; i.e. it would not be a fundamental redesign and therefore vehicular containment would not be a statutory requirement. Due to the previous experience with gates being tied open each gate re-installed would have to be provided with a locking arrangement in order that only permitted users could take access. The design

option (3a above) considered most practicable, cost effective and therefore favoured at this point would prevent an unwanted opening in the railing since it would act similar to a kissing gate with the gate self-closing in the closed position.

4.1.4 Without a vehicle restraint system along the top of the Riverside wall there remains some risk of a vehicle losing control and going through the parapet and potentially into the river or on to any boat moored below. Whilst the risk is slightly greater at points where traffic joins Riverside in overall terms it is considered to be a low risk as there have been no known previous incidents. However this should be considered in any risk assessment undertaken for potential improvement works.

## **4.2 Highway Retaining Wall**

4.2.1 The existing retaining wall is visually inspected by the Highway Authority on a regular cycle of inspections. Any proposed amendments to the highway loadings or the design regulations would require further inspection and assessment of the structural capacity of the retaining wall.

4.2.2 Were the present unauthorised arrangement for moorings to be formalised and improved then consideration should be given to protecting the wall from boats, possibly providing fenders along the lengths under consideration for improvement. Adequate mooring rings should be provided; currently boats are tying up to the base of the parapet which is not designed for this purpose or loading.

4.2.3 The additional loadings resulting from the additional ladders, access platforms and mooring rings are generally not considered significant in comparison with the existing highway loadings. More significant loadings would be applied to the retaining wall from any lowering of the river bed level. It would be beneficial to visually inspect and monitor the river bed levels to ensure there are no adverse effects of facilitating safer mooring along Riverside on the river bed levels, with this aspect should being included in any detailed risk assessment for improvement works proposed.

4.2.4 Such a risk assessment should also give consideration to how a person would be able to exit the river safely, were they to fall in

either intended or otherwise. The design could incorporate a ladder or similar on the floating pontoon to help with egress from the river.

### **4.3 Vertical Ladder Access**

- 4.3.1 Vertical ladders are an accepted means of accessing river banks from water level, however these are generally designed for emergency purposes e.g. when there is no level access from the river or for temporarily moored vessels tied to mooring posts or bollards. Vertical ladders would not generally be the preferred access mechanism for permanently moored vessels in a locality such as Riverside (given their limitations of use); nevertheless they are considered the only practicable arrangement at the present time.
- 4.3.2 The proposed full length vertical ladders, floating pontoons, upper platforms and parapet railing gates (although not ideal) would however provide a safer means of accessing and egressing moored vessels than the current unauthorised arrangement. The arrangement proposed, if adopted, would provide a fixed anchor point and for unladen individuals the opportunity of being able to have both secure foot and handholds when leaving their vessel.
- 4.3.3 Were the suggested means of improvement to be adopted the means of managing mooring along this length of river to approved locations, license holders and key holders would need to be managed – as would how any unauthorised moored boats would be dealt with.

### **4.4 Gated Access through Parapet Railing**

- 4.4.1 The number of potential gated accesses would have to be limited to the original gate locations, since any additions would require a redesign of the parapet which would include vehicle containment.
- 4.4.2 The Highway Authority requires no mooring below or adjacent to, for 25m either side, of any structure over the river – on the basis that were boats to be permitted to moor inside this length then there is a risk of severe compromise, and possible failure of, the

structure should a boat catch fire. It would be prudent to consider the potential for such damage in such circumstances to the Riverside retaining wall but this is not currently considered to cause impediment to an improvement scheme.

4.4.3 The upper platform is required to allow safe access through the parapet gate. The gate design will ensure there are no open sections of parapet, with the gates being self-closing and locking.

4.4.4 Any mooring improvement scheme risk assessment should consider the potential for someone exiting a mooring at street level stepping out into the carriageway where there are no sections of footway (eastern end of Riverside). However this is not expected to pose any exceptional risk.

## **5. Other User Considerations**

5.1 Whilst it is important not to exaggerate the health and safety concerns arising from locating gates and ladders into this area, several potential issues have been identified.

5.2 Consideration should be given to whether installing gates and ladders at the potential locations suggested is likely to encourage more people to attempt to access the river and moored boats than would otherwise be the case.

5.3 Including self-closing and locking gates should limit river access to authorised key-holders. The responsibility for opening and securing the gates at point of use would be that of the individual boat occupiers who would be provided by keys/electronic fobs as appropriate to the design. Careful control would require to be exercised during this activity to prevent unauthorised public access being created.

5.4 Gate locks/securing mechanisms might be vulnerable to vandalism or other similar anti-social behaviour. It is likely that any new gate and locks could be the same key as used elsewhere on the river by boaters. Whilst effective design can reduce some of this potential the cost of replacing and maintaining gate mechanisms needs to be factored into the design.

## **6. Planning, Heritage and Environmental Considerations**

- 6.1 In general, the design and location of any proposal should respect the historic and naturalistic aspects of the locality and that the installation should be of sufficient quality to match the character of the area.
- 6.2 The impact from the opposite riverbank also needs to be considered. Whilst this length of riverbank is not generally significantly overlooked, this would require further consideration during the detailed design. Initial discussions with Planning officers have not highlighted any likely significant difficulties with the arrangement suggested.
- 6.3 The suggested design arrangement has been reviewed by the Cam Conservators, Environment Agency and Highway Authority whom, in principal, have not raised any significant concerns or objections at this stage. However, a final proposed detailed design solution still needs to be worked up and these primary stakeholders have made comments which would need to be considered should the proposal be adopted.

## **7. Likely Costs**

- 7.1 The costs of the potential arrangement outlined and suggested in this report have been estimated (at this preliminary stage) to be in the region of £10,000 to £20,000 for each of the locations, requiring a Capital investment of some £30,000 to £60,000. Further detailed investigatory and design work would be needed on the river bed and bank retaining wall structure, and public highway supported above, including seeking further potential specialist contractor market pricing, to confirm the likely funding needed.

## **8. Conclusions and Recommended Actions**

- 8.1 During the recent stakeholder and public consultation on an updated River Moorings Policy, the strength of feeling of some local people and representative groups around the potential to

moor along Riverside was evident, and therefore discussions with the County Council around the opportunity to develop a safe moorings scheme recommenced.

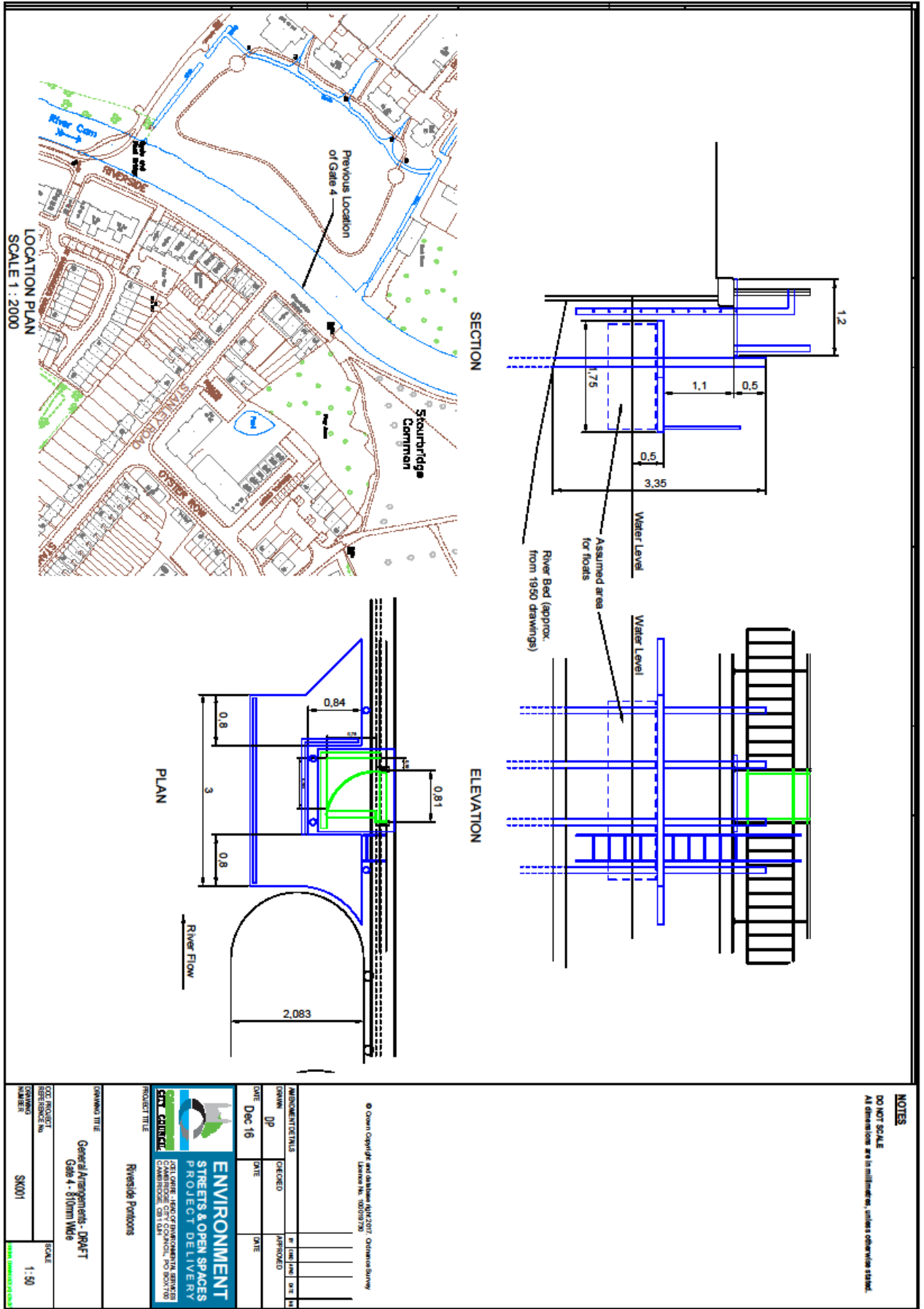
- 8.2 Officers have considered the possibility and options for creating safe access from the river level onto the footway/carriageway at street level adjacent to the river. This took into consideration several factors including:
- a) the parapet railing's purpose as a road vehicle containment barrier, the function of the bankside wall as a structural supporting wall for the roadway,
  - b) the safety of the boat dwellers accessing and egressing from river level to the pavement and
  - c) the safety considerations of riverbank users' pedestrians, cyclists and vehicle occupants.
- 8.3 Officers have developed a solution which they believe would be technically feasible and financially viable based upon re-establishing previous gated access points that are currently welded closed in an improvement and relatively safe manner. A developed scheme would be expected to create moorings for 7 boats without impeding river navigation.
- 8.4 If supported, further detailed work would be needed to develop the scheme including technical feasibility, risks and likely costs.

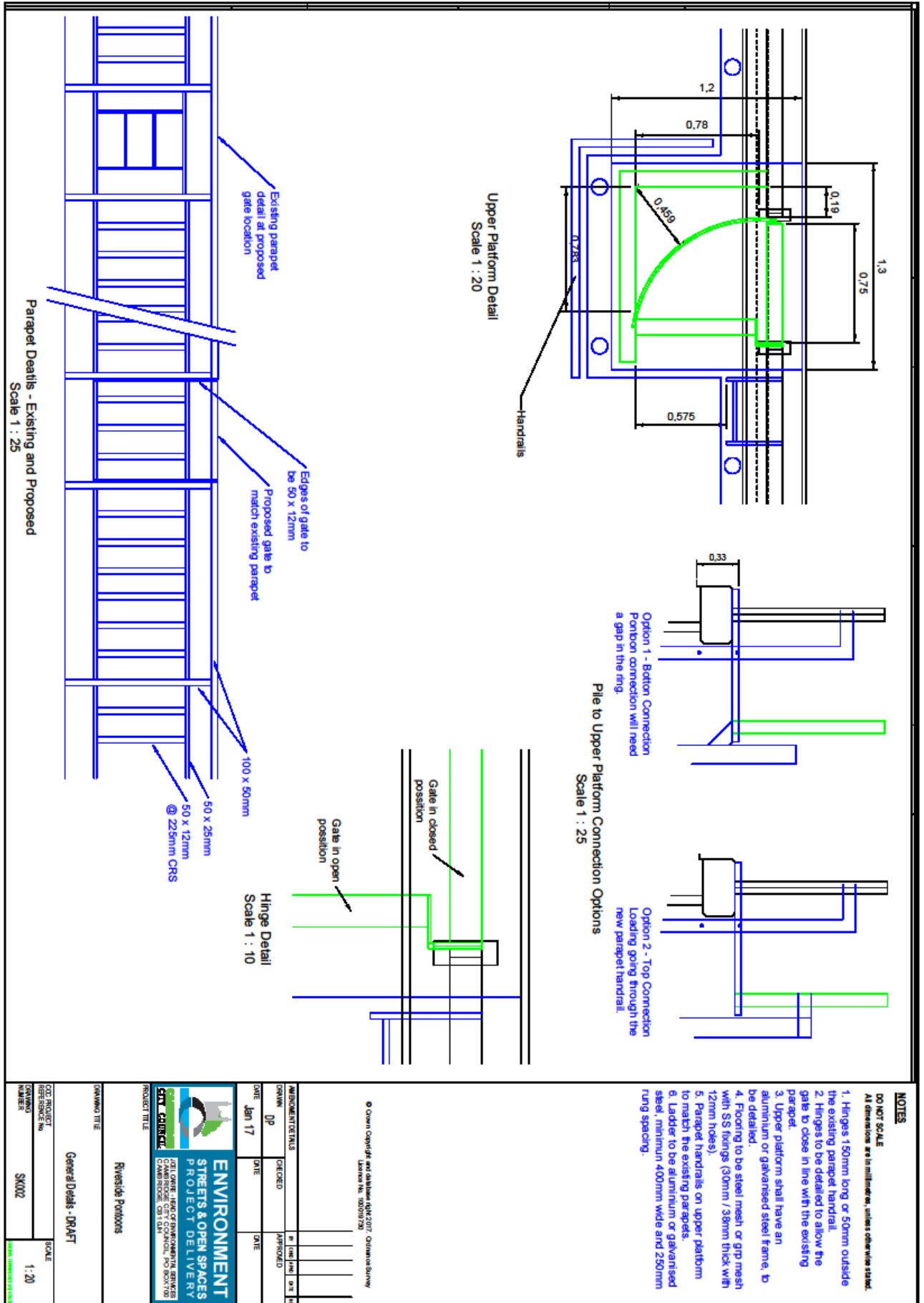
**Drawings accompanying report:**

General Arrangement – DRAFT, Gate 4: SK001

General Details – DRAFT: SK002

Potential Locations for Riverside Pontoons – DRAFT: SK003





PROJECT TITLE		Riverside Moorings	
DRAWING TITLE		General Details - DRAFT	
DRAWING NUMBER		SK002	
SCALE		1:20	
DATE		17 Jan 2017	
DRAWN BY		DP	
CHECKED BY		[ ]	
APPROVED BY		[ ]	
DATE		[ ]	

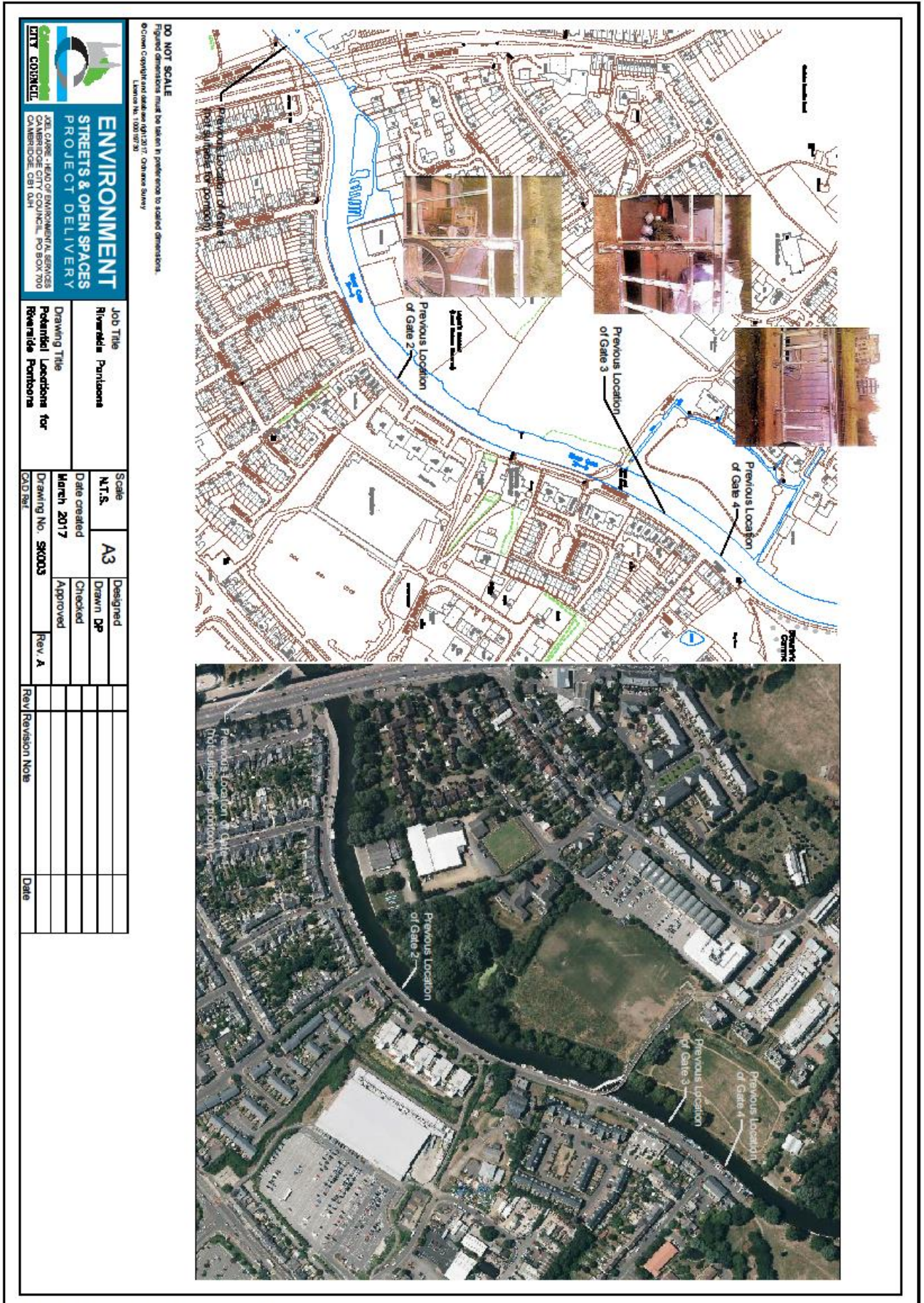
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**ENVIRONMENT**  
STREETS & OPEN SPACES  
PROJECT DELIVERY

DELIVERABLES AND ENVIRONMENTAL SERVICES  
CAMBERIDGE CITY COUNCIL, PO BOX 700  
CAMBERIDGE CB3 0TA



**Appendix D – River Moorings Policy 2017 -2023**  
**Riverside Options Appraisal**



File Location: C:\Users\jcarre\Documents\Projects\Riverside Moorings\Drawings\Environment\Drawings\SP0003.dwg  
 Last Saved: Thu 02-Mar-2017 - 07:19PM





To: Executive Councillor for Finance and Resources  
Report by: Vince Webb, OD Manager  
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee  
Date: 20 MARCH 2017  
Wards affected: All

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## **Preparing for the Apprenticeship Levy, Public Sector Targets Apprenticeships for 2017 and an Update on the Current Apprenticeship Programme**

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### **1. Introduction**

- 1.1 This report presents recommendations and a strategic plan for Cambridge City Council to optimise use of its apprenticeship levy contributions of £100,000 per annum from April 2017, and deliver the government's plans for public sector organisations to have an average 2.3% of the workforce as apprentices over a 4 year period whilst providing a high quality '*Cambridge City Apprenticeship Scheme*'.
- 1.2 The report identifies what the apprenticeship levy will mean for the Council; a proposed approach; and actions to take to optimise the levy.
- 1.3 The Council's current apprenticeship programme has seen 12 apprentices start work at the Council since it commenced in 2014. We propose to deliver a new high quality rolling '*Cambridge City Apprenticeship Scheme*' with up to 19 apprentices.

## **2. Recommendations**

The Executive Councillor is recommended:

- 2.1 To agree the proposed approach as set out in this report for the use of the Apprenticeship Levy
- 2.2 To approve the proposed Apprenticeship Strategy.

## **3. Background**

### **National Context**

- 3.1 Government will be changing the way in which it funds Apprenticeships from April 2017. All employers operating in the UK with annual pay bills of more than £3 million will be required to make a 0.5% contribution of their total salary cost into a new apprenticeship levy.
- 3.2 The apprenticeship levy forms part of Government's wider commitment to increase funding, raise the quality and to deliver its manifesto pledge of 3 million new apprenticeships within this current Parliament up to 2020.
- 3.3 Employers will be required to make monthly levy contributions to HMRC which will appear in an individual employer Digital Apprenticeship Account, hosted on a new platform to be known as the Apprenticeship Service.
- 3.4 Government guidance states that apprenticeship levy contributions may only be used to purchase apprenticeship training and assessment from Government approved training providers.
- 3.5 Funds can be used to purchase apprenticeship training for existing members of staff as well as newly recruited apprentices.
- 3.6 If the Council has insufficient funds within its Digital Account a different set of funding rules are applied which require employers to invest 10% of the cost of training and assessment and Government will cover the remaining 90% of the cost. This is above and beyond levy payments which still have to be paid.
- 3.7 Funds will expire 24 months after they enter an employer's digital account unless they are spent on apprenticeship training. This will also apply to any top-ups in an employer's digital account. This will mean that the full digital balance will not be required to be spent

within a financial year as each monthly payment will last for 24 months.

### **Apprenticeship Funding Example:**

- 3.8 Taking a mid-range apprenticeship costed at £9,000 over 24 months the Council would expect to use £375 from its digital account per month to the training provider over the 24 months. Although the Government has stated that it may hold back 20% of funding to cover assessment for the new apprenticeship standards, which require independent assessment.
- 3.9 The Council can also receive incentive payments of £1,000 directly from training providers which will need to be claimed;
- For each 16-18 year old apprentice
  - For apprentices aged 19-24 who have previously been in care or who have a Local Authority Education, Health and Care plan who may need extra support

### **The Apprenticeship Levy**

- 3.10 Based on a total estimated salary cost of £23m as at 1 February 2017, the Council will be required to pay £100,000 per year in monthly payments to HMRC. The formula for this is 0.5% of the Council's total annual salary bill of £23m, minus £15,000 Government allowance. This works out at £8,334 levy contribution per month. Budget provision has been made as part of the 2016/17 budgeting process.
- 3.11 The Council will also need to factor the Government's 10% top-up into its calculations; for every £1 that enters an employer's Digital Apprenticeship Account, employers get another £0.10 from Government. Government will apply the top-up monthly; at the same time we make monthly levy contributions. With the additional monthly 10% Government top-ups, there will be a sum of £110,000 pa credited to our Digital Apprenticeship Account.
- 3.12 It is proposed that our Digital Apprenticeship account accrues a sufficient sum of money prior to purchasing apprenticeship provision, as exceeding our account balance will create additional costs for the Council. For example, if we purchase our first apprenticeship provision in September 2017, this would permit a balance of £41,670 to accrue in our Digital account. Apprenticeship training and assessment fees will be paid from the Digital account over the

duration of apprenticeships.

- 3.13 The Council will still be required to pay the wages of its apprentices in addition to its levy contributions, as the levy can only be used to purchase the training and assessment of apprenticeships. Salary costs for new apprentice recruits will need to be funded by the individual Services within the Council. Budget provision has been made for our monthly levy contributions.
- 3.14 Apprentices funded under the current Government arrangements and those whom commence an apprenticeship before 1 May 2017, will not be affected by the apprenticeship levy funding and will continue to be funded under existing arrangements throughout the entirety of their apprenticeships.

### **Public Sector Targets**

- 3.15 Based on current Government targets for public sector organisations, and the Council's head count, we will be required to have an average of 19 apprentices in training over a period of 4 years. Government will monitor the Council's application of the public sector apprenticeship requirement.

### **Training Provision**

- 3.16 We will look to reduce the costs of training and assessment, where we can by working with other local authorities, using and benefiting from economies of scale when purchasing apprenticeship provision from training providers. We are discussing an approach with South Cambridgeshire District Council, Cambridgeshire County Council and Northamptonshire County Council.
- 3.17 The Council additionally provides staff with a range of training and development opportunities for which 17% is funded from a corporate budget which and 83% by the individual Services. The total budget for 2016/17 is £339,970.

### **Existing Council Apprenticeship Programme**

- 3.18 Cambridge City Council operates an existing corporately funded apprenticeship programme which commenced April 2014 and is due to end in March 2018. This programme has a total budget of **£315,000** which pays for the training fees and salaries of apprentices.

- 3.19 To date the programme has provided opportunities for both young people at beginning their careers and those returning back to the work place to re-start their careers. We have employed a total of 12 apprentices through our apprenticeship programme, two of whom have now successfully completed their apprenticeship programmes.
- 3.20 We currently have 10 apprentices, and had further plans to recruit a Business Administration and a Customer Services Apprentice. These two further apprenticeships will now be considered as part of our new apprenticeship programme.
- 3.21 Our current apprenticeship programme has been broad ranging across the Council's Services and has employed apprentices in a variety of occupational areas; such as Plumbing, Carpentry, Electrical Installation, Business Administration, Accountancy and Building Surveying.
- 3.22 Any apprentice, either currently employed by the Council or commencing employment prior to 1 May 2017, will fall outside the arrangements and remit of the apprenticeship levy and will have to be funded from the corporate apprenticeship budget or directly from Services. This means that we cannot use the payments that we make into our apprenticeship levy account to purchase training and assessment for existing apprentices or for those apprentices which start an apprenticeship between now and 30 April 2017. The Council currently has two apprenticeship vacancies which will now be filled following the commencement of the apprenticeship levy.
- 3.23 It is important to note that where an apprentice is funded through the current corporate budget and the completion date of the apprenticeship extends beyond March 2018 their Service/Department will be responsible for meeting the salary and any remaining training fees.

#### **4. The Apprenticeship Strategy**

- 4.1 The aim of the Apprenticeship Strategy is to optimise use of the Council's levy contributions whilst providing a high quality 'Cambridge City Apprenticeship Scheme'.
- 4.2 The Apprenticeship Strategy will provide an increased opportunity for Council employees to further develop their skills and experience as well as provide opportunities for new apprentices to start their careers within the Council.
- 4.3 As a first priority it is recommended that the Council's levy resource is

focused on providing existing employees with opportunities to undertake apprenticeships as part of their own career development.

- 4.4 The Council will need to ensure it plans a rolling programme of apprenticeships whilst optimising its levy contributions, ensuring that monthly levy contributions are used in 24 months before they expire.
- 4.5 There is an identified need in the Council to develop the skills of newly promoted line managers and existing middle managers. There are Leadership and Management Higher Apprenticeships which would be ideally suited to support these managers. For example, a 3 year apprenticeship would cost an estimated £3,000 per annum per manager. As a part of a rolling apprenticeship programme there could be 5 managers commence this apprenticeship per year.
- 4.6 Whilst the recruitment of new apprentices may seem appealing, this will incur additional recruitment, salary, and employment costs year on year, increasing the cost of the apprenticeship programme. It is with these additional costs and current restructuring changes in mind, the priority should be to focus on developing and supporting the existing workforce. The exception to this being where Managers are able to demonstrate a viable case to recruit a new apprentice, recognising that apprentices' salaries will not covered by the levy.
- 4.7 It is proposed that the Council should only recruit new apprentices if there is an identified business case to do so. Where business cases are provided, and approved, the Council will encourage candidates from disadvantaged backgrounds, including from BAME groups and those with disabilities to apply. We will welcome interest from existing staff employed on part-time contracts to take apprenticeships. Recognising that a significant number of staff are employed on part time hours within the Council.
- 4.8 Introducing and promoting a new 'Cambridge City Employee Apprenticeship Scheme' which is fully embedded into the Council's overall performance management process will help to ensure that the scheme becomes incorporated into business strategy and the general culture of the Council. It is important that apprenticeships are not viewed as separate stand-alone initiative and are part of a wider aim to increase skills of individuals and the quality of services provided by the Council.
- 4.9 Human Resources will take the lead to initiate the Council wide approach to the levy. It is anticipated that the shift may initially take time



to establish as we identify needs, course availability, staff willingness to embrace a new form of training and managers' willingness to release staff for training. On average apprenticeships require 20% of off the job learning to be completed, although increasingly training providers are utilising e-learning and webinars as part of a blended approach to training delivery.

- 4.10 In keeping with the current annual cycle of performance management it is recommended that Managers use the performance management process to discuss apprenticeship opportunities with their staff. This will provide Managers with an opportunity to identify those staff interested in taking an apprenticeship.
- 4.11 It is proposed that where we are able to we will work closely with our neighbouring local authorities on our apprenticeship scheme to find economies of scale and value when procuring and purchasing and training provision. The East of England Local Government Association is forming a working group to encourage such working arrangements and we are a member of this group.
- 4.12 The occupational areas apprenticeships may be beneficial in include; Management, Supervisory, and Business Administration; predominately at higher and advanced level apprenticeships. This will be further explored by consulting with Heads of Service and Managers. We aim to target areas where there is an identified need such as within Building Control.
- 4.13 Where Managers are able to make a viable case to recruit a new apprentice, the job role must be appropriate for an apprenticeship and there must meet a Service need.
- 4.14 Section 4 of this report sets out the key parts of our Apprenticeship Strategy.

Example criteria for making a business case;

- Suitable government approved apprenticeship framework or standard exists
- Apprenticeship framework or standard must meet needs of Service
- Be affordable within bands and overall apprenticeship budget
- Be able to recruit suitable apprentices
- Have competent managers to supervise the apprentice with the appropriate skills to work with and support young people in the workplace
- A real opportunity exists for the apprentice where they can undertake meaningful work leading to the attainment of their apprenticeship
- The apprentice is provided with appropriate time to attend off the job training and study

for their apprenticeship.

## **5. Conclusions**

The Apprenticeship strategy will ensure that the Council is able to;

5.1 Optimise use of the levy to use funds to deliver a quality apprenticeship scheme and to meet Government public sector apprenticeship targets.

5.2 Provide existing staff and new apprentices with opportunities to develop skills, progress and commence new careers with the Council.

## **6. Implications**

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

The Council will be expected to contribute 0.5% of its annual salary bill, minus a £15,000 government allowance into the apprenticeship levy pa. This equates to £100,000 annual levy contribution.

An apprenticeship budget has been agreed for 2017/18 from which levy contributions can be made directly to HMRC through Payroll.

The apprenticeship levy cannot be used to pay for apprentices' salaries. Any salaries will need to be paid for by the apprentice's Service.

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

No additional staffing resource will be required to implement and manage the Apprenticeship Scheme.

The Organisational Development Manager will be responsible for managing the Cambridge City Apprenticeship Scheme.

If Council Services would like to employ an apprentice they will be required to make a business case to HR to review and make a decision on the case.

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

An Equality Impact Assessment was undertaken for the existing apprenticeship programme. This new apprenticeship expands on the current programme and we will keep the EQIA under review.

We welcome interest from existing members of staff including those staff on part-time contracts. For new apprentice recruits, we will adhere to the Council's employment and recruitment policies.

(d) **Environmental Implications**

The Apprenticeship Levy Scheme cannot be seen to have any direct or detrimental indirect impact on the environment, waste, or energy use. The majority of the apprenticeships will be undertaken by existing employees of the Council. Only new apprentices recruits will be selected following the approval of business case, where there is a vacancy and or identified requirement for the Council to increase skills in a particular occupational area.

(e) **Procurement**

Whilst the Council will use more than one provider to deliver apprenticeship training and assessment, given the volume of apprenticeships we will need to initiate procurement arrangements with training providers to secure contracts.

(f) **Consultation and communication**

There has been communication with other local authorities including members of the EELGA Apprenticeship Group which Cambridge City Council is a member. There has also been on going consultation with training providers including Cambridge Regional College and the Chartered Surveyors Training Trust. A draft version of the full apprenticeship strategy has been shared with Council trade union representatives for comment.

(g) **Community Safety**

Appropriate training will be undertaken and supervision put in place for apprentices serving or dealing members of the public as part of their job role.

## **7. Background papers**

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

- Cambridge City Council's Budget Guidance
- [DFE - Apprenticeship Funding: How it will work - 23 January 2017](#)
- [HM Government; English Apprenticeships: Our Vision](#)
- [List of Apprenticeship Standards; Skills Funding Agency](#)
- [Guidance; How to pay the Apprenticeship Levy; HM Government](#)

## **8. Appendices**

Apprenticeship Summary Table of Current Apprenticeships March 2017

## **9. Inspection of papers**

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

Author's Name: Vince Webb  
Author's Phone Number: 01223 458108  
Author's Email: vince.webb@cambridge.gov.uk



**Appendix 1 Cambridge City Council Apprenticeship Programme - Update March 2017**  
**Apprenticeship Summary Table of Current Apprentices**

	<b>Apprenticeship</b>	<b>Level</b>	<b>Service Area</b>	<b>Training Provider</b>	<b>Start Date</b>	<b>Planned End Date</b>
1	Apprentice Plumber	2	Estates & Facilities	Cambridge Regional College	23/09/15	23/12/17
2	Apprenticeship Carpenter	2	Estates & Facilities	Cambridge Regional College	27/10/16	27/10/18
3	Degree Apprenticeship in Chartered Surveying	6	Planning	Chartered Surveying Training Trust	21/09/15	20/09/17
4	Apprentice Plumber	2	Estates & Facilities	Cambridge Regional College	04/16/16	30/12/20
5	Apprentice Carpenter	2	Estates & Facilities	Cambridge Regional College	08/12/15	01/12/17
6	Advanced Apprenticeship in Surveying Technician	3	3C Building Control	Chartered Surveying Training Trust	07/09/16	01/10/18
7	Advanced Apprenticeship in Surveying Technician	3	Estates & Facilities	Chartered Surveying Training Trust	05/09/16	01/10/18
Page 190	Apprentice Electrician	3	Estates & Facilities	Cambridge Regional College	12/10/16	12/10/20
	Business Administration	2	Revenue & Benefits	Cambridge Regional College	26/10/16	02/04/18
	Accountancy	3	Finance	Cambridge Regional College	17/10/16	17/03/18
	Customer Services Assistant	2	Customer Services	To be taken forward under the arrangements post April 2017		
12	Business Administration (Business Support)	2	Customer Services (Corporate Business Support)	To be taken forward under the arrangements post April 2017		

**Apprenticeship Summary Table of Successful Apprentices- completed programmes**

	<b>Apprenticeship</b>	<b>Level</b>	<b>Service Area</b>	<b>Training Provider</b>	<b>Start Date</b>	<b>Completed</b>
1	Business Administration	2	Revenue & Benefits	Revenue & Benefits	30/03/2015	19/11/2016
2	Apprentice Project Worker	2	Children & Young People Services	Cambridge Regional College	16/03/2015	12/09/2016



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

Report by: Alison Cole: Head of Revenues and Benefits

Relevant scrutiny committee: Strategy & Resources  
20/3/2017  
Scrutiny Committee

Wards affected: All

## **DISCRETIONARY HOUSING PAYMENT UPDATE**

### **Not a Key Decision**

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

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

#### **2. Recommendations**

The Executive Councillor is recommended:

- To approve the carry forward to 2017/2018 of the unspent additional contribution (see paragraph 4(a) v).

#### **3. Background**

- 3.1 DHP is an extra payment to help people who claim housing benefit or Universal Credit and are struggling to pay their rent.
- 3.2 Increasing the level of funding for DHPs was one of the ways in which the Department for Work and Pensions (DWP) sought to mitigate the impact of some of the reductions to Housing Benefit entitlement introduced as a result of Welfare Reforms including Removal of the Spare Room Subsidy, the household Benefit Cap and reforms to the Local Housing Allowance (for claimants in private rented housing).
- 3.3 Working with colleagues in City Homes and Housing Advice, the use of DHP has protected many recipients from having increased rent arrears and has had the potential to prevent households from becoming homeless.

- 3.4 The value of and the reason for awards is monitored on a monthly and quarterly basis to ensure consistency of decision making whilst retaining the discretionary nature of the award scheme.
- 3.5 Regular meetings with City Homes, Housing Advice and other support agencies have taken place over the last year and will continue to take place to ensure that providers are aware of the existence of DHPs and the available funding.
- 3.6 The breakdown of DHP awards during 2016/2017, 2015/2016 and 2014/15 for comparison are below.

	2016/2017*	Awards	2015/2016	Awards	2014/2015	Awards
Benefit Cap	20,714	33	2,509	2	1,781	4
Spare Room Subsidy	88,351	233	116,403	311	156,162	370
Local Housing Allowance	23,325	49	27,176	68	40,516	65
Other and one off awards	8,835	27	6,924	32	5,953	25

\* partial year figures April 2016 to end of January 2017

There are a small number of claims due to be determined at the time this report was written.

- 3.7 It is clear that there has been a marked reduction in the number and value of DHP awards to mitigate the Spare Room Subsidy reforms. Awards of DHP for Local Housing Allowance (LHA) recipients have also reduced from 2014/15, but this trend may change as LHA rates have been frozen for the next four years but rents in the city continue to rise significantly.
- 3.8 LHA awards and awards for the Benefit Cap tend to be short term awards; on average 4-8 months, after which a review is done and the DHP may continue, reduce or cease.
- 3.9 Many Spare Room Subsidy awards are for the full financial year and where the property has been specifically adapted to meet the needs of a disabled household member, these will be given for up to two years before a light touch review is carried out.
- 3.10 The most significant Welfare Reform during 2016/17 has been the reduction of the Benefit Cap with effect from 7 November 2016 from a national cap of £26,000 to £20,000. This reduces the maximum total



of benefits for certain working age households from £500 per week to £384.61 per week.

- 3.11 As at 1 February 2017, 89 households had their housing benefit restricted. This compares with the previous £26,000 cap, which saw approximately 20 households impacted at any one time in Cambridge.
- 3.12 In the first 3 months of the revised cap, 32 requests for DHP due to the Benefit Cap have been received and payments totalling £20,724 have been made. Only 3 requests have been refused due to the household having sufficient income to cover the shortfall.
- 3.14 As part of their scheduled audit plan, Internal Audit carried out an audit of the DHP process in the autumn of 2017 and they were able to give significant assurance to the procedure. Two minor observations were made and were quickly incorporated in to daily working practice before the report was published. The report is attached at appendix A.

## **4. Implications**

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

- i DWP Circular S3/2017 issued in March 2017 gave details of the government contribution and overall expenditure limit for 2017/2018. The government contribution for Cambridge City is £243,719 and the overall limit is £609,298. An increase of £54,777 on 2016/2017.
- ii To help provide further support for DHP, in addition to the above government contribution, the Housing Advice Service, via its Homelessness Prevention Grant (Department for Communities and Local Government funding), transferred funds in prior years towards the DHP's overall cash limit to help prevent homelessness via DHP payments. The budget carry forward at the start of 2016/2017 was £197,600.
- iii Demand is difficult to predict, due to a steep increase in demand by households affected by the Benefit Cap but there are signs of a steady decrease in the numbers impacted by the Removal of the Spare Room Subsidy. Cross section working within the Council and collaboration with external partners has delivered robust mechanisms to support households in the short term and to encourage them where possible to make changes that will offer longer term solutions.
- iv Based on estimates at 1 February 2017, total DHP expenditure for 2017/18 is estimated to be approximately £210,000. This exceeds the government contribution of £188,942 by £21,058. This is the largest

spend above the government contribution since DWP's were introduced and reflects the need within the City.

- v Approval is therefore sought to carry forward a projected underspend of £176,542 to the 2017/2018 financial year to continue the work to support households impacted by welfare reform.
- vi To put DHP awards in context, Housing Benefit expenditure for 2017/2018 is estimated at £36,250,000 for Cambridge.

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

None.

(c) **Equality and Poverty Implications**

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

(d) **Environmental Implications**

Nil.

(e) **Procurement**

None.

(f) **Consultation and communication**

None.

(g) **Community Safety**

No impact.

**5. Background papers**

None.

**6. Appendices**

Appendix A – Internal Audit report

## 7. Inspection of papers

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

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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# Cambridge City Council Equality Impact Assessment



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

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

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

Discretionary Housing Payments

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

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

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

DWP notifies Authorities annually how much the Government Contribution will be and therefore awards are linked to financial years or part thereof.

From November 2016, a reduction in the Benefit Cap from £26,000 per year to £20,000 for authorities outside London. Whilst this does not impact on large numbers of households (100-130 at any one time), the weekly shortfall is approximately £60 per week. A High number of households affected have children and many form single parent households.

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

Requests for information are not intrusive and an holistic approach is taken to identify need and additional signposting for additional support is given. Such as applying for additional benefits, help in managing finances and accessing appropriate accommodation through Housing Options Team. With the change in the Benefit Cap from November 2016, additional support is given to assist household in to work as appropriate as this can exempt them from the cap.

**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):

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

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

New

Revised

Existing

**5. Responsible directorate and service**

Directorate: Customer and Community

Service: Revenues and Benefits

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

No

Yes (please give details):



## 7. Potential impact

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

When answering this question, please think about:

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

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

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

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

Disabled people are impacted by the Removal of the Spare Room Subsidy and Local Housing Allowance criteria. DHP's have been made to support disabled customers stay in their homes until alternative accommodation can be found if appropriate. Generally speaking, DHP's are made for longer periods of time where the household lives in specially adapted accommodation. Typically these can be up to two years and will have a light touch review at the start of the financial year.

Changes in legislation have meant an easement for overnight carers for the claimant and or partner but not for a disabled child which is one group of households that may need a DHP. Expenses due to disability are taken in account when deciding an award as these households often have higher expenses than non-disabled household's and need supporting as appropriate.

Disabled benefit households are not impacted by the Benefit Cap.

**(c) Gender**

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

**(d) Pregnancy and maternity**

Households where a family member is pregnant may be impacted by the LHA and Spare Room Subsidy regulations until the baby is born. Expected date of confinement data is gathered so an informed decision on entitlement can be made. DHP's are sometimes claimed to cover the shortfall until the baby is born and these restrictions cease or are reduced.

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

No impact on an individual's transgender

**(f) Marriage and Civil Partnership**

No impact as all couples are treated the same.

**(g) Race or Ethnicity**

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

**(h) Religion or Belief**

No impact on an individual's religion or belief.

**(i) Sexual Orientation**

No impact on an individual's sexual orientation.

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

From November 2016, the £26,000 cap is reduced to £20,000 for households outside of London. The incomes that make up the cap include child benefit and child tax credit so families and single parent families are particularly affected as it is more difficult for single parent families to work and be exempt from the cap.

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

DHP's are available for households that receive support with their housing costs. A claim does need to be made but it does not need to be made in writing. A small number of officers process applications and they are skilled in obtaining sufficient information to support an application without it being intrusive. Officers have had training on supporting customers with mental health issues. Quarterly meetings are arranged to discuss overall decision making, although claims must be dealt with on an individual basis.

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

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

## 9. Conclusions and Next Steps

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

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

Email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer:

Naomi Armstrong – Benefit Manager

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

Date of completion: February 2017

Date of next review of the assessment: February 2019

## Action Plan

**Equality Impact Assessment title:**

**Date of completion:**

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

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

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

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

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

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

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

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

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

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



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

Report by: David Edwards – Interim Strategic Director

Relevant scrutiny Strategy & 20/3/2017  
committee: Resources  
Scrutiny  
Committee

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

## **SHARED SERVICES – 3C Legal and ICT 2017/18 BUSINESS PLANS**

### **Non – Key Decision**

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

The 2017/18 business cases for the shared 3C ICT and 3C Legal services are presented for endorsement, the principles of which were approved by this Council on the 13<sup>th</sup> July 2015 and 12<sup>th</sup> October 2015.

#### **2. Recommendations**

The Executive Councillor is recommended the:

- 1) Business plans for each of the shared services attached at Appendix 1 are approved

#### **3. Background**

3.1. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed

that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer as it is more commonly known.

3.2. The business cases to allow ICT and Legal shared services to move forward were approved at the same time and as a result, the three proposed shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).

3.3 It was recommended that in order to enable effective management of the shared service programme, that a phased approach be taken. ICT and Legal services would form part of Phase 1.

3.4 On 1st October 2015, Cambridge City Council became the Employing Authority for Legal Shared Services and Huntingdonshire District Council became the Employing Authority for ICT Shared Services. All impacted staff from each service successfully transferred under TUPE to their new employer, where they were not already employed by the lead council.

3.5 The three councils had previously agreed that the achievement of the following outcomes is primary objective of sharing services:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies, and
- Sharing of specialist roles which individually, are not viable in the long-term

3.6 Since the go-live date of 1 October 2015, each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above.

3.7 A key objective for each of the services has been the development of a set of forward-looking business plans that set out the key priorities,



objectives, activities and measures of success for each service. Both the ICT Shared Service and Legal Shared Service now have permanent Heads of Service in post who were appointed in the last six months. Whilst the content of the business plans is still developing along with the services the plans for 2017/18 can be found at Appendix 1. It is recommended that the business plans are endorsed to enable the Shared Services to work to an agreed direction and deliver against an agreed set of objectives.

3.8 The Head of each shared service will be responsible for the overall operation of that service, the delivery of the business plan and achievement of performance and financial targets. Work is being undertaken to further improve the value for money of the services with a consumption based model for Legal Services with a blended hourly rate which will also enable comparisons to be made to the private sector. For ICT the model is being built around core support, applications, projects and equipment. The ICT Team will also be working closely with the Council on the Digital Strategy. Whilst overall savings have been delivered this year the full 15% savings will not be achieved until 2017/18. The current projection for the two services is 8.5% savings for 2016/17. Further details will be included in the Annual Report.

3.9 The attached business plans have been approved by the Shared Services Joint Group whose role is to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets. They act as an advisory body to the three councils only. Recruitment to the lead role for Building Control is currently underway and the business plan for that service will be presented to the Environment Scrutiny Committee in July 2017.

3.10 As agreed in the original business cases for Shared Services a Shared Services Annual Report for 2016/17 will be presented to this Committee at the meeting scheduled for 3 July 2017. This report will update members on benefits, progress and issues for the financial year 2016/17.

3.11 Heads of Service will be carrying out a service review of their service during the summer of 2017 and the results of these will be presented to this committee at the meeting scheduled for 9 October 2017.

## **4. Implications**

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

Shared Legal and ICT has a minimum saving target of 15% of net revenue budget after income has been applied.

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

**(c) Equality and Poverty Implications**

An EqIA has been carried out for this project and submitted in July report to Strategy and Resources Committee, no changes.

**(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 Councils agreed policy.

**5. Background papers**

These background papers were used in the preparation of this report:  
Shared services report – Strategy and Resources – 13<sup>th</sup> July 2015

**6. Appendices**

1. Business plans

**7. Inspection of papers**

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

Author's Name: David Edwards - Interim Strategic Director  
Author's Phone Number: 01223 - 457325  
Author's Email: David.Edwards@cambridge.gov.uk

**BUSINESS PLAN FOR ICT SHARED SERVICE  
2017/18**

<b>Service Leads</b>			
<b>Head of Shared Service</b>	Paul Sumpter		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director</b>	David Edwards	Anthony Kemp	Mike Hill
<b>Lead Councillor</b>	Cllr Herbert	Cllr Brown	Cllr Topping

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Management Board</b>	Draft	20/01/17
<b>Shared Services Partnership Board</b>	Draft	26/01/17
<b>Joint Advisory Committee</b>	Draft	31/01/17
<b>Cambridge City Council [Executive Councillor and Scrutiny Committee]</b>	Draft	
<b>Huntingdonshire District Council Cabinet</b>	Draft	
<b>South Cambridgeshire District Council Cabinet</b>	Draft	

<b>3C Reporting timetable</b>	
<p>Progress reports on Business Plan implementation and progress against key measures will be quarterly at the 3C Management Board meetings and then submitted quarterly to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Quarterly performance reports will be produced to report on performance against key performance indicators agreed in the business plans, budget position and wider benefits.</p> <p>An annual report on the progress of shared services will be produced and presented at the relevant committees of partner authorities in the June/July cycle.</p>	
<b>Version FINAL</b>	<b>Date 06/03/17</b>

## SECTION 1 – CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2017/18. It describes how the shared service is developing and how services will be delivered to ensure objectives are achieved and business benefits realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

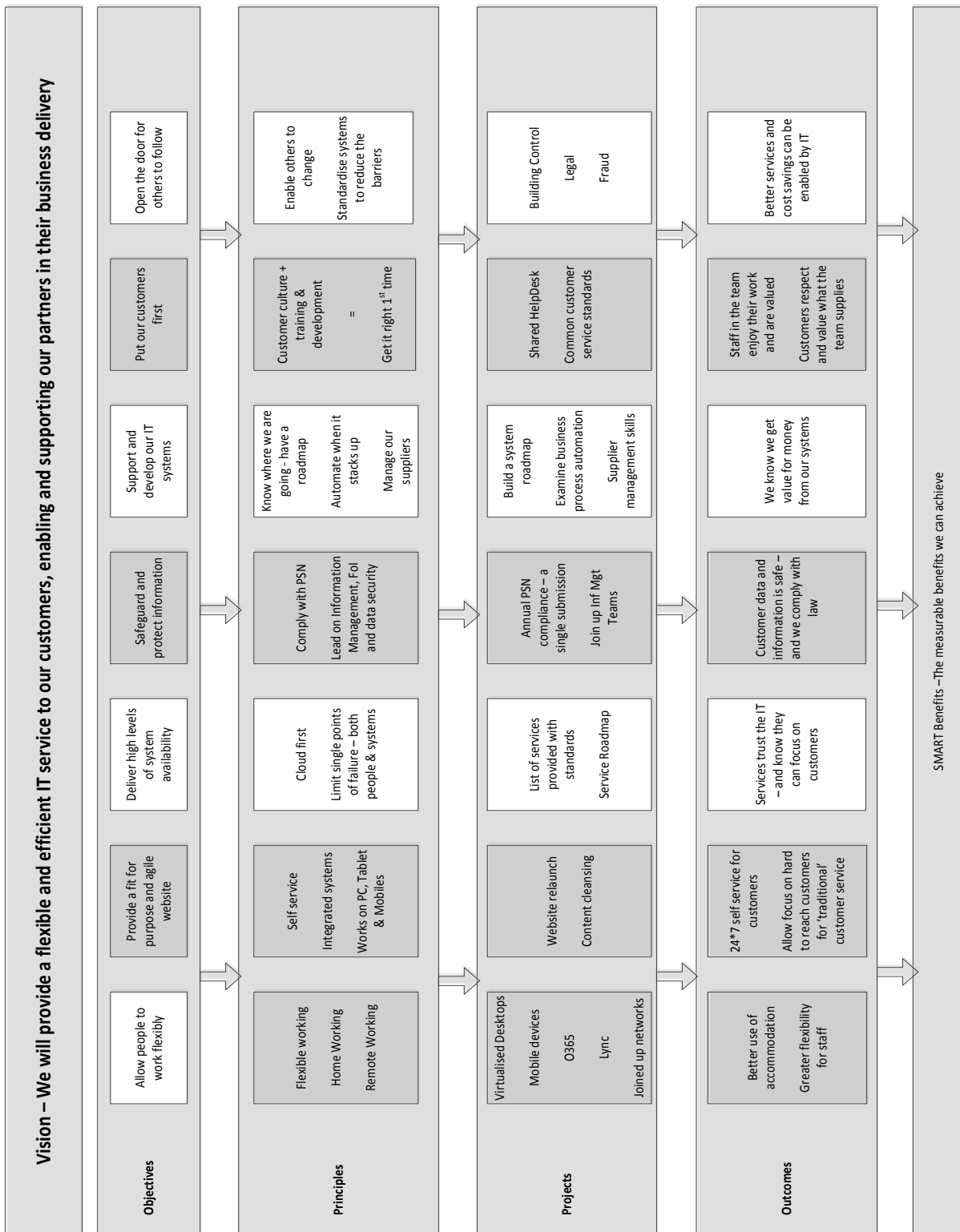
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

## B. DESCRIPTION OF THE SERVICE

### Vision & Objectives

The following diagram shows the vision and objectives for the 3C ICT Shared Service:



The drivers for the creation of the ICT Shared Service were:

- **savings to the 3 councils:** creation of a single shared service increases efficiency and reduces the unit cost of service delivery
- **service resilience:** fewer single points of failure, and increased scale enables increased investment in infrastructure, thus reducing probability and impact of service outages
- **collaborative innovation:** increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. 3C ICT Shared Service objective is to become the thought leaders for the evolution of council services.

The **Service Catalogue** is the primary source of information describing the current service offerings provided by the ICT Shared Service. This important document is managed under change control, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services:

- ICT Service Desk and ICT User Support
- ICT Network and Infrastructure Support
- ICT Communications Support
- ICT Strategy Formulation
- ICT Technical / Solutions Architecture
- ICT Project, Procurement, Contract and Supplier Management
- ICT Bespoke Service Delivery
- Data Centre Management
- Telephony Management
- Data and System Backup and Recovery
- Local Area Network (LAN) & Wide Area Network (WAN)
- ICT Security Management
- Email Support & Web Filtering
- Desktop Provision / Replacement
- Office Computer Provision
- Flexible / Homeworking Service
- Mobile ICT Provision (incl. smartphones & tablets)
- Print Facilities
- Audio Visual Facilities (provision & support)
- Database admin and management
- Application Maintenance and Support
- Release Management (Infrastructure and Applications)
- GIS Management
- Address Management
- Information Governance/Management
- Website and intranet Support (incl. web apps and web forms)
- SharePoint / Office 365 Support and Development
- Interfaces Support and Development
- Training
- Compliance (inc PSN / PCI)
- Licence Management / SAM
- Test Plan Development
- Client Service Management

- Finance and Billing
- System packaging AppV / SCCM etc)
- Unix / Linux Physical Windows support
- Business analysis & Business support

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery which are scheduled over the coming weeks and months. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service.

In order to deliver the services described in the catalogue, a new structure has been designed for the ICT Shared Service, which is currently being implemented. Staff consultation on this structure went well; much feedback was received from the initial consultation, which enabled an improved version 2 of the structure to be developed. This was further refined based on feedback from the second round of consultation, see Section D.

#### **Aims & Priorities**

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner

The original proposed structure was completed and some functional gaps became apparent. Work has continued to develop the structure to plug those gaps, this work continues and will see greater improvement once the NPS Services provision at CCC transfers to 3C ICT.

3C ICT now produces a monthly service management report which is delivered to the partners for their scrutiny.

## C. FINANCIAL OVERVIEW

The service budget, as agreed in the business case in July 2015 is shown in the following tables:

### Financial Summary

Budget category	Year 0 2015/16 (**)	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Capital	£-	£-	£-	£-	£-	£-
Staff costs	£1,343,662	£2,741,070	£2,795,891	£2,851,809	£2,908,845	£2,967,022
Other costs	£-	£3,173,823	£3,237,299	£3,302,045	£3,368,086	£3,435,448
Charges	£-	£-	£-	£-	£-	£-
<b>Total Costs (net of CCC/Northgate contract)</b>	<b>£1,343,662</b>	<b>£5,914,893</b>	<b>£6,033,191</b>	<b>£6,153,854</b>	<b>£6,276,931</b>	<b>£6,402,470</b>
less savings @ 15% from year 1 onwards	£-	£887,234 <b>£487,000</b>	£904,979 £487,000 + <b>£417,979</b> (yr 1 savings + yr 1 shortfall + inflation)	£923,078	£941,540	£960,371
<b>Net Costs with 15% savings applied</b>	<b>£1,343,662</b>	<b>£5,027,659</b> <b>(£400,000)</b>	<b>£5,128,212</b>	<b>£5,230,776</b>	<b>£5,335,392</b>	<b>£5,442,100</b>
CCC / Northgate Contract costs (***)	£339,340	£678,680	£678,680	£678,680	£678,680	£678,680
<b>Grand Totals</b>	<b>£1,683,002</b>	<b>£5,706,339</b>	<b>£5,806,892</b>	<b>£5,909,456</b>	<b>£6,014,072</b>	<b>£6,120,780</b>

(\* Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 2016/17

(\*\*) Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting

(\*\*\*) Table shows total ICT costs, including those within the current CCC/Northgate contract. No forecast savings are shown on CCC/Northgate as this is fixed price contract

### Proposed Apportionment of Partner Contributions

Apportionment of Costs	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council	32.7%	41.0%	41.0%	41.0%	41.0%	41.0%
Huntingdonshire District Council	38.4%	35.7%	35.7%	35.7%	35.7%	35.7%
South Cambridgeshire DC	28.9%	23.3%	23.3%	23.3%	23.3%	23.3%
<b>Grand Totals</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



### Cost of ICT Shared Service by Partner

ICT Shared Service costs per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council (incl. CCC/Northgate)	£778,960	£2,740,006	£2,781,232	£2,823,283	£2,866,175	£2,909,925
Huntingdonshire District Council	£515,697	£1,796,334	£1,832,261	£1,868,906	£1,906,284	£1,944,410
South Cambridgeshire DC	£388,345	£1,169,999	£1,193,399	£1,217,267	£1,241,612	£1,266,445
<b>Grand Totals (*)</b>	<b>£1,683,002</b>	<b>£5,706,339</b>	<b>£5,806,892</b>	<b>£5,909,456</b>	<b>£6,014,072</b>	<b>£6,120,780</b>

(\*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 10/16/17

### Savings from ICT Shared Service by Partner

ICT Shared Service savings per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total Savings in Yr vs. 15/16 baseline	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cambridge City Council	£-	£363,763	£371,039	£378,459	£386,029	£393,749
Huntingdonshire District Council	£-	£317,000	£323,340	£329,807	£336,403	£343,131
South Cambridgeshire DC	£-	£206,470	£210,600	£214,812	£219,108	£223,490
<b>Grand Totals</b>	<b>£-</b>	<b>£887,234</b>	<b>£904,979</b>	<b>£923,078</b>	<b>£941,540</b>	<b>£960,371</b>
<b>Cumulative Total Saving</b>	<b>£-</b>	<b>£887,234</b>	<b>£1,792,212</b>	<b>£2,715,291</b>	<b>£3,656,830</b>	<b>£4,617,201</b>

Specific delivery projects to optimise non-staff costs are already underway. These include:

- Server room consolidation
- Supplier contract management
- Remote / flexible working
- Service Desk rationalisation

Key financial risks:

1. Re-charging mechanism identifies costs to be charged to the ICT shared service which are outside of the original approved budget
2. Inability to recruit permanent staff into organisation will result in continued overspend.
3. Lack of controls to request release of 3C ICT budget.

## D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The structure was shaped by the following Key Principles:

1. Integrate the current three ICT org structures into a single structure
2. Ensure this structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue
3. Ensure ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a “digital first” world
4. No more than 7x direct reports for any role within the structure
5. Minimise the number of management layers between the Head of Service and all roles within the ICT Shared Service
6. Move towards stronger alignment with the ITIL management model
7. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to siloed teams serving each council)

Over the initial first year the structure has had to develop to accommodate the gaps identified. This has been done physically, with some additional resource and logically by giving individuals responsibilities which they previously did not have. Example of this being change management to name but one.

Some of the additional resources required are in the area of:

Architecture to develop the digital strategy as the Architect in post was either unwilling or unable to develop a coherent strategy which is a necessary requirement to drive forward the business of the partners and to deliver ICT appropriately. The Strategy principles are now complete with sign off being sought. Technology roadmap and plans to implement strategy are being formulated.

Project Governance and Service Management. There was a need to establish rigorous governance models for project and service delivery and as such ICT has put in place an additional resource to get this established. This post will be formally established once the NPS exit of CCC is formally approved within CCC.



Having closely analysed the skillsets of the staff already within the ICT Shared Service, it can be seen that there are some important skills gaps and capacity issues. These include:

- **Project / Client management:** these roles will play an important part in the deployment of key business solution changes (e.g. new financial management system). The impact of having fewer than planned staff with this skillset will be delayed or cancelled projects to enhance ICT capability, with consequential delays to benefits delivery for the partner councils. Mitigation could be to hire contract staff, though this may incur incremental cost, and hence dilute benefits of project(s)
- **Technical Architect:** This role is critical to providing Thought Leadership to the councils as they seek to re-design their front line services to embrace Digital First and reduce unit cost of service delivery. Without this role, transformation will happen more slowly, or perhaps not at all, resulting in increased costs to councils over longer term
- **Network / Infrastructure:** A scarcity of permanent staff with these skills has been mitigated in the short term by extending the contract durations of the interim staff that are currently assisting in this area. Whilst not ideal, this provides effective mitigation in short term, thus enabling continued delivery of some key optimisation projects (e.g. server room consolidation).

#### **Service Improvement**

To move the service forward and to ensure the service could deliver ICT to the partners in a more effective and timely manner a service improvement proposal was put forward to the board and accepted. Action has been taking place to progress this plan but there is still work to do to improve service delivery and to align the ICT service with the ITIL model.

Where the service has suffered is that there was no target operating model specified before the structure was put in place at the outset. Consequently roles did not align to ITIL and significant gaps were present. These have been reduced significantly but more work is still to be done.

## **E. LOOKING BACK**

Since the ICT Shared Service came into being on 1 October 2015 it has seen many changes. Two interim Heads of Service, appointment of a permanent head, three changes in board level directors. Together with many staff leaving during the process and many new staff joining either permanently or contract. Work is on-going to integrate the teams and build a shared service culture.

The service has initiated or completed the following projects:

Server Room Consolidation – procurement complete and project on going, delivery April-Dec 2017

CCC – Replacement telephony system – significant teething problems but project almost closed.

HDC – Switch replacement project – hardware proceed and roll-out underway

SCDC – Mail archive rationalised, Mail moved to O365 – complete

Mail Filtering moved to Cloud with Mimecast

Common door access control system – procured and in the implementation phase.

**F. LOOKING FORWARD**

Still work to do on team consolidation and motivation as well as the move to migrate services for CCC from NPS to 3C. This is a significant piece of work which will mean for the first time all partners are being served in the same way by 3C ICT. It will also provide additional funding which will allow 3C to boost capacity but also to fill gaps that have existed for some time.

The new Head of Service, Paul Sumpter, is developing plans to improve the service, the service delivery and the team morale and performance. The aim of these plans are to ensure a more effective and efficient delivery.

**Risks & threats:** The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
Overall financial savings targets are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre-shared service levels initially, which automatically builds in savings in year 1. Posts being held vacant where appropriate until structures are agreed, offers early possible savings.
The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.	ICT shared service priority is to enable flexible working The ICT strategy & implementation plan captures the short, medium and long term actions needed to facilitate flexible, multi-site working
Overall financial savings targets not met by the new shared service or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the Shared Service business cases. Business cases include robust financial analysis and on-going work is undertaken on risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant where appropriate until structures agreed offers early possible savings.
Shared Services do not deliver the expected good quality services to internal and external customers	Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery

**G. COMMUNICATION AND CONSULTATION**

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsible for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure they technical solutions are built into the roadmap.

The **Services Roadmap** is the forward plan for applications and system developments for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed; the roadmap is the responsibility of the Application Support Manager who will lead on consultation with the service areas.

Communications within the ICT Shared Service team will continue via the 'weekly communications' email that reports on progress for forming the new ICT Shared Service. The transition plan is used to manage the timeline of the transition work to form the new service; this plan is updated weekly and is available to all the ICT Shared Service staff.

Communications between the ICT Shared Service and the Partner Authorities or external suppliers will be led by the Development Manager. Regular meeting and engagement activities will be scheduled to help understand customer needs and ensure the ICT Shared Service is performing and enabling corporate objective

**SECTION TWO – OPERATIONAL PLAN 2017/18**

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver high standard of system availability	ICT Vision	<p>Develop a list of services provided with customer service standards</p> <p>Develop the Technology and Service roadmaps to outline forward plan of work</p>	<p>Service Catalogue</p> <p>Technology and Service roadmaps</p>	<p>Services across the Partner Authorities understand and have confidence in the functions being delivered</p> <p>Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers</p>	

2	Support and develop our IT systems	ICT Vision	<p>Build a technology roadmap</p> <p>Examine business processes and enable automation wherever possible</p> <p>Proactive management of our suppliers and contracts</p>	<p>Have a clear understand of the technological direction for the future</p> <p>Clearer simpler processes that involve less human interaction and that can be replicated elsewhere</p> <p>A single set of invoices and contracts to administer.</p>	The Partner Authorities are confident that we are getting value for money from the ICT investment	
3	Open the door for others to follow	ICT Vision	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance	<p>Standard applications</p> <p>Ability to access, use or administer systems centrally</p> <p>Enable the services to change</p>	These shared services deliver a more efficient function and better value for money.	



4	Allow people to work flexibly	ICT Vision	<p>Mobile devices</p> <p>Office 365 sites</p> <p>Establish Lync and collaborative working systems</p> <p>Enable global protect on laptops and tablets to work anywhere</p>	<p>Flexible Working</p> <p>Home working</p> <p>Remote Working</p>	<p>Allow flexible working, staff are able to have a better work life balance with home or remote working.</p> <p>Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner</p>	
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Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc.)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Customer Satisfaction	ICT	
2	Budget Savings achieved	ICT, Finance	
3	Organisational Structure populated	ICT, HR	
4	Service Catalogue PIs met	ICT	

**SECTION 3: 2017/18 SERVICE DEVELOPMENT ACTIVITIES**

**SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES**

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Development objective	Allow staff to work flexibility from home and across the 3 partner Authorities	Describe the desired outcome – what will it look like when it has been achieved?	Staff are able to access any system they require from any site or home	Lead officer	Development Manager/ Technical Architect
Is this a Project? (Yes/ No) and description	<i>No this is a programme of works – There are a series of projects that need to be delivered to enable staff to work in a more flexible manner. The first phase includes providing access to all sites via a single swipecard mechanism, access to centralised resource booking, availability of hotdesks and the provision of global protect enabled laptops and tablets. The second phase of projects will look to deliver a plan to enable any staff to work from any location.</i>				
Business Benefits			How will it be measured?		
1. Enables the cultural change of staff working in a partnership environment			Staff satisfaction survey		
2. Maximises the usage of existing accommodation, and enables the partner Authorities accommodation strategies to be implemented.			Percentage of desk space used, and ratio of staff to desks across the partner offices		
3.					
4.					
Outputs & products	Resources	Responsible Officer		Target delivery date	
Install a common card reader system across the three partner Councils Implement a single cloud based resource booking system for all meeting rooms, hot desks, pool cars, visitor spaces, and equipment for the partnership	ICT and facilities staff  ICT with input from facilities and accommodation staff	Andy Wood (Facilities)  3C ICT Project/Client Manager		<i>June-2017</i>  <i>June-2017</i>	

<b>Key risks</b>	
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<b>Development objective</b>	Implementation of a single Financial Management System	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	A single system, and standard processes in use by all three partner Authorities	<b>Lead officer</b>	<b>Development Manager</b>
<b>Is this a Project? (Yes/ No) and description</b>	<i>Yes – This is a procurement and implementation of a new system to replace the three existing IT applications, along with the standardisation of business processes.</i>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. A single system will mean less administration overheads for the ICT Application Support Staff			Service availability time, call resolution time, customer satisfaction		
2. A standardised system will enable staff in Finance to work in a more efficient and flexible manner, and potentially work across the different partners, maximising the staff resources					
3.					
4.					
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>
Following tender process an order and contract for a new Financial management System Standard configuration setup (documented)		Accountancy, project management, legal  Accountancy, IT Analyst	3C ICT Project/Client Manager (June 2016)  3C ICT IT Analyst (April 2017)		<i>Oct-2017</i>
<b>Key risks</b>		<i>A significant number of inter-system interfaces are being built internally for the project. Business Change – to be mitigated via training but significant changes to the business.</i>			

<b>Development objective</b>	Consolidation of the existing data centres and replacement of the SAN storage system.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Provide a main and secondary data centre with SAN capacity to run all server requirements for the partner Authorities	<b>Lead officer</b>	<b>Technical Architect &amp; Network/Infrastructure Manager</b>
<b>Is this a Project? (Yes/ No) and description</b>	<i>Yes – Procurement of a new SAN to accommodate the data for all three partner Authorities, and consolidation to a main and secondary data centre. The secondary site is a live mirror of the main site so that it will provide a dynamic fail over option in case of an emergency or disaster.</i>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
1. Reduction in ICT administrative overheads for multiple data centres			Call resolution time by Network staff, Network and server availability and performance metrics		
2. On site dynamic disaster recovery options with the secondary backup site, allowing the cessation of external options which currently cost £110k per annum			Cost benefit analysis		
3. Closing of certain data centres, especially within Cambridge will enable the Cambridge City accommodation strategy to be delivered.					
4.					
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>	
Consolidated data centres New SAN software	ICT Network and project management	3C ICT Technical Architect and Project/Client Manager		<i>Dec-2017</i>	
<b>Key risks</b>	<i>To be verified after design phase.</i>				

**SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES**

*Copy the objectives directly from the action plan tables into this summary table so that there is an easy reference guide to the main objectives of the service.*

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Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans ( <i>i.e. what do we want to achieve and why are we doing it?</i> )	Lead Officer
	Allow staff to work flexibility from home and across the 3 partner Authorities	Development Manager/ Technical Architect
	Implementation of a single Financial Management System	Development Manager
	Consolidation of the existing data centres and replacement of the SAN storage system.	Technical Architect/ Network/Infrastructure Manager

**SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)**

**Organisational, Service and Corporate Plan Performance Indicators**

*The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners’ Corporate Plans that this Service is responsible for reporting against.*

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
<b>Key Service PIs (to be selected from the action plan at section 2A)</b>					
Customer Satisfaction (Awaiting Service Catalogue Sign Off)	Annual				
Budget Savings achieved	Annual	£887,234	TBC	£400,000	£400,000
Organisational Structure populated (Additional changes post NPS due)	One off	Completed			
Service Catalogue PIs met (Green/Amber/Red)	Quarterly	(7/0/0)	(3/3/1)	(7/0/0)	(4/2/1)

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**BUSINESS PLAN FOR LEGAL SERVICES (THE PRACTICE)  
2017/18**

<b>Service Leads</b>			
<b>Head of Practice</b>	Tom Lewis		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director</b>	David Edwards	Anthony Kemp	Mike Hill
<b>Lead Councillor</b>	Cllr Herbert	Cllr Brown	Cllr Topping

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Management Board</b>	Draft	20/01/17
<b>Shared Services Partnership Board</b>	Draft	26/01/17
<b>Joint Advisory Committee</b>	Final draft	31/01/17
<b>Cambridge City Council</b> [ <i>Executive Councillor and Scrutiny Committee</i> ]	Final	
<b>Huntingdonshire District Council Cabinet</b>	Final	
<b>South Cambridgeshire District Council Cabinet</b>	Final	

<b>INTRODUCTION</b>
<p>The Legal Shared Service known as the Practice went live in October 2015. The service has moved out of the transition stage and has moved from 3 distinct and separate units to a true shared service.</p> <p>The rationale for the establishment of a shared legal service between CCC, SCDC and HDC is that it will enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.</p> <p>Tom Lewis was appointed as Head of Practice and all Principal Lawyer positions have been successfully recruited to. A review of the remaining tiers has been carried out and implemented. This will led to reduced external legal spend with work which would previously have been outscoured been taken back</p>

inhouse.

A copy of the full structure with positions filled is detailed below.

The Practice has responded to demands across the 3 Councils' and has provided legal support in a number of projects including:

- In relation to the establishment of a Combined Authority following the decisions by all three councils to endorse the Devolution deal, the 3C Legal Shared services has provided legal support to all 3 authorities at briefings, full meetings of council and in the officer led working groups set up following Council ratifications.
- The Practice has provided support in relation to the Public Spaces Protection Order put in place to protect areas of the Town Centre from punt touting.
- Huntingdonshire District Council (HDC) and Huntingdonshire Town Council (HTC) have been in long negotiations in respect of the transfer of the Dryside site of One Leisure Huntingdon and the Medway Centre. The Practice has provided necessary legal support.
- Ongoing support has been provided to South Cambridgeshire Disitric Council ("SCDC") in relation to the loan agreement to facilitate the proposed new Cambridge Ice Rink.

### 3C Reporting timetable

Progress reports on Business Plan implementation and progress against key measures will be quarterly at the 3C Management Board meetings and then submitted quarterly to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.

Quartely performance reports will be produced to report on performance against key performanace indicators agreed in the business plans, budget position and wider benefits.

An annual report on the progress of shared services will be produced and presented at the relevant committees of partner authorities in the June/July cycle.

**Version FINAL**

**Date 16/02/17**

### A. PURPOSE OF THIS DOCUMENT

This is the proposed Business Plan for the Practice, part of 3C Shared Services, for 2017/18. It describes how the shared service arrangement outlined in the approved Business Case proposes to be delivered, to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.



The following objectives have been agreed:

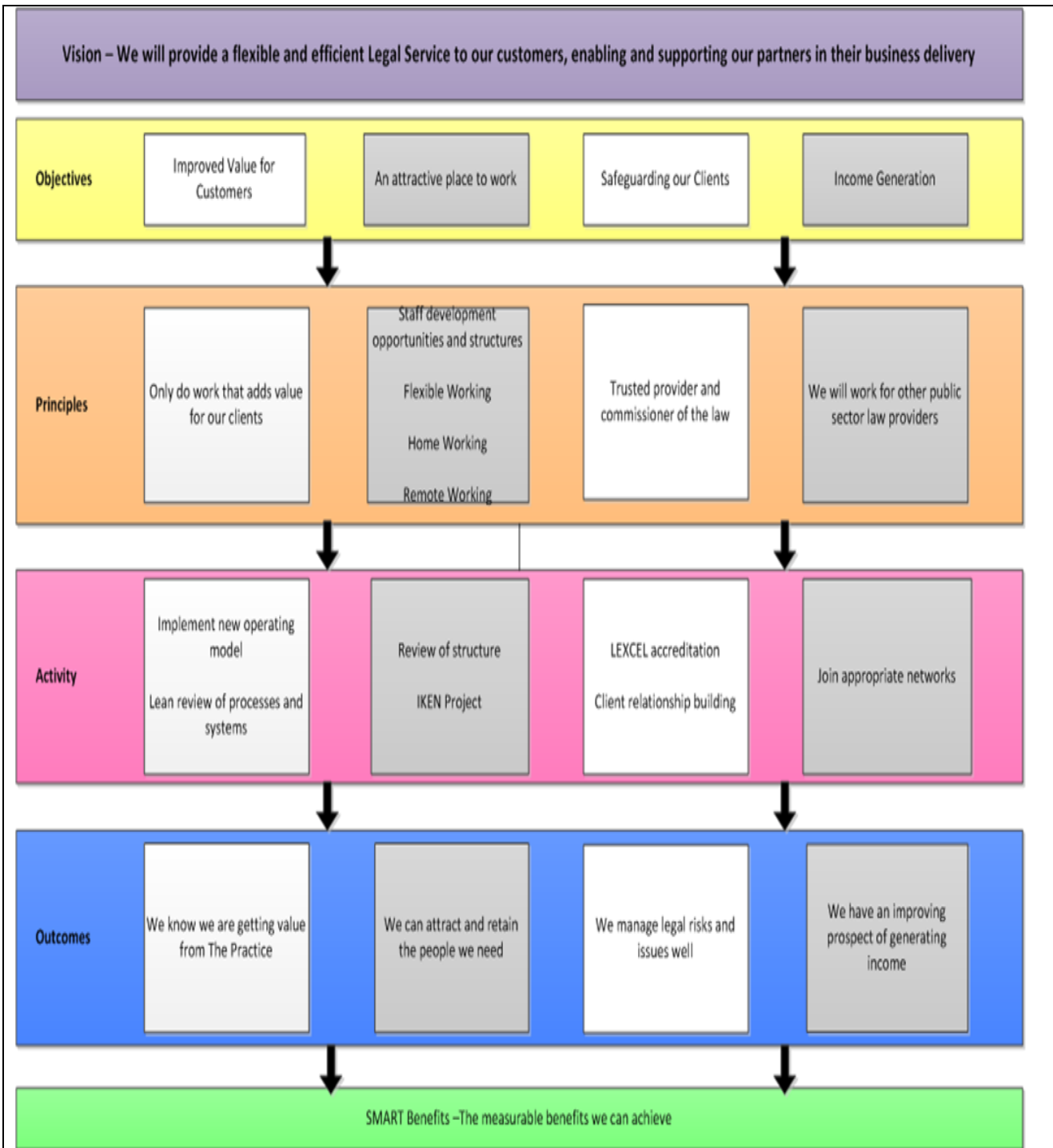
- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

## B. DESCRIPTION OF THE SERVICE

### Vision for the Practice



This business plan will form part of ensuring that the Practice becomes a true shared service and that the benefits are realised.

### **Description of The Practice**

The Practice carries out legal work for the 3 Councils covering all areas and types of work in which the Councils are involved including general legal advice, drafting documents and representing the Council in court.

The Practice is committed to providing an excellent legal service to assist the Councils in meeting its objectives and to ensure that the individual Councils act within the law.

### **Objectives**

Referring to the Business Case, the focus for the Practice remains the same as stated in the Business Case approved by all three Councils: A high standard of leadership, whereby the senior management team possess the right range of managerial, commercial, innovation and change management skills necessary to deliver the new service:

- Align current capacity with demand from within the practice itself
- Reduce external spend
- Optimise effective use of legal skills
- Continual reduction of the books and publications spend
- Client departments to have a major role in developing the Business Plan
- Quarterly reporting of KPIs identified by the new management team of the Practice
- Income generation is key to the success of the Practice, and should derive income from legal costs incurred or recovered in a legal activity
- To utilise the recording and case management system

### **Stakeholders and Partners**

The client services from the 3 partner councils are identified as key stakeholders and with the introduction of an Intelligent Client role they have a means of conveying their requests, consumption and issues resolution.

## **C. FINANCIAL OVERVIEW**

The Business case is based on:

- A Practice budget of £1.3m
- Better commissioning of external legal advice
- The re-structure will see efficiencies in management and business support arrangements (latter being driven by the extended use of technical support via IKEN, together with better processes)

The table below is an illustration of the reduction in net budget as a result of the proposed savings targets for 2016/17

The Practice Budgets (excluding recharges / overheads)

	Year 0*	Current Budget	Forecast		
	2015/16 £	2016/17 £	2017/18 £		
Gross Budget	1,444,070	1,377,440	1,343,920		
Less Income	250,710	257,010	194,550		
<b>Net Budget</b>	<b>1,193,680</b>	<b>1,120,430</b>	<b>1,149,370</b>		

\*For comparison purposes the Year 0 budget is for the 12 month period from Apr 15 to Mar 16.

2017/18 budget shared by Council in proportion to 2015/16 gross budget contribution and reflects additional £60k contribution from HDC

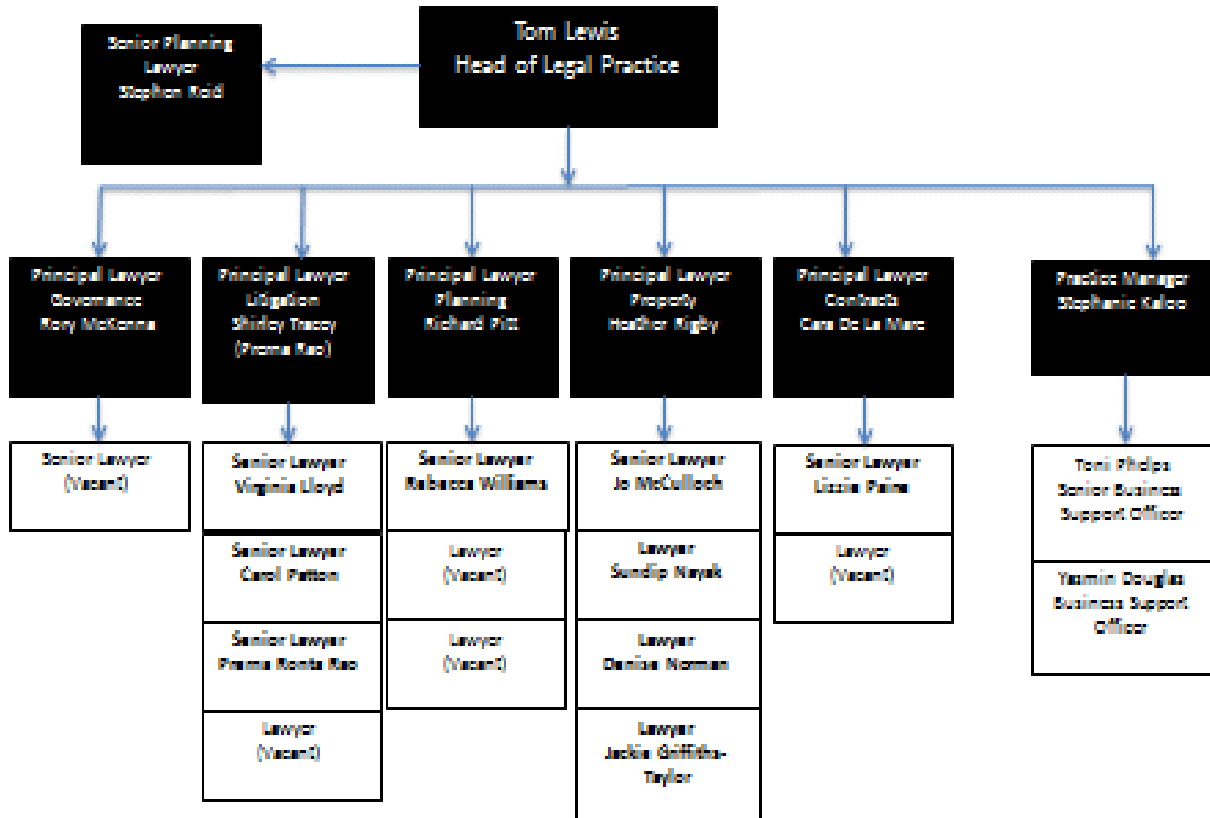
57.21%	14.05%	28.74%	
CCC £	HDC £	SCDC £	Total £
623,230	213,060	313,080	1,149,370

#### D. STAFFING OVERVIEW

Tom Lewis was appointed as Head of Practice in August 2016 and has a positive impact on shaping the Practice. All Principal Lawyer positions have also now been successfully recruited to with Rory McKenna as Principal Lawyer (Governance) and Richard Pitt as Principal Lawyer for Planning. In support of these roles new appointments have been made for a Senior Planning Lawyer and a Senior Contracts Lawyer. The Practice is therefore far better placed to deliver improved performance.

A restructure of the remaining tiers was carried out during 2016/17 and is now fully implemented.

A copy of the existing structure chart ;



## E. LOOKING BACK

#### **Achievements**

1. The Practice now operates a uniform case management and time recording system, so time can be captured by all fee-earners.
2. Recharging model based on consumption designed
3. Portfolio of templates now in place for procurement and contracts to create a more efficient process
4. Code of Conduct matters across the Practice are now in hand and being operated in line with the Constituent Authorities constitutional arrangements and local practices.

#### **F. LOOKING FORWARD**

The Practice plans to increase its efficiency and effectiveness to its three partner Councils by utilising the Intelligent Client role as a means of conveying their requests, consumption and issues resolution.

With the Practice now moving towards a situation where it is fully staffed, staff restructures completed, a time recording system now in place the Practice is now in a position to operate in a more steady state and concentrate its effort on client management through introducing consumption based recharging model and providing a clearer picture of demand and consumption of partners authorities.

With the introduction of standard case management system and time recording system the aim is to get people working more flexibly through home working, remote working and the use of regional hubs. The move to a main office with two hubs has implemented the corporate desk strategies of a ratio 7:10 and this makes flexible working an increased priority:

The Practice has identified the following potential work streams which will impact upon 2 or more of the Councils' this year :

- Devolution
- City Deal
- Major growth sites and associated legal agreements
- Elections
- Joint Procurements

The Practice will also be looking to engage with key clients over their forthcoming priorities and objectives and will use this as a basis to enable the Practice to anticipate and enable any necessary training.

#### **G. COMMUNICATION AND CONSULTATION**

On-going dialogue will continue with Client departments and the Practice has set up an Intelligent Client role to liaise with individual partner's authority's needs, consumption rates and issues.

The Practice aims to continually improve client relationships by empowering clients with know-how, to

enable them to carry out work previously undertaken by the practice. A key objective to within the shared services practice is to streamline the processes, and encourage a more efficient process with regards to contracts. This has been done within procurement and a portfolio of templates to be used by the three teams has now been produced. An s.106 agreed template is currently in the pipeline for both South Cambridgeshire District Council and Cambridge City Council.

The Practice will be carrying out a customer satisfaction survey in the coming months to assist in understanding client need. The survey will capture what we do well and what could be done better. This will be feedback to the team and used by Principal Solicitors' to improve their service areas.

**SECTION TWO – OPERATIONAL PLAN 2017/18**

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Legal Services* will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	To implement a consumption lead recharging model  Integrate a single fees charging mechanism and charge out rate for the fee earners	3C Management Board  Business plan and client departments	Use of coding with iKen time recording system	Quarterly consumption report for partner authorities  Standard rates per hours for Legal advice  Make a comparison of fees and charges and look at updating these to have a single fees and charges model	Ability for partner authorities to identify areas for reduction in legal spend  Ability to benchmark charges  Uniform fees and charges  Better budget management	TL
2	Review what work is outsourced at the moment and make and review if it could be carried out in-house where possible	Initial business case agreed at July 2015 S&R Committee	Analysis of external spend and review of capability and capacity within the Practice	Reduce the legal spend of the practice	A reduction in the cost of out-sourced work  More work being carried out in-house	TL

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3	Achieve Lexcel accreditation	Initial business case agreed at July 2015 S&R Committee	Review of processes against standard	<p>Audit of current practices</p> <p>Standardisation of processes and documentation</p>	Lexcel accreditation carried out and gained	TL/SK
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Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Staff productivity To assess the output from legal officers	ICT system Use of iKen case management system	ICT system not working - Mitigated by highlighting issues through the Management Board for escalation Staff are not recording their time correctly - The Business Manager will be providing regular reports to the Head of Practice and immediate correctional action can be taken
2	Customer service- - Returning telephone calls - Acknowledge correspondence - Agree operational requirements on receipt of full instruction - Report on progress of case work	ICT system Use of iKen case management system	ICT system not working - Mitigated by highlighting issues through the Management Board for escalation
3	Cost effectiveness - To reflect the quality of financial management	Finance ICT	The Practice does not deliver stated savings - The budget will be monitored monthly and reported to the 3C Management Board for reporting or action
4.	Case Disputes Resolves in 3C Favour - Measure of percentage of disputes awarding in favour of 3C on the advice of the service not to settle	ICT system Use of iKen case management system	The Practice not settling cases before actions - Head of Practice to authorise all actions

**SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES**

<b>Development objective</b>	Lexcel Accreditation	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	A management accreditation recognised and run by the Law Society	<b>Lead officer</b>	Tom Lewis – Head of Practice
<b>Is this a Project?</b>	This is a project which has already commenced and is due for completion by September 2017				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
<u>Standardised Procedure</u> <ul style="list-style-type: none"> <li>- Integrating the historic teams to become one</li> <li>- Easier to influence historical cultural differences</li> <li>- More clarity for client services on points of contact</li> <li>-</li> </ul>			Feedback from staff to be sought through consultation Customer and staff satisfaction will be measured by way of regular feedback forms and meetings.		
<u>Meet Lexcel required standard in seven different areas</u> <ul style="list-style-type: none"> <li>- Structure and strategy</li> <li>- Financial management</li> <li>- Information management</li> <li>- People management</li> <li>- Risk management</li> <li>- Client care</li> <li>- File and case management.</li> </ul>			Assessed by Lexcel accreditor		
<b>Outputs &amp; products</b>		<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>
Lexcel standard operation model Lexcel accreditation		Tom Lewis – Sponsor Stephanie Kaloo – Project Manager Richard Wesbroom – Finance	Tom Lewis		September 2017
<b>Key risks</b>		Capacity to deliver on time			



**SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)**

KPI Reference and Description	Reporting frequency	2016/17 Target	2016/17 Final Outturn	2017/18 Target	2017/18 Year End Estimate
<b>Key Service PIs</b> <i>(to be selected from the action plan at section 2A)</i>					
Staff productivity - 20 fee-earning staff to record 1,200 hours per annum	Quarterly to Boards	n/a	n/a	1,200 hr per annum	TBC
Cost effectiveness - Measure achievement of 15% saving from baseline budget as set out in business case	Quarterly to Boards	£179K	£124k	£179k	TBC
Case Disputes Resolves in 3C Favour - Measure of percentage of disputes awarding in favour of 3C	Quarterly to Boards	n/a	n/a	75%	TBC
Customer Satisfaction Levels	Quarterly to Boards			90% satisfaction	TBC

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

Report by: STEPHEN KELLY – JOINT DIRECTOR OF PLANNING AND ECONOMIC DEVELOPMENT

Relevant scrutiny committee: Strategy & Resources  
20<sup>th</sup> March 2017  
Scrutiny Committee

Wards affected: All

## **Progress Update on Shared Planning Service**

### **Key Decision**

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

This report updates members on progress in developing a Shared Planning Service between Cambridge City Council and South Cambridgeshire District Council. It seeks agreement to a number of key principles underpinning the development of the service, a multi-phase programme of delivery, and early use of a “Greater Cambridge” designation. It also sets out an initial high level action plan, seeks agreement to the procurement of additional resources to support this, and identifies two key issues which will require early decision.

#### **2. Recommendations**

The Executive Councillor is recommended:

1. To note progress to date on the implementation of the Shared Planning Service.
2. To agree the development of the multi-phase programme for delivery of the project
3. To approve the broad principles of the proposed management structure (Appendix A) as the basis for the continued development of the organisational structure.

4. To note the allocation of additional resources to support the programme as set out in paragraph 5.3
5. To agree the early introduction of a “Greater Cambridge Planning Service” designation on signatures of emails from planning staff of both Councils
6. To note the need for seamless ICT systems across Greater Cambridge and to note the commitment to early work (and costs) on the procurement of a common ICT system for planning.

### **3. Background**

- 3.1 Cambridge City Council and South Cambridgeshire District Council have been committed to the delivery of a shared service since 2015. A Shared Planning Service will provide the increased capacity and resilience that will enable both Councils to respond effectively to the challenges associated with the areas growth. In particular, the scale of the shared service will create opportunities for existing staff, to grow and develop, will allow the services to recruit and support specialist expertise amongst staff (in areas such as urban design and conservation), and to develop systems at a scale that will help improve resilience and reduce vulnerabilities caused by relatively small teams in areas such as enforcement.
- 3.2 As the complexity of planning appraisals grows, the scale and capability of a larger team will also allow the development of new specialist skills, in development appraisal and programme management particularly of large complex sites consistent with the objective of improving “cost recovery” in the planning process. Since the agreement to move towards the shared planning service, a number of other external factors have also served to further strengthen the case for the shared service. These include the continuing emphasis of national government on supporting housing delivery and economic growth, and the moves toward a devolved Combined Authority with associated expectation for strategic planning across the area. The expectation around greater integration with the Council Housing and County Transport strategies particularly and the greater emphasis post Brexit on regional economic and infrastructure planning will also require focus and capacity to be created.
- 3.3 The Greater Cambridge planning service will result in one of the largest shire district council planning service’s in the country, processing more applications each year than the city of Bristol. The Local Plan Team will be required to develop a joint local plan covering two complex and diverse districts that incorporate economic sectors and academic institutions/communities of national and global significance. The



services provided and the quality of outcomes secured by the existing Planning Team have led to a reputation for quality in new development which echoes the aspirations of existing communities across the area. This will need to be sustained.

- 3.4 Through the period of transition to a shared service, both Local Planning Authorities will also be engaging with significant planning policy related activities and complex planning applications. It is accordingly, important that during the project implementation phase, the Council can continue to provide an effective, trusted and accessible planning service which is capable of promoting high quality development outcomes.

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

- 4.1 The Joint Director of Planning and Economic Development serving both the City Council and SCDC was appointed in June 2016. Collaboration between senior officers since June 2016 has led to the establishment of a project team comprising officers from both councils. Workshops to consider how the services' can be aligned and integrated, identifying priorities for action have also taken place. This project has also acquired the services of the 3C Programme Manager and Project Manager and an external "critical friend" [Fortismere Associates] with experience of planning service improvement programmes and shared service implementations.

- 4.2 The Project Initiation Document (PID) defines the scope of the shared service as comprising the following elements:

- Planning policy and strategy
- Neighbourhood Planning
- Consultancy/specialist services relating to development activity
- Planning and related Application Processing (including trees and Listed Building Consent) and decision making
- Planning Enforcement
- Support for corporate and sub-regional projects (City Deal/Duty to Co-operate/LEP/Combined Authority support etc.)
- Consultation and related responses on behalf of the local planning authorities
- Economic Development (as defined by Corporate Plan)
- Land Charges

- 4.3 The project team has also agreed the following set of high level objectives which have also been shared with all staff:

- a) To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees of each of the participating Councils.
- b) To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- c) To deliver a service that can be flexible - in deployment and delivery
- d) To build/retain a reputation for professionalism, staff development, the delivery of high quality outcomes and competent "business management" amongst peers and partners.

4.4 The project team have taken the principles above and alongside drafting an initial action plan (focusing on project establishment) has begun to explore the potential organisational form of the service (see appendix A). Officers are seeking member's agreement to use this preliminary "structure" as the basis for future development of the formal structure and as a means to explore future operational models. These will be subject to consideration by the Committee later in the year before the service begins the formal change processes with all affected staff. The arrangements outlined reflect existing patterns of working in both Councils but with additional segmentation in the policy area to reflect the changing strategic context (with the Combined Authority and City Deal) and the significant economic role of Greater Cambridge.

4.5 Further engagement will take place with staff, users and members across both Councils on the way in which the planning service is delivered across the greater Cambridge area, both in terms of the way that work across the area may be managed within defined areas and on matters such as the location of staff across the respective Council offices. A comprehensive data capture exercise (based upon the Planning Advisory Services resources review process) is underway to inform recommendations to this committee later in the year.

4.6 To make the best use of the combined skills/resources of the service based in potentially multiple sites, the service will need to extend the use of matrix management alongside enhanced project and programme management capability. As the service seeks to improve income management and collection to reduce its net cost on the two

authorities in line with the shared service objective, additional business and financial management capabilities are also expected to be required.

- 4.7 Before a finalised structure (to be used as the basis for consultation and recruitment) is prepared, informal consultations with staff and the data analysis are expected to be used to help develop a recommendation for member's future consideration. A skills audit is also expected to highlight any additional capabilities required for the effective service implementation.
- 4.8 An initial Action Plan for Phase 1 of the project has been prepared focusing on the project initiation and information gathering (on process and procedures, staffing and performance/financial data etc). The action plan also promotes early opportunities for joint work on the "(re)-alignment" of service delivery processes and systems – the emphasis being on progressive evolution of both services' ways of working through phased implementation of new ways of working rather than a higher risk and potentially more disruptive single step change process deployed in some of the 3C service implementations. Some of these areas of work were already programmed/identified for review in respective service plans (e.g. pre-application process) and can now be unified for clarity and simplicity of service users/members. The final iteration of the shared service will accordingly require implementation to take place in a number of phases, and members' understanding and agreement to this approach is sought.
- 4.9 One action which officers suggest can be taken quickly and is highly symbolic of the move towards the integrated shared service is that all relevant staff should have below their email signatures a strapline stating "Greater Cambridge Planning Service" as well as that of their current employing authority. This will form part of a wider move to define the "shared service" as a single entity (with common templates and consistent processes) in the minds of members and users. Both services will, for example, be collaborating in delivery of a planning "open day" showcasing the work of the two services and seeking to re-engage more with residents and local businesses and to help build an understanding of forthcoming changes.
- 4.10 Through analysis of and visits to earlier shared service implementations', the importance of resolving key ICT infrastructure decisions has been repeatedly emphasised. Planning, and particularly Development Management, is highly dependent on an efficient ICT system. This includes customer access and communication, GIS and management information capabilities, as well as the ability to produce

documentation associated with planning decisions and committee reports at minimal cost. In the case of Greater Cambridge, a seamless Geographical Information System enabling electronic mapping of both council areas will be essential, and will need to be integrated into the overall ICT. The two authorities currently operate different ICT systems neither of which embraces fully the capacity for agile, mobile and multi-site working. The review and commissioning of an appropriate ICT solution is therefore a critical part of the programme towards integrated working and should be commenced now to enable the process optimisation/re-design central to the successful implementation of the shared service.

- 4.11 The consideration of the ICT system will break down into three main phases: scoping the requirements, specifying, and procuring and implementing the system. Officers have begun to identify potential process improvements and efficiencies which logically would form part of the scope of a new, joint system. As procurement is likely to take some time, it is proposed that resources will be assigned to this element in order that officers are able to provide recommendations to the Committee on programme and cost considerations associated with ICT integration alongside other organisational change costs later in the year.

## **5. Resources**

- 5.1 Any significant service transformation requires focused and dedicated core resources to ensure effective implementation. This is particularly important given the large number of strategic projects that both planning services' are engaged in or are directly supporting, as well as the critical "front line" services provided in both councils. Most of the core project team are managers with existing roles whose time available for implementation alongside their existing workloads is limited.
- 5.2 It is therefore proposed that a small internally sourced implementation team is created, comprising two experienced members of staff seconded full time to the project to work alongside the 3C project support resource and the SCDC Service Excellence Officer. The two officer posts will need to be backfilled to release these staff to focus fully on the significant practical and operational measures required to align and then integrate the two services successfully. Specialist ICT input to scope a new system will also be required, most likely from 3C ICT. The ICT procurement will require further investment (later in the project) with a dedicated project plan once scoping and preliminary

costs have been obtained. Additional project management support, business improvement and critical friend input is also to be retained to ensure that the project can benefit from the insight provided from other shared planning services and service optimisation activities across the country. This role is currently being provided by Fortismere Associates but will need to be tendered again as the project continues.

- 5.3 The service has made a bid for £25K to the Council transformation programme for the year ahead. The balance of the costs are anticipated to be drawn from a corresponding investment from SCDC and the service budgets of both Authorities – which are expected to be supplemented by the Governments recent announcement of a 20% increase in national planning fees in July 2017. The current resources plan for the project will need to be reviewed again to reflect estimates for ICT implementation and the costs of change within the service – as the organisational structures and operational format for the service are developed in the future.

## **6. Implications for Other Services**

- 6.1 The scale of the proposed Shared Planning Service will have implications for a number of “support” services, such as HR, Finance and ICT in providing input to the development of the shared service. The extent of these costs will become clearer based upon a number of future decisions – including those concerning ICT and organisational and operational relationships. Wherever possible, the project will seek to integrate with existing transformation projects (e.g. Smart working and the associated workforce strategies).

## **7. Implications**

### **7.1 Financial Implications**

The implementation of shared services has an expectation that net service costs to the constituent authorities will be reduced in the medium term. The shared service model is exploring how it can build capacity and capability through improved systems and processes to achieve improved cost recovery on a range of discretionary services to support greater efficiencies in securing savings on net cost without impacting negatively upon the quality of outcomes and service to customers. At this stage, officers are continuing to explore how the benchmark (for shared services) 15% net cost reduction attributed to the other shared service projects might be secured in future years once the service has been successfully established.

## **7.2 Staffing Implications**

There are clear implications for staff affected directly by the move to a shared service, including some who may currently be managed outside the planning service. A staff engagement processes (including appropriate engagement with the Trades Unions) will be followed in line the respective corporate processes of the constituent authorities. In addition, staff newsletters, data sharing exercises and informal information briefings and experience sharing activities are already underway to improve understanding between the respective services.

## **7.3 Monitoring and Scrutiny**

The Shared Planning Service will sit alongside the shared Waste service and shared Audit services. Other potential options for shared services with SCDC may also emerge in the future. Officers are accordingly reviewing the most appropriate means by which each authority can undertake appropriate scrutiny and monitoring of each of these services. A further report to both Councils explaining how Planning (and other) shared services with SCDC will be monitored will therefore emerge later in the year.

## **7.4 Equality and Poverty Implications**

An EqIA has been carried out for this project.

## **7.5 Environmental Implications**

Low to Medium Positive Impact.

The opportunities offered by increased resilience in service delivery and the ability to recruit and to provide specialist support over the wider Greater Cambridge area should result in a positive impact on the quality of new development.

The likely reduction in accommodation and energy use associated with a shared service will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

## **7.6 Procurement**

The shared service will require appropriate advice to be secured throughout implementation, as well as the likely procurement of a new ICT contract for both Councils.

## **7.7 Consultation and communication**

This will be conducted in accordance with the Council's agreed policy.

## **7.8 Community Safety**

There are no direct effects on community safety.

## **8. Background papers**

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

## **9. Appendices**

A – Broad Principles of Future Structure

## **10. Inspection of papers**

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

Author's Name: Stephen Kelly

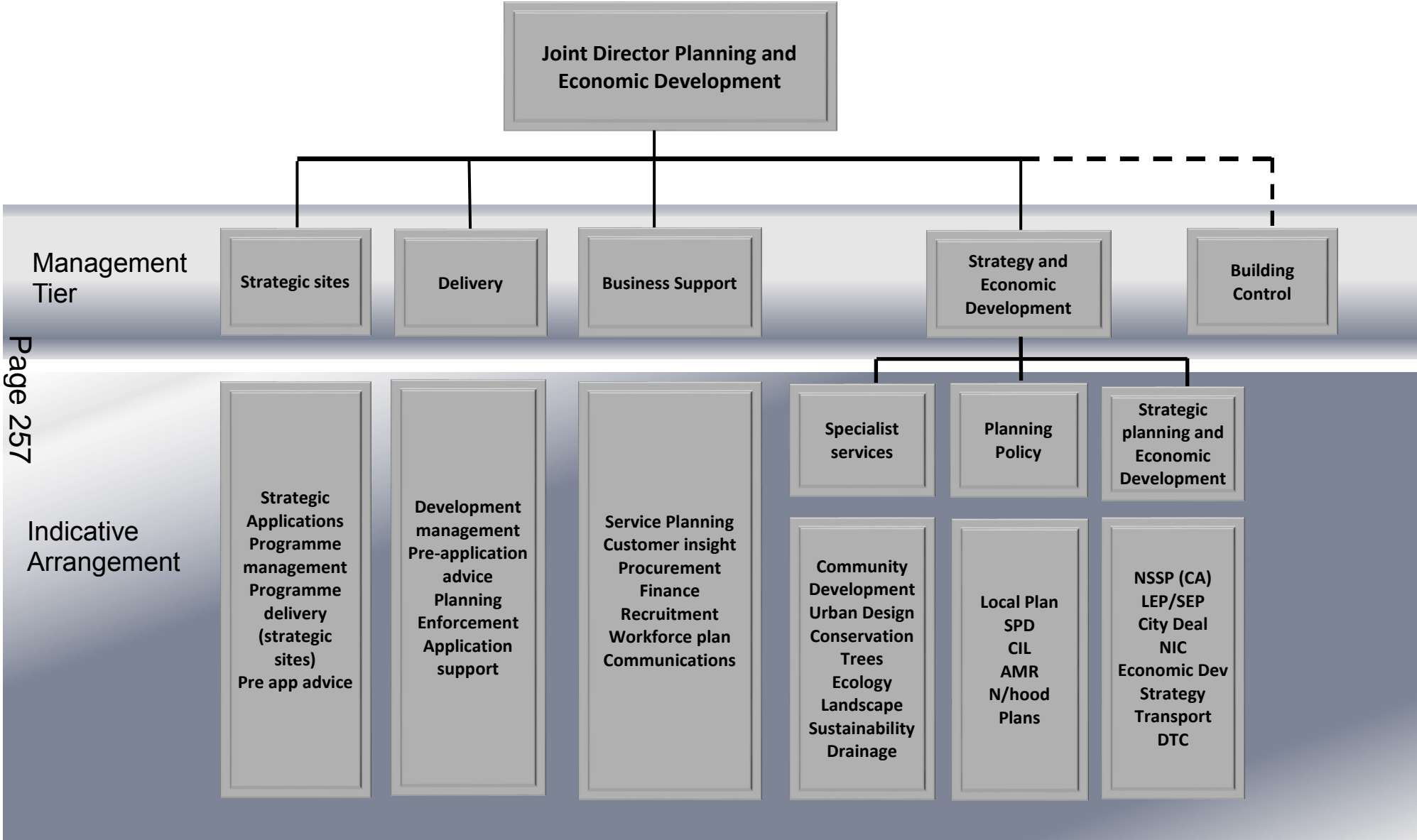
Author's Phone Number:

Author's Email: [Stephen.kelly@cambridge.gov.uk](mailto:Stephen.kelly@cambridge.gov.uk)

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**Appendix A:  
Draft Management Structure**



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# Cambridge City Council Equality Impact Assessment

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



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

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

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 (CCC) 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, (CCC) is reviewing the following internal service – Planning Service. This is an EQIA for the proposal to have a Shared Planning Service between CCC and South Cambridgeshire District Council (SCDC) being considered at Council's Strategy and Resources Scrutiny Committee on 20 March 2017

1. The rationale for the establishment of a Shared Planning Service between Cambridge City Council (CCC) and South Cambridgeshire District Council (SCDC) is that it will enable each local authority to undertake its statutory duty in implementing and enforcing the planning regulations in their area, whilst providing a more sustainable and resilient business model for future service delivery and cost effectiveness.

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

- Create shared planning service, systems, infrastructure and ways of working
- 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.

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

- 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 Residents – as users of Planning services.

Visitors

X Staff

A specific client group or groups (please state):

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

New

Revised

Existing

**5. Responsible directorate and service**

Directorate: Planning and Economic Growth

Service: Planning

**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 partners in delivering the shared services.

## 7. Potential impact

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

When answering this question, please think about:

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

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

In the case of each service, the effects are primarily on staff rather than the community.

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

In terms of the public:

- 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)

In the case of this service, the effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is anticipated, although development of a shared service 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**

In the case of this service, the effects are primarily on staff rather than the community.

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

**(d) Pregnancy and maternity**

In the case of this service, the effects are primarily on staff rather than the community.

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

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

In the case of this service, the effects are primarily on staff rather than the community.

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

**(f) Marriage and Civil Partnership**

In the case of this service, the effects are primarily on staff rather than the community.

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

**(g) Race or Ethnicity**

In the case of this service, the effects are primarily on staff rather than the community.

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

**(h) Religion or Belief**

In the case of this service, the effects are primarily on staff rather than the community.

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

**(i) Sexual Orientation**

In the case of this service, the effects are primarily on staff rather than the community.

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

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

In the case of this service, the effects are primarily on staff rather than the community.

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

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

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

The Committee reports are going to Strategy and Resources on 20 March 2017. The EqIA will be reviewed at all key stages of the project.

## 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:  
Stephen Kelly – Director of Planning and Economic Growth  
Suzanne Goff – Strategy Officer

Date of completion: 21 February 2017

Date of next review of the assessment: April 2017



## Action Plan

**Equality Impact Assessment title:** Planning Shared Service

**Date of completion:** 21/02/2017

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

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

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

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

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

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

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

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

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

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

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

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny committee: Strategy & Resources  
20/3/2017  
Scrutiny Committee

Wards affected: All wards

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

**Not a Key Decision**

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

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

#### **2. Recommendations**

2.1 The Leader is recommended to:

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

### 3. Background

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

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

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

4.1 Since the Greater Cambridge, Greater Peterborough Local Enterprise Partnership ("the LEP") started in 2010 LEPs have been given increasing responsibilities and resources for local economic development. The Government distributes through LEPs, based on their bids, a number of national funding streams, including funding from a national Growth pot that was launched in 2014 of over £2 billion. In addition LEPs are integral partners in City Deals, Enterprise Zones and a number of other government programmes (e.g. Regional Growth Fund), and are significant influencers of sub-national transport.

4.2 Over the past year the activities of the LEP have continued to expand as significant projects come forward and spending starts to ramp up. It is anticipated that growth deal projects in the GCGP area will be due to spend £32.5m in 2016/17 following an under-spend in the previous year. Notable progress in 2016 included the completion of the TWI redevelopment and the Cambridge Biomedical Innovation Centre.

4.3 During the year the LEP has agreed to move to a commissioning model to allow it to be clearer about its priorities for investment and to concentrate on specific themes within a refreshed Strategic Economic Plan (SEP). It is anticipated that the refreshed SEP will provide direction not only for LEP activity and investment but also for the new Combined Authority, which is seeking to draw down

tranches of devolved funds from the government by February 2017. The area based review of skills and the proposed science and innovation audit will help inform the new commissioning framework.

- 4.4 In July last year the LEP submitted a “programme” based Growth Deal bid (Growth 3), rather than a list of projects, prepared around blocks of funding. This allows the LEP to take into account the ongoing development of projects in its pipeline from previous deals, national infrastructure priorities and the SEP strategic priorities. The bid is for £70m towards a flexible programme worth £250m, which will run over four years from 2017-2021.
- 4.5 There is also significant overlap with the Single Pot for infrastructure and growth highlighted in the devolution agreement for Cambridgeshire and Peterborough. The LEP will be working with its partners to ensure proposals complement each other.
- 4.6 During the year the LEP has sought to better coordinate and represent the voice of local business within the Greater Cambridge City Deal, which it is has been charged to do so by the government. The LEP has three representatives within the GC City Deal Assembly and has recently created a new post dedicated to providing input into the City Deal Executive. This is one of three new senior posts that the LEP has created in the past year to help it respond to the expanded agenda it is facing. It is envisaged the posts will be operational by March 2017.
- 4.7 The government has said it will continue to fund European Structural and Investment Funds (ESIF) projects with signed contracts or funding agreements in place before the Autumn Statement (2016) even if they continue beyond the UK’s exit from the EU. The Treasury has also said it will work with LEPs to put in place arrangements to consider projects that could be signed after the Autumn Statement but before the UK leaves the EU. Calls for projects in each of the ERDF priority areas will remain open until early February 2017. They’re currently 10 projects in the GCGP area worth a combined £10m of ERDF monies.
- 4.8 The LEP Board now consists of 16 directors, including five local authority members. The local authority board members are determined collectively by the 15 member local authorities. This year the districts of South Kesterton and South Holland joined the

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

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

5.1 The Greater Cambridge City Deal is an agreement made in 2014 between five local partners and the Government to help secure sustainable future economic growth and quality of life in the Greater Cambridge area.

5.2 The agreement set up with Central Government will provide up to £500 million worth of funding over the next 15 years. An initial £100 million investment over the five years to 2020 has been secured to progress the first tranche of City Deal projects. A further £200 million will be available from April 2020 and a final £200 million in 2025, if the partnership can prove it has been successful in driving economic growth from each tranche of the City Deal programme. It is the intention to generate a further £500 million through other funding streams, bringing in a total investment of £1 billion.

5.3 The Greater Cambridge City Deal aims to:

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



## Transport

- 5.4 The City Deal has committed to improve infrastructure, ease congestion and offer alternative, reliable travel options making it easier for people to travel by public transport, cycle or on foot to their destination.
- 5.5 The initial £100 million investment agreed up to 2020, will enable the delivery of a number of “tranche 1” transport projects designed to:
- Bring vital improvements to key routes into the city.
  - Connect existing and new residential and employment areas with high quality public transport networks, including new orbital bus routes around Cambridge.
  - Provide more sustainable ways for people to travel between their homes and places of work, through a comprehensive network of pedestrian and cycle routes.
- 5.6 The tranche 1 City Deal projects are priority schemes that are intended for quick delivery and will provide immediate benefits to residents and commuters in Greater Cambridge.
- They include:
- Cambourne to Cambridge - better bus journeys
  - The Chisholm Trail
  - Cross City Cycling
  - Milton Road
  - Histon Road
  - City Access - Call for Evidence
  - Western Orbital
  - A1307, Three Campuses to Cambridge
  - Other key transport projects
  - A10 Royston to Cambridge foot & cycleway
- 5.7 Substantial progress has been made on developing and delivering the transport infrastructure programme, with some schemes now either being delivered or approved for construction. As expected, the cycling schemes have proven to be the more easily deliverable schemes.

5.8 Key schemes to improve bus infrastructure and reliability and provide good public transport links between areas of new housing and new jobs are being developed. These include:

- Improving **movement and access in Cambridge City centre**, to deliver significant public transport improvements and tackle congestion: the Executive Board decided on 25<sup>th</sup> January to progress a work place parking levy scheme and develop highways measures to improve bus transit.
- High-quality bus and cycle links between the growth area in Cambourne/ Bourn (about 6000 new homes) and Cambridge: the City Deal Board agreed that the route alignment for the **Cambourne to Cambridge Scheme** providing the greatest economic benefit should be taken forward, with consultation on the route alignment planned later this year.
- The **Histon and Milton Road bus priority** schemes are being developed for statutory consultation with community input, given the importance of the urban environment impacts. These schemes will deliver improvements to bus priority in the North of Cambridge, to complete high-quality bus links from Northstowe new town (10 000 new homes) and to facilitate good public transport between Waterbeach, where 8-9000 homes are planned, and Cambridge.
- **Three Campuses to Cambridge scheme**: Decision due in March 2017 on high quality bus and cycle links to connect the 4 science Park campuses between Cambridge and Haverhill, for detailed scheme development.
- **Western Orbital Scheme**: early development of orbital links to the West of Cambridge, to connect new homes and jobs in the North and South of the City.
- **Early prioritisation of ‘Tranche 2’ priorities for 2020 onwards** – is underway to develop schemes ahead of the next decade. This work is being aligned with the development of the Cambridgeshire and Peterborough Combined Authority.

5.9 48% of Cambridge residents and 23% in South Cambridgeshire cycle at least weekly and about one third of all commutes by Cambridge residents are made by bike. The City Deal programme includes significant cycling investments, as high cycling rates

mean these have very significant economic and health benefits in Greater Cambridge:

- The construction of a cycle link between the A10 and Melbourn business park has been added to the programme and is underway
- The construction of a cycle super-highway between key employment locations around Cambridge and Cambridge North stations, the **Chisholm Trail cycle link** has been approved, subject to planning permission.
- Cross-city cycling – Phase 1 of the Arbury Road scheme (one of five in the package) is completed, and the remaining schemes are due to be completed by the end of 2017.

5.10 It is important to note that the larger infrastructure projects involve significant risk, as is the nature of such projects, and have unprecedented levels of community and stakeholder interest in them. The interest and risks are being managed by building community engagement capacity and ensuring the right relationships and capacity are in place well ahead of procurement. Risk management is considered monthly by the senior officer Programme Board and six-monthly by the decision-making Executive Board.

5.11 Following an external review of City Deal resources used to support transport initiatives a Transport Director has been put in place to lead a newly formed and dedicated City Deal transport team, primarily drawn from existing staff, to work closely with colleagues to better deliver transport improvements.

### Housing

5.12 The Housing Development Agency (HDA) was established in March 2016, with investment from City Deal, to bring together City Deal partners' skills, land and finance to build new homes, including affordable housing, on public sector land. It will focus on the delivery of affordable housing and will help deliver the housing in the Local Plan, as well as some of the 1,000 additional homes on rural exception sites agreed as part of the City Deal negotiation process. A report showing the development framework within which the Council will provide new housing itself and the housing

dimension of the Devolution Agreement was provided to the Council’s Housing Scrutiny Committee on 7 March 2017.

## Skills

- 5.13 In terms of meeting the skills needs of Greater Cambridge’s businesses and bringing more of our local young people into that jobs market, a new social enterprise called Form the Future has been put in place to deliver the LEP’s Signpost2Skills programme in Greater Cambridge.
- 5.14 This programme aims to ensure young learners have good advice about career options in the local economy and are supported to pursue the types of learning that will equip them to compete for those jobs. The skills service will also help ensure we deliver our City Deal target of 420 additional apprenticeships. Again, this is funded from the City Deal Delivery and Implementation Fund, with support from the LEP.
- 5.15 The total number of apprenticeships in Greater Cambridge in Quarter 4 of 2015/16 (the most recent data available) was 1,550. This is an 18% increase over that same quarter in 2014/15. Whilst clearly this is a relatively small sample size, so cannot be taken as a clear sign of success at this point, it indicates a positive trend. This growth is reflected across all levels of apprenticeship (higher, advanced and intermediate), as illustrated in Table 1.

**Table 1: Growth in apprenticeships in GCP area**

Level	Q4 2014/15	Q4 2015/16	Increase
Higher	40	60	50%
Advanced	460	600	36%
Intermediate	810	890	10%
GC total	1,310	1,550	18%

## Smart City

- 5.16 The City Deal partnership has been working on steps to ensure Greater Cambridge takes advantage of the research and innovation excellence that resides in the area to apply “smart” solutions to challenges such as congestion, air quality and “intelligent mobility”. The City Deal Delivery and Implementation

Fund supports work to develop a smart city infrastructure, which will facilitate development of travel apps, wayfinding information at Cambridge station and other applications. The Smart Cambridge team has been working with the University of Cambridge to develop an Intelligent City Management Platform, which has the capability to take real time data from around the city which will then be used to both drive city management and innovation. Work has also been done with Cambridge Wireless to run a competition that will see 20 SMEs develop solutions to city challenges using this network, which is due to be launched on 21 March..

- 5.17 A travel planning application is being built by a local start-up called Building Intellect, using real-time city data, initially to be a multi-modal travel planner. This is due to be previewed on 21 March with a first generation app being deployed for the travelling public this summer. A study on integrated ticketing and payments, carried out by ARUP, will be completed shortly. The Smart Cambridge team has also commissioned the University of Cambridge to carry out a study on the potential application of autonomous vehicles on the Busway.

### Consultations

- 5.18 Extensive consultation processes, using a variety of methods, have been attached to projects and these have generated significant public engagement and debate, with many very well attended public meetings, and many responses to the consultation process. Following the initial consultation in each case, more detailed proposals will be worked up on a smaller number of options or preferred option, which would be consulted on again before any decision is taken to go ahead with a particular scheme.
- 5.19 In the near future further consultations will take place about:
- The preferred route for Cambourne to Cambridge better bus journeys.
  - The extended cycling network, using community events.
- 5.20 **Local Liaison Forums (LLFS)** are in place provide regular dialogue between project team and members of the local community during the course of any major transport projects, ensuring interested parties are kept informed and can continue to have their say outside of formal consultation processes.

5.21 Details of LLFs can be found on the events calendar on the City Deal homepage. At present there are three LLFs for:

- Cambourne to Cambridge & Western Orbital
- Histon Road and Milton Road
- Chisholm Trail & Abbey-Chesterton Bridge

5.22 In addition stakeholder workshops have been held to discuss the Milton Road bus priority scheme and the walking and cycling improvements, which resulted in the City Deal Board designating mature tree as key design features. Part 1 and 2 of the Milton Road Stakeholder Workshop Report has now been published.

### Governance

5.23 For the governance of the City Deal a joint committee in the form of an Executive Board has been put in place for joint decision-making, overseeing the strategic vision of the deal, bringing together expertise to assess projects and to administer the necessary funds. The membership of the **Executive Board** comprises the leaders of Cambridge City Council and Cambridgeshire County Council, the Cabinet member for City Deal for South Cambridgeshire District Council, and nominated representatives from the University of Cambridge, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership. The Executive Board is currently chaired by Councillor Herbert.

5.24 The Executive Board makes decisions by consensus, where possible. Due to legislative constraints, voting rights are exercised by the local authority representatives with a commitment to consider advice from the Local Enterprise Partnership and the University of Cambridge.

5.25 Recently the Executive Board agreed changes to ensure that its papers are published further in advance of meetings and that early access online to all questions going to a meeting are available. As a result of the changes, questions must now be submitted three working days ahead of the meeting and papers will be now published five working days before that.

5.26 The Board is supported by a fifteen person **Joint Assembly** comprising a mix of elected members and wider stakeholders from

the business and education fields. The Joint Assembly acts as an advisory committee for the Executive Board and usually meets in advance to pre-scrutinise issues the Board will be taking decisions about and offer advice accordingly. The Assembly is currently chaired by Councillor Bick, and the City Council's other representatives are Councillors Baigent and Price.

- 5.27 Central Government funding for future tranches of the City Deal will be subject to an independent assessment of the previous tranche's success in delivering economic growth. An independent panel is currently being set up to manage this assessment process.

#### Alignment with Combined Authority and Local Enterprise Partnership

- 5.28 The agreement of a Cambridgeshire and Peterborough Devolution Deal and **Combined Authority** presents a range of opportunities for joint work and alignment between the City Deal, Combined Authority and Local Enterprise Partnership, which are being explored by the 3 Partnerships.

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

- 6.1 Cambridge City Council has ceased its membership of the Key Cities Group in order to focus its capacity and efforts on partnerships with more local or more similar councils.
- 6.2 Cambridge City Council has continued to work with four other Fast Growing Cities to emphasise to Government the particularly strong economic potential they offer to the UK economy, and the particular challenges that their success brings. These cities (Oxford, Swindon, Milton Keynes and Norwich) share many of Cambridge's characteristics – strong on knowledge-intensive industries, pro-growth but constrained by infrastructure limitations and housing affordability.
- 6.3 Cambridge and the partner cities will work with businesses, universities and neighbouring authorities to ensure that Government understands the case for investment in their economic potential, and the case for particular policy interventions/relaxations to facilitate sustainable growth.

- 6.4 The Government's tasking of the National Infrastructure Commission to review the Oxford-Milton Keynes-Cambridge corridor chimes with the goals of the Fast Growth Cities and provides a further conduit for Cambridge City Council and its partners to make the case for Cambridge to Government, as does the consultation on the Government's Industrial Strategy.
- 6.5 The City Council is a member of London – Stansted – Cambridge Corridor Consortium. An annual subscription of £7,500 is paid. Cambridge City Council is represented on the board by the Leader of the Council, and is supported by the Director of Environment. Current work streams include:
- Lobbying for significant investment in rail infrastructure, including quadrupling tracks south of Cambridgeshire
  - Smart City initiatives in the corridor

## **7. Devolution – Combined Authority update**

- 7.1 The council gave the go-ahead to the devolution deal between local authorities in Cambridgeshire and Peterborough and the Government in November last year. The deal will enable funds to be drawn down from government that will hasten the delivery of affordable housing within Cambridge and across the wider area and support economic growth, development of local transport infrastructure and jobs. An elected mayor will chair a combined authority, which will include one representative from each of the local authorities.

### Recent meetings of the Shadow Combined Authority

- 7.2 A detailed report giving an update on the combined authority and its arrangements was provided to Strategy & Resources Committee on 23 January. Since then the Shadow Combined Authority (CA) has met twice - on the 31 January and 22 February. The agendas and all the reports for these meetings are available on the County Council's website. The first meeting of the Combined Authority Board is expected to take place on 20 March and a further meeting in April. The annual meeting will take place at the end of May.
- 7.3 Agenda items at the shadow meetings to date have mainly focused on the arrangements needed to set up the new authority including



appointing a Returning Officer for the Mayoral elections (John Hill from East Cambs); agreeing to set up an Independent Remuneration panel to advise on the level of Mayoral allowance and to recruit an Independent Person as a member of the Audit and Governance Committee.

- 7.4 At the meeting held on 22 February the Shadow CA agreed a draft budget for submission to the CA in March and also agreed the Assurance Framework that will apply to the authority's funding, for submission to government. The expected 20 March CA meeting will take place earlier in the day so feedback can be provided at this S&R meeting (20 March).

#### Portfolio Holders

- 7.5 Following Councillor Steve Count's decision to step down as Chair the following interim portfolios have been agreed (the new Mayor may wish to review these):

- Councillor Robin Howe - Fiscal and Chairman
- Councillor Steve Count - Public Service Reform
- Councillor John Clark Economic Growth (including Business Support)
- Councillor Lewis Herbert - Communities
- Councillor John Holdich - Skills and Training and Deputy Chairman
- Councillor James Palmer - Transport and Infrastructure
- Councillor Peter Topping - Housing

#### Parliamentary Order

- 7.6 At the time of writing this report the Parliamentary Order had gone through the Commons and was on its way to the Lords with an expectation it will be signed off by mid-March.

#### Overview and Scrutiny

- 7.7 The Shadow CA has started the process of establishing an overview and scrutiny committee. The constituent councils have been appointing scrutiny members and Councillors Bick and Baigent were confirmed as the city council's members at the Council meeting on 22 February.

- 7.8 A workshop for the members of the new Overview and Scrutiny Committee is being arranged with the Centre of Public Scrutiny, who have experience of working with combined authorities on their scrutiny arrangements and knowledge of best practice in established Combined Authorities. Once all members have been confirmed by their constituent councils it is hoped that a date for this can be agreed in March. This workshop will help inform how the Overview and Scrutiny Committee will work going forward. It is likely that the first formal scrutiny committee will take place in June following the annual meeting of the CA.
- 7.9 The Shadow CA Board has agreed to recruit a full time Scrutiny Officer to support the committee which is out to recruitment with a closing date of 24 March.
- 7.10 The City Council agreed its own approach to scrutinising the council's representative to the Combined Authority at its Civic Affairs meeting on 15 February.

### Housing

- 7.11 The Housing business case for the £100m and £70m grants has had support from civil servants and we are awaiting formal sign-off by the government over the next few weeks. A report on the £70m allocated for housing in Cambridge was provided to the Council's Housing Scrutiny Committee on 7 March 2017.

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

- 8.1 The Cambridge Community Safety Partnership ("the Cambridge CSP") involves a number of agencies concerned with tackling and reducing crime and anti-social behaviour in Cambridge. The Leader is the council's representative in the CSP's Board.
- 8.2 The Cambridge CSP's main task continues to be to understand the community safety issues Cambridge is experiencing; decide which of these are the most important to deal with; decide what actions can be taken collectively, add value to the day-to-day work undertaken by the individual agencies, and understand what difference the partnership has made.

- 8.3 Following consideration of a **strategic assessment** collective actions for the partnership were set out in a **Community Safety Plan** that runs for three years. The current plan started on 1 April 2014. It has been subject to two annual reviews, based on further strategic assessments, with the second review published in November 2016.
- 8.4 A detailed action plan, within the strategy's broad framework, is published year on year, taking into account the findings of the annual review. This is because new problems or areas of concern can appear from local research that the partnership will want to respond to, so the priorities in the three year plan can be amended to reflect these. The partnership now receives **quarterly assessments**, each containing a deep dive for a priority area, which is reviewed at partnership meetings. This has meant that the partnership can better react to emerging issues or patterns of crime and disorder within the current year.
- 8.5 The priorities for year three of the **Community Safety Plan (2016/17)** are:
- All violence, including domestic violence
  - Exploitation
  - Personal property crime – identifying and responding to trends
  - Antisocial behaviour within vulnerable groups

The partnership will also continue to track and support County led work on reducing re-offending keep a watching brief on road safety issues.

- 8.6 In the latest quarterly assessment (Quarter 2) presented in October 2016 to the partnership some of the target indicators used to assess progress against the priorities have shown increases for the quarter above their three year average. The next quarterly assessment will be provided in February 2017 and as well as giving an overview will take a more in-depth look at the partnerships "all violence including domestic violence" priority area.
- 8.7 In producing local plans the partnership is mindful of the pledges of the Police and Crime Commissioner in the **Crime Plan 2013-16** and the requirement to 'have regard' to its priorities. For 2016/17

the Police and Crime Commissioner allocated nearly £40,000 to Cambridge CSP to help with the local delivery of objectives in the Cambridgeshire Policing Plan. This funding has been allocated by Cambridge CSP to a range of local projects that have been commissioned by lead officers within multi-agency task groups set up by the partnership to oversee work in each of its priority areas and to monitor progress.

#### Current projects by priority area

##### 8.8 All violence including domestic violence

- Safe refuge doorman – enables the safety of volunteers and clients during the night-time economy Taxi marshals – manages the flow of people leaving the city centre during the night-time economy
- Care venue – helps alleviate some pressure on frontline emergency services
- Bobby scheme – secures homes of victims of domestic abuse, the elderly and vulnerable
- Healthy relationship work with young people provision to six city secondary schools
- Rape crisis telephone helpline.

##### 8.9 Personal Property Crime

- Cybercrime conference – to raise awareness of this crime and to consider local priorities.

##### 8.10 Antisocial behaviour within vulnerable groups

- Supporting people and preventing anti-social behaviour (Phase 3) – to mainstream the work that was piloted to support people involved in street based ASB with needs relating to mental health, drug and alcohol issues, working with Street Aid.

##### 8.11 To continue to track and support County led work on:

- Reducing re-offending – Integrated Offender Management (IOM) Interventions offering practical support for clients on the IOM Programme such as identification.

- 8.12 The Cambridge CSP meets quarterly and requires project priority lead officers to submit progress reports, which are considered by the partnership at its meetings against the context provided by the quarterly assessment. Where an indicator or progress report seems to be falling short of its target the partnership can decide on the remedial measures that need to be taken.
- 8.13 The Council also has a **Safer City** element as a part of its grants scheme to help local community and voluntary groups contribute to reducing crime, the fear of crime and anti-social behaviour. For 206/17 this fund was £20,000. Area Committees also consider Neighbourhood Policing Priorities, which form part of the Police's responsibilities to consult local people, understand, and respond to very local issues.
- 8.14 In May 2016 a new **Police and Crime Commissioner (PCC)** for Cambridgeshire and Peterborough was elected. A new Police and Crime Plan 2017-2020 is presently being prepared and a draft framework for this has been set out. The plan will centre around four key themes:
- Victims
  - Offenders
  - Communities
  - Transformation
- 8.15 The draft PCC plan does not yet include performance measures and these are currently being developed. The **Policing Plan** will be published by March 2017. Early indications are that there will be changes in the way crime and disorder reduction grants are awarded to Community Safety Partnerships. It seems that the grant will not be automatically awarded in April, as previously the case, and that the commissioner will want to check how each area's proposed use of the grant will align with the Police and Crime Plan. All six CSPs will be invited to meet with the PCC to submit evidence-based spend intentions with the maximum amount which could be available to the partnership is £39,000.
- 8.16 The Council also has a representative, Councillor Baigent, in the **Cambridgeshire Police and Crime Panel**, which oversees and scrutinises the work of the PCC. The PCC is required to consult with the Panel on his plans and budget for policing, as well as the

level of council tax and the appointment of a Chief Constable. The panel will maintain a regular check and balance on the performance of the Commissioner.

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

- 9.1 Cambridgeshire's Health and Wellbeing Board ("the Board") and its network brings together leaders from local organisations that have a strong influence on health and wellbeing, including the commissioning of health, social care and public health services, to help plan services for Cambridgeshire that will secure the best possible health and wellbeing outcomes for all residents.
- 9.2 The Board includes representatives from, county council, local district councils, public health, education, NHS England, Clinical Commissioning Group, Healthwatch and others. The Council's representative in the Board is Councillor Abbott.
- 9.3 This year representation from NHS organisations was increased within the Board to give it a better balance between local authorities and the NHS. There was concern that the committee was taking on a scrutiny role, which is the domain of the county **Health Committee**, rather than an advisory role. The Board meets bi-monthly. The Council's representative in the Health Committee is Councillor Abbott.
- 9.4 The work of the Board is guided by the **Cambridgeshire Health and Wellbeing Strategy 2012-17**. The strategy focuses on six priorities to improve the physical and mental health and wellbeing of Cambridgeshire residents. In particular, there is an intention to improve the health of the poorest fastest.
- 9.5 The **Joint Strategic Needs Assessment (JSNA)** informs and underpins the Health and Wellbeing Strategy and provides a series of assessments about the needs of people in Cambridgeshire. Currently a "New Housing Developments and Built Environment" JSNA is being prepared. Progress in improving the health and wellbeing of local populations is assessed in the Director of Public Health's annual report.

9.6 The **Annual Public Health Report** (APHR) for 2015/16 adds a broader focus, looking at changes and trends in public health outcomes over recent years. The APHR 2016/17 report highlights sources of information about Local Health (a tool provided by Public Health England) and supports three opportunities for public health action in Cambridgeshire, building on the priorities of the previous report. These are:

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

9.7 The national **Public Health Outcomes Framework** (PHOF) provides detailed information on how well Cambridgeshire is doing compared with other areas for a range of health outcomes, as well as the lifestyle and environmental factors which influence health. The current Cambridge Local Health Profile is for 2015 and shows some of the PHOF headlines for the City. It states that, “The health of people in Cambridge is generally better than the England average. Deprivation is lower than average, however about 14.9% (2,500) children live in poverty. The inequality in life expectancy (*between wards*) that is related to deprivation in this local area is 8.2 years for men and 7.9 years for women”.

9.8 This year the work of the Cambridgeshire Health and Wellbeing Board has been heavily influenced by the emergence of Cambridgeshire and Peterborough’s five year **Sustainability and Transformation Plan (STP)**, which was published on 21 November 2016 by the Cambridgeshire and Peterborough Clinical Commissioning Group.

9.9 This plan helps address issues highlighted in its Evidence for Change document (March 2016) and develops a response to an interim STP summary (July 2016) that forecast a deficit for the local health care system of £250m in addition to the £250m of savings and efficiency plans individual Trusts and the Clinical Commissioning Group need to deliver. The scale of the change

required is significant and it is recognised that delivery will be challenging.

- 9.10 The STP sets out how a successful local NHS health care economy can be delivered in its “Fit for the Future” programme. This includes new locality and system-wide governance. At the same time the county council through its **Transforming Lives** strategy is looking to develop a new approach to social care and deliver the requirements of the Care Act, its Older People’s Programme and the Better Care Fund.
- 9.11 Partners in the local health and care system are looking to work together to find solutions to the challenges they are facing and are trying to align healthcare, public health and social care. The integration of local health and social care is likely to be a future part of the delivery of a phase of the **Devolution Agreement**.
- 9.12 To assist the different NHS organisations in working closer together a **Memorandum of Understanding** (MoU) setting out behaviours and principles that will promote joint working has been agreed between them. A variant that takes into account local authority governance has now been signed by the county and unitary authority. It is expected that district councils will also sign up once the contribution of district councils has been clarified. It has been said that being a part of the MoU does not imply support for the STP but in practice most solutions to the challenges posed by the STP will require joint working.
- 9.13 The Health and Wellbeing Board is seen as the partnership body where partnership working is promoted and this has been the place where the MoU has been discussed with district councils. The Board has also considered some of the governance arrangements for the STP, including the establishment of officer Area Boards for local NHS organisations to discuss their plans for services with partners. Overall the number of forums has reduced, and are being reviewed, but the council is still faced with deciding where it can best influence partners, promote our contribution to improving wellbeing and ensure the best outcomes for local



people. The council presently has an officer representative in the Area Board and Healthy Ageing and Prevention Steering Group.

- 9.14 A **Public Health Reference Group** presently reports to the Health and Wellbeing Board and involves district public health leads in developing approaches to public health that support the Director of Public Health's priorities of mental health (particularly for children), promoting physical activity and reducing the isolation of older people. These priorities coincide with priorities for the council and so there are opportunities for the Council to contribute and to look to align some of our current work. Recently the council's sports development team were involved in a successful project, supported by funding from public health, to promote physical activity across Cambridgeshire.
- 9.15 The county Public Health service is presently looking to work closer with district councils and is preparing a district council and public health delivery plan to build on what is being done locally and to provide additional support from its specialist advisors where it is needed. Recent business of the Board has included looking at the CCG's Mental Health Strategy Framework, Primary Care Strategy – GP Recruitment and Retention, Pharmaceutical Needs Assessment and Better Care Fund Planning.
- 9.16 The **Cambridge Local Health Partnership (CLHP)**, which forms a part of the Board's network, involves local GPs and others with an interest in local health and social care. It is chaired by the City Council's Executive member for Communities. The main role of the CLHP is to inform the Executive member and the member representing the council in the Board about local health and social care issues, so that the interests of Cambridge's residents can be taken into account by the HWB Board, and to promote local partnership working.
- 9.17 Recently the CLHP has been using a themed approach to its meetings, looking at each of the priorities of the HWB strategy in turn, taking the theme that will be on the agenda of the following HWB Board meeting. The CLHP usually meets a week before the HWB Board but on a quarterly basis. The HWB Board meets on

alternative months – six times a year – so there are meetings where the CLHP won't be able to consider HWB Board agenda.

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

- 10.1 The Children's Trust Executive Partnership is a small body consisting of five members, the Lead Member for Children's Services (Cambs County Council), the Executive Director for Children, Families and Adult Services and the three chairs of the Area Partnerships, that sits at the centre of a network aimed at supporting partnership working and facilitating local activities that are delivered to children, young people and their families.
- 10.2 The Executive Partnership has taken on the lead role for reporting annually on progress towards Priority 1 of the county Health and Wellbeing Strategy, "Ensure a positive start to life for children, young people and their families". Its latest report was submitted to the Health and Wellbeing Board on 19 January 2017.
- 10.3 The priorities for the Children's Trust (2014-17), which were developed from the views of partners in the Executive Board and Area Partnerships, are:
- Addressing the impact of welfare reforms and poverty on educational attainment and health outcomes
  - Improving children's mental health and considering parental mental health
  - Addressing drug and alcohol misuse within the family environment
- 10.4 The Children's Trust Executive Group meets twice a year and it is expected that the bulk of its work is carried out by the Area Partnerships whose members come together to address local needs and develop actions that add value to the work of any one organisation. All of the three partnerships in Cambridgeshire, East Cambridgeshire and Fenland, South Cambridgeshire and Cambridge City and Huntingdonshire have a track record of developing projects on small or zero budgets, testing new ideas and approaches.
- 10.5 Cambridge City Council does not have a representative in the Children's Trust Executive Partnership, instead working through

the Local Area Partnership (South Cambridgeshire and Cambridge City).

10.6 The role of **Children’s Trust Area Partnerships** is to:

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

10.7 Each Local Area Partnership has developed its own local plan. This plan identifies local activities that are delivered collectively with local partners to meet the needs of families. This is an officer group and the Council’s Children’s and Young People’s Services Manager is involved in it. The Council has a duty under Children’s Act 2004 to work in partnership with other statutory organisations to achieve positive outcomes for children.

10.8 The key work strands for the South Cambridgeshire and Cambridge City Local Area Partnership in 2016/17 includes:

- The “Heads Up” project that provided early mental health support in schools for 4 – 11 year old children. From the initial sessions staff were able to identify those who needed additional support
- Assisting the Together for Families project to offer the “Think Family” approach to other organisations, particularly those in the community and voluntary sector
- As part of the Accelerating Achievement programme the partnership is working with the Collaborative Outreach Network to develop local projects with young people to raise aspirations, especially for vulnerable groups
- Working with Arts and Minds to offer “Arts on Prescription” project to two local schools in Cambridge

- Supporting the roll-out of the “Tough Love” project in secondary schools and community settings.

10.9 A phase one consultation document was published in December 2016 as part of the county’s **Children’s Change Programme**. It outlined how children and young people’s services could be delivered in a different way, integrating the Social Care and Enhanced and Preventative Services into a single management structure. This will involve bring together specialists and locality teams into a single district team under one manager. This may help reduce some duplication and make the service a bit sharper but could involve the loss of senior posts to achieve savings at a time when demand for services seems to be increasing and the gap in levels of achievement between pupils in receipt of pupil premium and other groups is deteriorating.

10.10 It is not clear in what format **Children’s Centres** or the **Together for Families** initiative will emerge. The Local Area Partnerships will remain in place although the coordinator post will be moved into a different county council directorate and the hours assigned to it reduced by one day – so the level of officer support available to the locality partnerships will be less.

10.11 A response to the concerns raised during the consultation was published at the end of January 2017. The Area Partnerships will have a further opportunity to give their views about proposed arrangements for the delivery of children and young people’s services in their localities before they are put in place.

## 11. Implications

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

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

As part of the Budget Setting Report, the City Deal partner councils agreed to contribute 40% of their New Homes Bonus funding to the development and implementation of the City Deal.

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

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

(c) **Equality and Poverty Implications**

The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be on providing affordable housing, training and other measures to move people back into work and addressing health inequalities.

(d) **Environmental Implications**

Business models that promote low carbon use and improve the sustainability of developments will be supported.

(e) **Procurement**

The partnerships are likely to procure or commission services to achieve their aims.

(f) **Consultation and communication**

Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.

(g) **Community Safety**

To improve community safety is the purpose of the Cambridge Community Safety Partnership.

## 12. Background papers

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

Principles of Partnership Working

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

Signpost2grow

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

Cambridge Compass Enterprise Zone

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

LEP Board Papers

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

Greater Cambridge City Deal

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

[City Deal Progress Report](#)

Key Cities Group

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

Shadow Cambridgeshire and Peterborough Combined Authority Papers

[https://cmis.cambridgeshire.gov.uk/ccc\\_live/Committees/tabid/62/ctl/ViewCMS\\_CommitteeDetails/mid/381/id/40/Default.aspx](https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMS_CommitteeDetails/mid/381/id/40/Default.aspx)

Proposed City Council Scrutiny of its Representative on The Cambridgeshire And Peterborough Combined Authority, Civic Affairs Committee 15/2/2017

<http://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=179&MId=3037&Ver=4>

New Housing by the Council, Housing Scrutiny Committee, 7/3/2017

<http://democracy.cambridge.gov.uk/documents/s38140/2017.02.15%20Final%20HC%20revised.pdf>

Cambridge Community Safety Partnership

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

Police and Crime Plan

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

Police and Crime Panel

[https://cmis.cambridgeshire.gov.uk/ccc\\_live/Committees/tabid/62/ctl/ViewCMS\\_CommitteeDetails/mid/381/id/35/Default.aspx](https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMS_CommitteeDetails/mid/381/id/35/Default.aspx)

Cambridgeshire's Health and Wellbeing Board

[http://www4.cambridgeshire.gov.uk/info/20004/health\\_and\\_keeping\\_well/548/cambridgeshire\\_health\\_and\\_wellbeing\\_board](http://www4.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board)

Joint Strategic Needs Assessment

<http://www.cambridgeshireinsight.org.uk/jsna>

Annual Public Health Report

<http://cambridgeshireinsight.org.uk/health/aphr>

Cambridge Local Health Profile 2015

<http://fingertipsreports.phe.org.uk/health-profiles/2016/e07000008.pdf>

Cambridge Local Health Partnership

<http://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=347>

Children's Trust and Area Partnerships

[http://www4.cambridgeshire.gov.uk/info/20076/children\\_and\\_families\\_practitioners\\_and\\_providers\\_information/279/children\\_and\\_families\\_working\\_with\\_partners/2](http://www4.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/279/children_and_families_working_with_partners/2)

## 12. Appendices

No Appendices have been added.

## 13. Inspection of papers

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

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